

Commonwealth of Puerto Rico Tax Reform Assessment Project

*Current Roles & Job Description Assessment Report
September 9, 2014*

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1. Background

On June 1994 the Secretary of the Treasury Mr. Manuel Diaz Saldaña approved the Classification and Job Description Report for several positions within the Department. These classifications were also reviewed by the Human Resources Assistant Secretary, formerly known as Personnel Administration Central Office Director.

In 1997 the Department of the Treasury reviewed and updated the Job Description Report with key positions. The following aspects were highlighted and detailed in the report:

- Nature of work
- Distinctive aspects of work
- Examples of work
- Knowledge, skills and minimum skills
- Minimum preparation and experience
- Probation period

On June 16, 2006, Juan Méndez Torres, former Secretary of the Treasury, reviewed an updated Job Description report that took into consideration the nature of work and minimum requirements for the positions of interest.

Since the last update on the Job Description Report, there are some roles, functions and activities that have been modified throughout the years. Therefore, the Current Roles and Job Description Assessment Report will highlight gaps and findings that will provide the Department of the Treasury the current state of roles and job descriptions.

2. Introduction

2.1 Purpose of the Current Roles and Job Description Assessment Report

This report will analyze the positions within the key processes of the Internal Revenue Area. The information required to produce this deliverable was obtained from interviews and workshops conducted with the Internal Revenue personnel.

The job profile, competencies and proficiency levels of the directors were filled in by the Internal Revenue Assistant Secretary according to the KPMG Roles and Job Description form, and the remaining positions assessed were based on leading and commonly accepted practices.


2.2 Benefits of the Current Roles and Job Description Assessment Report

- Establishes a basis for an accurate job roles and classification, ensuring the tasks are appropriately performed.
- Communicates the duties and responsibilities of the position to current and potential staff members. With a clear understanding of the job's expectations, the current occupant of the position is able to focus their time on the duties that will foster success in the position.
- Defines the function and role of a position within a section, division, and may help the Bureau organization to align individual roles with the goals of each Bureau and division.
- Serves as a management tool for assessing the organization of work responsibilities within the section, division or department.
- Enables the department to understand, assess and prepare for the impact of any recommended change to the Operating Model that may affect the roles and responsibilities of the key employees.

2.3 Document Structure

This document is organized into three sections:

1. Findings and Recommendations: An overview of our recommendations consolidated for each finding and the potential benefits of implementing them
2. General Job Description Gathering: Detailed information regarding the **35** positions outlined in the General Job Description Assessment Report, describing the following aspects:
 - a. **Job Title:** Name of the position identified within the walkthrough and process modeling
 - b. **Bureau:** Refers to the main unit the position belongs to
 - c. **Location:** Indicates the place or district where the position is performed
 - d. **Mission:** Refers to the purpose of the position assessed
 - e. **Roles & responsibilities:** Describes the main functions and duties performed
 - f. **Skills & specialized techniques:** Describes the necessary knowledge to carry out the performed tasks

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- g. **Competencies:** Refers to the abilities that the occupant of the position may need to carry out the tasks and responsibilities efficiently
3. Appendix – Roles and Job Description Form Template: Form used to gather the general information of each position identified in the key processes of the Internal Revenue Area (IRA). The Roles and Job Description Form details main duties, responsibilities, and required profile and competencies.

3. Findings and Recommendations

Issue / Opportunity	Current State Assessment	Recommendations	Benefits
Job Descriptions Manual Review	<ul style="list-style-type: none">■ The Job Descriptions Manual is outdated according to the last review. Some positions are reviewed based on the needs of the Supervisor.	<ul style="list-style-type: none">■ Job descriptions should be reviewed on a regular basis (at least every 4 years) and should be updated as needed to reflect any substantive changes to the key duties, responsibilities or requirements of the position.■ Job descriptions may also require updating when major organizational structure and governance changes have been done.■ In addition, the job description should be validated and approved by the direct supervisor of the position. This ensures that the job description accurately reflects the needs of the work unit and the expectations of the supervisor or team leader.	<ul style="list-style-type: none">■ Generally, updating the Job Descriptions Manual would help the Department to:<ul style="list-style-type: none">■ Communicate the job expectations to the employee■ Focus recruitment efforts■ Manage employee performance■ Set employee and organization goals■ Manage workloads■ Create training and development plans■ Develop career paths and opportunities for job growth■ Help maintain compliance and governance of activities

Issue / Opportunity	Current State Assessment	Recommendations	Benefits
<p>Position Names</p>	<ul style="list-style-type: none"> ■ The majority of position names do not correspond to the functions or roles of the position except for the Bureau's Directors and Assistant Secretaries. ■ For example, the classification "Tax Technician" is used for employees in all the bureaus of Internal Revenue, performing different functions for the various services provided by Internal Revenue. The "Tax Technician" current job description includes activities from all the bureaus. 	<ul style="list-style-type: none"> ■ Tax Technicians and Tax Specialists should have classifications and functions based on the current activities performed in Taxpayer Services, Processing, Taxpayer Assistance and Specialized Consults, Fiscal Audit, Consumption Tax and Collections Bureaus. ■ According to other comparable jurisdictions, we can recommend the following classifications: <ul style="list-style-type: none"> ■ Taxpayer Services Bureau: Taxpayer Service Agent, Taxpayer Service Specialist ■ Taxpayer Assistance and Specialized Consults Bureau: Tax Policy and Ruling Officer ■ Processing Bureau: Tax Officer ■ Perform an in-depth analysis of the main functions and responsibilities of the positions, in order to understand the differences and group them according to their similar duties. 	<ul style="list-style-type: none"> ■ Employees under these classifications will have a more specific description of their required functions and responsibilities. ■ Consistent roles and job descriptions can be identified and defined across the Department for each position.

Issue / Opportunity	Current State Assessment	Recommendations	Benefits
Job Classification	<ul style="list-style-type: none"> ■ The procedure used to compare the job content of each position in relation to the others is not consistent with actual standards. The Job Classification Criteria has not been reviewed since 2000. ■ By the latest salary adjustments, due to the collective bargain agreement or the inflation, some lower positions ends up with similar compensation as other superior job classification. 	<ul style="list-style-type: none"> ■ Standardize classification criteria. 	<ul style="list-style-type: none"> ■ Standardizes the internal equity of the positions within the Department. ■ Provides the framework for comprehensive organizational reviews. ■ Assess career paths and the balance between support positions and those assigned to perform the mission-oriented functions of the Department.
Similarity of responsibilities and roles	<ul style="list-style-type: none"> ■ The Fiscal Audit and Consumption Tax Bureaus generally perform similar duties such as inspecting, fiscalizing and monitoring companies and organizations. This was found to be the case with the Fiscal Audit and Consumption Tax Bureaus where similar duties are generally performed, such as inspecting, fiscalizing and monitoring companies and organizations 	<ul style="list-style-type: none"> ■ Review the structure and functions of the Bureaus in order to determine existing duplicity of functions, efforts and resources. 	<ul style="list-style-type: none"> ■ Ensures that there is no effort duplicity or conflict of interest between the Bureaus.

Issue / Opportunity	Current State Assessment	Recommendations	Benefits
“Acting” leadership roles	<ul style="list-style-type: none"> There are a considerable number of leadership positions that are occupied on an interim basis, due to the vacant positions across the Department. These positions are occupied by a less qualified position. 	<ul style="list-style-type: none"> Implement a formal assessment process in which the Department can evaluate the staff occupying or eligibility to occupy leadership roles, in order to determine if they have the necessary knowledge and skills to be considered for a higher ranked qualification. Implement a formal training and development program, in order to allow the high potential employees to meet the necessary requirements. Implement an internal contest for the vacant positions, serving as an incentive to qualified staff from other areas to participate in the selection process. 	<ul style="list-style-type: none"> Motivated and capable staff at the Leadership positions. Keeps the institutionalism of functions and processes, in other words, preserve the knowledge transfer of functions and processes Provides career development opportunities to the current staff.
Organizational Baseline	<ul style="list-style-type: none"> The Department employs approximately 2000 employees in different positions., which over the 80% represents the Internal Revenue Area (IRA). Currently, 847 employees are in the Collections Bureau. However, within the Internal Revenue Area some employees had been transfer to other Bureaus without the approval or review of the Human Resources Area. 	<ul style="list-style-type: none"> Create an organizational baseline in order to identify core and supporting positions. Update and/or build a detailed organizational structure for managers and/or bureaus, in order to establish control lines and get a clear view of the organizational structure within each Bureau. 	<ul style="list-style-type: none"> Identifies how many employees are working in supporting positions for the Department and how many are in core business positions. Provides a tangible and detailed analysis of the human capital operational cost.

4. General Job Descriptions Assessment Gathering

The general job description assessment gathering is composed by 35 positions that are part of the main processes in the Internal Revenue Area. The information below was obtained from interviews with each employee and validated by the Director of the Bureau or through the workshops to validate the actual processes.

On the Job Profile Section, the Complexity of Functions and Organizational Impact assessment was completed by multiple selection levels (low, medium and high) detail as follows:

Complexity of Functions: Level of difficulty, complexity or diversity of the functions performed by the position.

- **Low:** The job functions are simple, basic, repetitive and generally oriented towards tasks (e.g. reading, writing, elemental mathematical calculations, operation of simple equipment).
- **Medium:** The job functions require the application of skills and equipment operation in works with certain degree of difficulty or moderately specialized (e.g. secretarial, accounting, technical support, welding, and electricity). In addition, participates in executing several activities or projects that, generally, only have impact within his/her functional area.
- **High:** The job functions require the application of skills and equipment operation in works with high degree of difficulty or advanced specialization (e.g. general management, inspection, audit or penalties appraisal). In addition, participates in the execution of several activities and projects that have impact in different areas of the Department.

Organizational Impact: Way in which the job functions impact on the Institute in relation to the achievement of its strategic goals.

- **Low:** The job functions, by themselves, have a lower or remote impact on the results or the attainment of the strategic goals of the Institute. They have few or no relevance in making transcendental decisions and the use/assignment of resources.
- **Medium:** The job functions have a moderate degree of impact and responsibility on the results or the attainment of the strategic goals of the Institute. They require the exercise of a significant influence on decisions of certain relevance and the use/assignment of resources.
- **High:** The job functions have a high degree of impact and responsibility on the results and the attainment of the strategic goals of the Department. They require having control on transcendental decisions and the use/assignment of resources.

The Competencies and Proficiency Levels was completed with the followings levels:

- **MINIMAL**

Can demonstrate competency only with significant coaching and/or guidance from others. Typically has received minimal to no training in the competency and/or has been given minimal to no opportunity to practice the competency on-the-job.

- **BASIC**

Occasionally demonstrates competency at average proficiency; may demonstrate competency while receiving moderate coaching and/or guidance from others. Typically has received limited

training in the competency and/or has been given some opportunity to practice the competency on-the-job.

■ **SKILLED**

Consistently demonstrates competency at average to slightly above average proficiency, with little to no coaching and/or guidance. Typically has received training in the competency and/or has been given multiple opportunities to practice the competency on-the-job.

■ **TALENTED**

Almost always demonstrates the competency at above average proficiency. May coach others on the competency or provide training on the competency. Typically has received extensive training on the competency and/or has been practicing the competency on-the-job for a significant period of time.

■ **EXPERT**

One of the top performers in the competency; consistently demonstrates the competency above Talented level. Typically serves as a thought leader in the competency, providing training, coaching, and/or guidance to multiple employees.

Position: Assistant Secretary

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Assistant Secretary
Role of the position:	Assistant Secretary of Internal Revenue
Operational Unit:	Internal Revenue Area
Bureau:	N/A
Division:	N/A
Section:	N/A
Reports to:	Secretary of the Treasury, Under Secretary
Supervises:	Under Assistant Secretary, Bureaus Directors and Tax Advisors
Location:	Intendente Ramírez Building
Mission of the position:	Administration and implementation of tax laws related to collection, both from the operational perspective and the development of tax policies.

GENERAL INFORMATION ABOUT THE POSITION

Position title:

Assistant Secretary

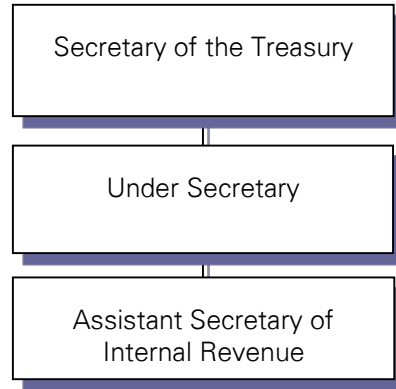
Main functions:

- Attend to, mainly, the most important contributors, such as the large tax payers
- Manage the relationship with key contributors, such as pharmaceuticals and banks, and give them advice on how tax laws could affect them
- Perform monthly monitoring, along with the Department of Economic Affairs, on the status of the collections and take appropriate action according to their criticality
- Approve special projects suggested by the Bureaus
- Advise, guide and implement tax policies, through reports, memos, and notices
- Execute and deliver the closing agreement to taxpayers
- Suggest changes to be included in the budget
- Approve strategic work plans of each Bureau
- Collaborate with the Department of Economic Affairs on issues related to revenues and budget preparation
- Collaborate with the Office of Legal Affairs on issues of tax litigation
- Advise on the various areas relating to tax policies
- Hold meetings with large tax payers to share information about potential tax liabilities for the next periods
- Communicate with the Appeals Office and monitor adverse and favorable determinations to taxpayers'
- Exchange information with Tax Crimes about requests for information and coordination of efforts
- Submit reconsiderations to the Office for the Protection of Taxpayer Rights
- Monitor the application and payment of the taxes regarding Law 154 – applicable to foreign companies - through the system of electronic filing of tax returns at the corporate level

Check Points and Approvals:

- Evaluation and approval of deficiencies imposed on taxpayers
- Evaluation and approval of the refund claims
- Evaluation and approval of the Private letter ruling
- Evaluation and approval of tax credits grants
- Approval of refunds
- Approval of debt cancellations or adjustments

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		College title at bachelor's degree level, or having knowledge and/or administrative equivalents enough to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		More than 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		CREATIVE Requires creating new solutions with very few antecedents.
Responsibility		

JOB PROFILE		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by the Department's mission and vision, its general strategies and guidelines, ample flexibility is permitted in the application of the policies and procedures to attain the expected results.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there will be intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 11 to 20 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ Law or Accounting degree with a CPA		

JOB PROFILE		
Other Considerations (if necessary)		
■ N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box; and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		EXPERT
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT

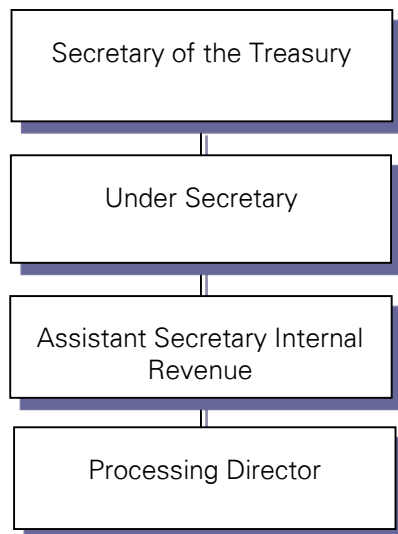
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering the audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Processing Director

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Processing Director
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Processing Bureau
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue, Under Assistant Secretary
Supervises:	Under Director, Contributive Technician I, Secretaries, Receptionist, Team Leaders and Supervisors.
Location:	Intendente Ramírez Building
Mission of the position: Lead and develop departmental policy. Planning and coordinating the overall operation of the Bureau, in collaboration with other managers of the Bureau.	
Main functions: <ul style="list-style-type: none"> ■ Lead, manage and evaluate the performance of the sections of the Bureau: Preliminary Review, Numbering, Data Entry (index and statistics), Data Correction, Accounts Management, Adjustment Management, Archive and Photocopies and Corporate Payment Application. ■ Approve changes required by the system for best performance of the process. ■ Advise the Secretary of the Treasury and the Internal Revenue Assistant Secretary regarding public policies to be established, on the functions related to administering the Bureau. ■ Develop and analyze work procedures for each of the sections given. ■ Study the bills related to the efforts of the Bureau and submit recommendations thereon to the Secretary of Treasury. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Approval of processes and system improvements ■ Approval of users' system access ■ Approval of exceptions ■ Approval of SUPINA (Supply Information Order). ■ Approval of requests for certificates, paychecks 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		College title at bachelor's degree level, or having knowledge and/or administrative equivalents enough to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises more than 41 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ N/A		

JOB PROFILE		
Other Considerations (if necessary)		
■ N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box, and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		TALENTED
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all;		TALENTED

JOB PROFILE		
fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

TALENTED**CUSTOMER FOCUS**

Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

TALENTED

Position: Fiscal Audit Director

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Fiscal Audit Director
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Fiscal Audit Bureau
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue
Supervises:	Tax Affairs Executive, Tax Auditor, Clerks, Chief of Divisions, Administrative Secretary.
Location:	Intendente Ramírez Building
Mission of the position: Directs, coordinates, plans and oversees the functions, techniques and administrative activities of the Bureau of Fiscal Audit. From a control perspective, monitors the filing of returns by taxpayers, but also the required payments such as form compliance with the provisions laid down by law. Also advises the Secretary of the Treasury and the Assistant Secretary of Internal Revenue on fiscal audit topics, and in relation to the public policy to be established.	
Main functions: <ul style="list-style-type: none"> ■ Develops work programs with goals and objectives; identifies priorities in operations, according to the policy established by the Secretary of the Treasury. ■ Establishes uniform criteria for selecting taxpayers and researching tax filing forms, assigns cases in the regions and performs audits following the criteria and the public policy established. ■ Coordinates control projects and verifies that they are carried out in time, cost effectively, and according to the demand. ■ Maintains statistics of operations carried out in the regions and central level. ■ Prepares technical material for cases appealed to the courts and maintains the necessary coordination with the regions and the other bureaus of the area. ■ Communicates with Internal Revenue Area about taxpayers' claims, controversial areas or disagreements with the position taken by the taxpayer. ■ Ensures that the welfare of the Bureau is met as guided by the established procedures and documentation. ■ Assists in projects or situations raised directly by the Department. ■ Monitors the Public Policy. ■ Conducts visits to the 7 districts to communicate about the work plan, upcoming projects, objectives and priorities for the fiscal year. ■ Supports projects of Internal Revenue i.e.consultations. ■ Coordinates the vacation plan to meet the year-end work plan. 	

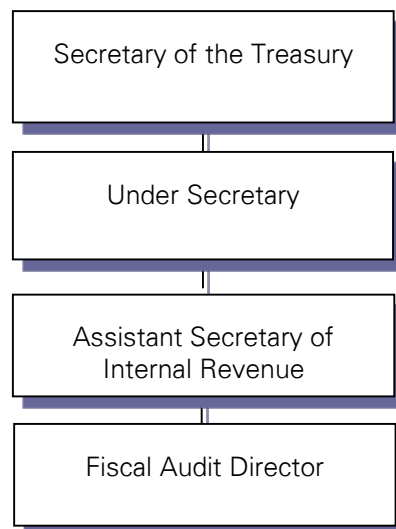
GENERAL INFORMATION ABOUT THE POSITION

Position title: Fiscal Audit Director

Check Points and Approvals:

- Approves refunds up to \$100,000
- Establishes uniform criteria for selecting taxpayers and returns to investigate
- Recommends promotions or transfers of individuals in their Bureau
- Makes decisions on research conducted including evidence provided and transactions conducted by taxpayers

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		College title at bachelor's degree level, or having knowledge and/or administrative equivalents enough to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there will be intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises more than 41 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ N/A		

JOB PROFILE		
Other Considerations (if necessary)		
■ N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		TALENTED
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values		TALENTED

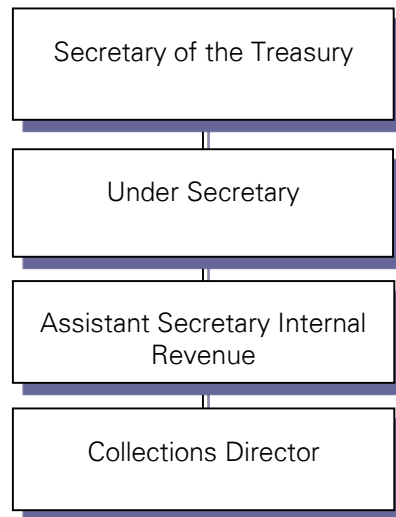
JOB PROFILE		
the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Collections Director

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Collections Director
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Collections Bureau
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue, Under Assistant Secretary
Supervises:	Division Chief, Tax Technicians, Clerks.
Location:	Intendente Ramírez Building
Mission of the position: Manages the Bureau operationally and administratively. Establishes policies and methods to ensure collection and increasing revenues.	
Main functions: <ul style="list-style-type: none"> ■ Advises the Assistant Secretary of Internal Revenue on issues related to management and the formulation of public policies. ■ Advises the Bureau personnel in complex collection cases. ■ Implements new projects to improve tax collection management, mechanization of the collection management by foreclosures. ■ Approves service contracts for the collections management. ■ Studies, recommends and advises the Secretary of the Treasury on policymaking aimed to implement, amend or repeal laws relating to the operation of the Bureau. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Approval and signing of Sales Use Tax payment plans ■ Approval and signing of payment plans for other types of contributions ■ Approval and signing of stamp deals and payment obligations to subsequently pass to the Assistant Secretary of Internal Revenue for signing. ■ Approval and signing of the Debt Cancellation Models to subsequently pass it to the Assistant Secretary of Internal Revenue for signing ■ Approval and signing of cancellations of seizure of personal assets, in cases where there is no presence of the Head of Division or for special cases ■ Approval of the access to tax system PRITAS and collection system F551, to realize collections. ■ Approval of vouchers of tax refunds up to \$ 50,000 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there will be intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises more than 41 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

JOB PROFILE		
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> N/A 		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box, and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		TALENTED

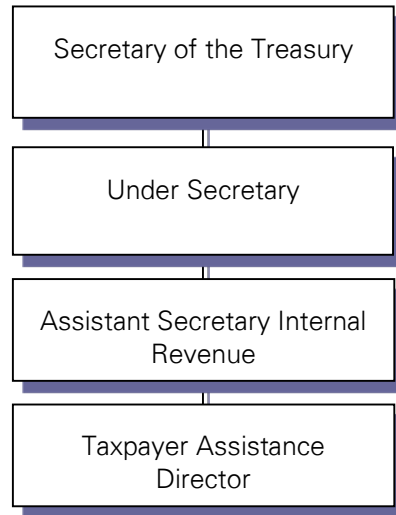
JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		SKILLED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key		TALENTED

JOB PROFILE		
issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience/nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Taxpayer Assistance Director

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Taxpayer Assistance Director
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Taxpayer Assistance
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue / Under Assistant Secretary
Supervises:	Service Manager or Team Leaders, Tax Technicians, Auditor, Clerks, Tax Specialist.
Location:	Intendente Ramírez Building
Mission of the position: Directs, coordinates, plans and oversees administrative functions and activities of the Bureau, which are developed through the Call Center and Correspondence, and Service Centers located in the municipalities. Advises the Secretary of Treasury and the Internal Revenue Assistant Secretary regarding public policy, bills, and cases of high complexity, among others. Develops procedures and standards related to the action plan of the areas under their responsibility. Ensures quality of service provided by their Bureau.	
Main functions: <ul style="list-style-type: none"> ■ Reviews penalty cases: applications for taxpayer debt forgiveness under certain penalties (late filing, payment of the Sales and Use Tax under Section 6043.04 of the Internal Revenue Code, Law 1 of January 31st of 2011) ■ Reviews and approves payroll (approved under the Bureau rebates) ■ Processes special cases referred by the Secretary of the Treasury ■ Serves the public, specifically in sensitive cases ■ Approves cancellation memorandums and greater (credit) adjustments in the range of \$100,000 to \$300,000. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Review and approval of payroll (refunds approved under the Bureau) ■ Authorization of cancellation memorandums and debt adjustments (credit) ranging from \$100,000 to \$300, 000 ■ Signing response letters of requests for penalty waivers ■ Signing the letter of referral to the Assistant Secretary of Adjudication Procedures ■ Approval of refunds in the PRITAS system up to \$100,000 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises more than 41 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ N/A		

JOB PROFILE		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box, and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		TALENTED
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		SKILLED

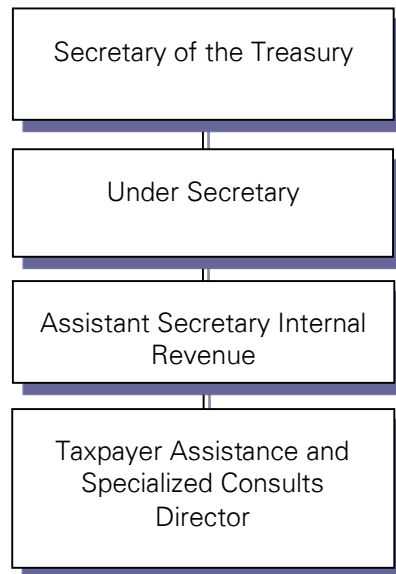
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Tax Affairs Executive III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Affairs Executive III
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Taxpayer Assistance and Specialized Consults Bureau
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue, Under Secretary
Supervises:	Tax Affairs Executive, Chief of Division
Location:	Intendente Ramírez Building
Mission of the position: Plans, manages, and supervises all of the administrative and operational functions of the Bureau.	
Main functions: <ul style="list-style-type: none"> ■ Makes recommendations on contributory policies to the Assistant Secretary of Internal Revenue. ■ Contributes guidance to taxpayers, employees of the Treasury and other government agencies. ■ Provides guidance and participates in media events (Media Tour) to answer questions on individual returns, specifically for the period of filing returns. ■ Reviews, from a technical perspective, each of the sections of Taxpayer Assistance and Specialized Consults: Opinions Division, Administrative Determinations, Inheritance and Donations Pension Plans, General Queries, Division of Practice Regulation, Forms Division and Publications of Tax Exemption Division. ■ Represents the Assistant Secretary of Internal Revenue in meetings on the Puerto Rico Capitol Hill, on legislative issues and several other topics. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Approval of administrative determinations to be signed by the Assistant Secretary of Internal Revenue ■ Approval of waiver endorsements to be signed by the Assistant Secretary of Internal Revenue ■ Approval and signing of the Pension Plans ■ Approval of Public Policy to be signed by the Assistant Secretary of Internal Revenue 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires full command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

CREATIVE Requires creating new solutions with very few antecedents.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there is intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 11 to 20 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ N/A		

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box, and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

EXPERT**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

EXPERT**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

EXPERT

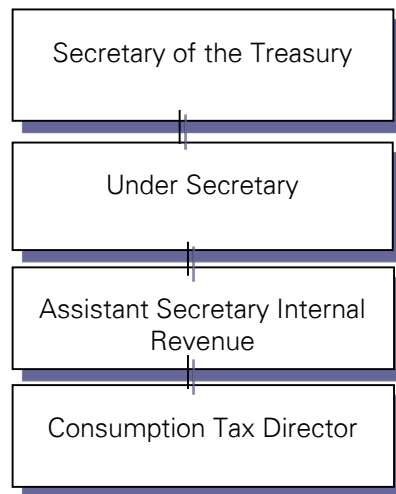
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Consumption Tax Director

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Consumption Tax Director
Role of the position:	Director
Operational Unit:	Internal Revenue
Bureau:	Consumption Tax Bureau
Division:	N/A
Section:	N/A
Reports to:	Assistant Secretary of Internal Revenue, Under Assistant Secretary
Supervises:	Under Director and Chief of Division
Location:	Mercantil Plaza, Hato Rey
Mission of the position: Plans, coordinates and supervises the functions related to the implementation, administration, monitoring and enforcement of the Internal Revenue Code. Regulates the adequate collection of the Sales and Use Tax (SUT) and that the licenses are up to date.	
Main functions: <ul style="list-style-type: none"> ■ Develops and implements work programs related to the goals and objectives of the Bureau ■ Manages and evaluates programs, at central level, regarding the imposition of taxes on sales, use and consumption of taxable items. ■ Develops and evaluates programs to guide the trader and the general public. ■ Provides advice to the Internal Revenue Area on programs and procedures related to the chapters that are handled by the Bureau: Excise, SUT and Licensing and legislative proposals before the legislative committees. ■ Monitors the correct imposition of excise taxes on articles of use and consumption and sales and use taxes. ■ Assists in the investigation and prosecution of bail and fines on taxpayers to guarantee the payment of taxes, fees and penalties. ■ Monitors, receives and guides merchants, contributors, officials, industry representatives and other agencies on the interpretation of the laws and regulations administered by the Bureau. ■ Reviews and provides advice on cases of SUT audits. ■ Analyzes requests to reduce or eliminate fines. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Review and approval of applications for exemption by activity ■ Approval or denial of conditional grants licenses ■ Review and approval of the answers on appellate grievance procedures ■ Signing letters of tax exemption, generally rated as donations and charities 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH

ORGANIZATIONAL IMPACT

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH

Knowledge and Skills**FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires full command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there is intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises more than 41 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
■ N/A		

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively think outside the box and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

TALENTED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED

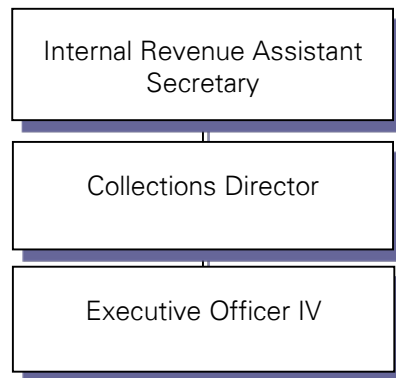
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Executive Officer IV

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Executive Officer IV
Role of the position:	Collection Center Division Chief
Operational Unit:	Internal Revenue
Bureau:	Collections
Division:	Collection Center Division
Section:	N/A
Reports to:	Collections Director
Supervises:	Collection Center Districts Chiefs and Collectors
Location:	Intendente Ramírez Building
Mission of the position: Monitors and evaluates the collections process is delivered in each District.	
Main functions: <ul style="list-style-type: none"> ■ Plans, coordinates, and directs all of the Collection Center Districts ■ Trains staff at different Collection Centers ■ Ensures the safety of all Collection Center offices ■ Visits and monitors all Collection Centers to validate that employees are providing excellent customer service and are aligned with established procedures. ■ Reaches agreement when there are conflicts or issues between employees ■ Investigates complaints or grievances filed by taxpayers ■ Visits and monitors collectors and completes inspections ■ Selects staff for Collection Centers ■ Receives daily production reports from the all Collection Centers ■ Resolves administrative issues such as A/C damages and offices supplies ■ Monitors activities and ensures that Collection Centers are operating within the assigned scheduled hours ■ Manages and guards money counting machines (inputs combination agreement to strong box) ■ Reports to the Director of Revenue on a weekly basis ■ Controls confidentiality agreements for all Collection Center employees ■ Evaluates staff performance 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		More than 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by the Department's mission and vision, its general strategies and guidelines, so ample flexibility is permitted in the application of the policies and procedures to attain the expected results.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Moderate responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advance knowledge on Advanced knowledge of Fiscal code and procedures

JOB PROFILE**Other Considerations (if necessary)**

■ N.A./N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources.

Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively, think outside the box, and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

TALENTED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED

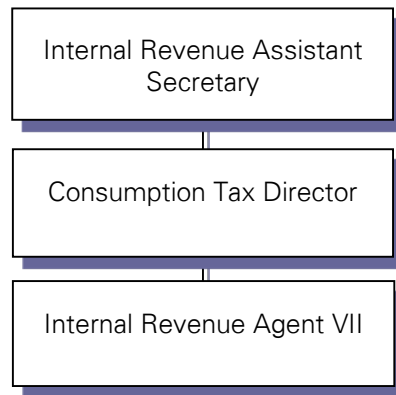
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Internal Revenue Agent VII

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Internal Revenue Agent VII
Role of the position:	San Juan Compliance District Chief
Operational Unit:	Internal Revenue
Bureau:	Consumption Tax
Division:	San Juan Compliance District
Section:	San Juan Compliance District
Reports to:	Consumption Tax Director
Supervises:	Internal Revenue Districts Agents, Districts Supervisors
Location:	Intendente Ramírez Building
Mission of the position: Monitors and evaluates the excise tax process as imposed by its team. .	
Main functions: <ul style="list-style-type: none"> ■ Monitors all imported goods (raw materials, process products, automobiles, etc) ■ Monitors internal revenue licenses (alcoholic beverages, commercial licenses) ■ Performs physical inspections of containers and box trucks ■ Assigns companies to Internal Revenue Agents for inspections ■ Coordinates x-ray inspections of containers and box trucks ■ Inspects all businesses to ensure Merchant's Registration Certificates are current ■ Inspects electronic printers of IVUlotto (fiscal printers) ■ Coordinates inspection of nonprofit entities, manufacturers, farmers and factories ■ Validates that imported products are rated with the correct tax ■ Imposes fines and penalties ■ Assists on cases when are scaled. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		More than 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		CREATIVE Requires creating new solutions with very few antecedents.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by the Department's mission and vision, its general strategies and guidelines, so ample flexibility is permitted in the application of the policies and procedures to attain the expected results.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 21 to 40 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advance knowledge on Advanced knowledge of fiscal code and procedures

JOB PROFILE**Other Considerations (if necessary)**

■ N.A./N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED

JOB PROFILE**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT**Managerial Competencies****BUSINESS ACUMEN/ RESOURCE MANAGEMENT**

Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.

EXPERT**LEADING PEOPLE/ INFLUENCING & NEGOTIATING**

The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.

EXPERT**VISION & STRATEGY/ LEADING CHANGE**

The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.

EXPERT

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Specialist III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Specialist III
Role of the position:	Chief of the Contributive Exemptions Division
Operational Unit:	Internal Revenue
Bureau:	Taxpayer Assistance and Specialized Consults
Division:	Tax Exemptions
Section:	N/A
Reports to:	Director of the Taxpayer Assistance and Specialized Consults Bureau
Supervises:	Contribution Specialist and Auditors from the Contributive Exemptions Division
Location:	Intendente Ramírez Building
Mission of the position: Supervises, coordinates and manages the daily activities performed by the division in order to ensure the accomplishment of the team's main objective which is to analyze cases that involve contributive exemptions and nonprofit organizations.	
Main functions: <ul style="list-style-type: none"> ■ Distributes the cases relate to contributive exemptions and nonprofit organizations among the employees of the division, taking into consideration the complexity and the amount of assigned cases. ■ Reviews the cases analyzed by the personnel of the division before it is approved by the Internal Revenue Assistant Secretary. ■ Delegates functions and supervises the team members. ■ Attends meetings on behalf of the Internal Revenue Assistant Secretary, related to the cases performed by the division. ■ Advises the Collections Bureau to establish policies on how to proceed with cases that involve contributive exemptions and nonprofit organizations. ■ Provides support to team members on personal situations and issues such as: equipment, schedule or differences with other team members. ■ Establishes and recommends policies and procedures that apply to the daily activities performed by the division. ■ Analyzes and manages cases of high complexity that require advanced knowledge of the Internal Revenue Code and other legislations. ■ Receives requests directly from taxpayers regarding contributive exemptions. ■ Coordinates trainings among the personnel of the division, and assigns trainers to new hires. ■ Coordinates with Human Resources seminars about specific subjects related to their daily activities. ■ Redacts a daily and a weekly report and monitors productivity. 	

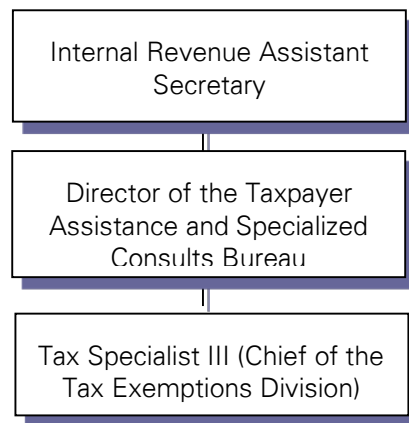
GENERAL INFORMATION ABOUT THE POSITION

Position title: Tax Specialist III

Check Points and Approvals:

- Approval and signing, on behalf of the Internal Revenue Secretary, of all reviews regarding Exemptions and Nonprofit Organizations that do not involve public policy
- Authorizing all system access of the employees in the division

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires full command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE	
Responsibility	
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.	Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.	MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.	High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.	Supervises 6 to 10 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.	Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

JOB PROFILE		
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> ■ Advanced accounting knowledge, especially on financial statement analysis. ■ Advanced knowledge of the Internal Revenue Code and other legislations. 		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> ■ N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		EXPERT
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT

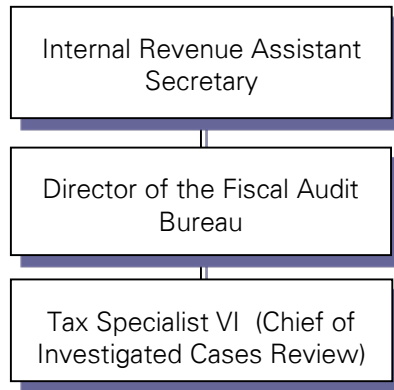
JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints,		EXPERT

JOB PROFILE		
and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		SKILLED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Specialist VI

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Specialist VI
Role of the position:	Chief of Division of Investigated Cases Review
Operational Unit:	Internal Revenue
Bureau:	Fiscal Audits
Division:	Investigated Cases Review
Section:	N/A
Reports to:	Director of the Fiscal Audits Bureau
Supervises:	Auditors and Contribution Specialist of the Division of Investigated Cases Review
Location:	Intendente Ramírez Building
Mission of the position: Supervises and coordinates the activities of the division in order to ensure that the assigned cases are managed until their resolution. Ensures the fulfillment of the Division objective to resolve the cases that are referred from the Fiscal Audits Districts for final review.	
Main functions: <ul style="list-style-type: none"> ■ Receives investigated cases from the Fiscal Audit Districts that require special procedures and corrections due to reimbursement, excise claims, receipt cancelations and notifications. ■ Distributes the investigated cases and assigns them to the team members. ■ Applies requested credits. ■ Releases tax filing forms that are suspended due to audits. ■ Corrects payment due dates. ■ Enters adjustments of tax filing forms. ■ Revises the cases worked by Division personnel in order to proceed with the necessary actions. ■ Coordinates trainings and assign trainers to new hires. ■ Provides personnel with the necessary tools to develop their daily duties (equipment, system access, office materials). ■ Redacts the production report and supervises the progress of the cases assigned to personnel. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Approval of contributive credits, reimbursements and receipt cancelations that emerge from the investigations ■ Authorization of user access to PRITAS system 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		HIGH
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

JOB PROFILE**Technical / Specialized Knowledge**

- Advanced knowledge of audit norms and procedures
 - Advanced accounting knowledge
- Advanced knowledge of PRITAS system

Other Considerations (if necessary)

- N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

EXPERT**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT

JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing		EXPERT

JOB PROFILE		
alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		SKILLED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		SKILLED

Position: Executive Officer III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Executive Officer III
Role of the position:	Chief of Collection and Compliance Division
Operational Unit:	Internal Revenue
Bureau:	Collections
Division:	Compliance and Collections
Section:	N/A
Reports to:	Director of the Collections Bureau
Supervises:	District Office Supervisors, Call Center Supervisors and Salary Discount and Analysis Supervisor
Location:	San Juan, Mercantil Plaza Building (until June 2014, this position will be moved to the Intendente Ramirez Building)
Mission of the position: Plans, manages, evaluates and supervises the offices and divisions under its management, including the Collections offices across different districts. Also, ensures that the correct procedures are followed in order to achieve the Bureau's main objective, (which is the collection of delinquent debts.)	
Main functions: <ul style="list-style-type: none"> ■ Analyzes the weekly and monthly reports of all the Collections Districts, Call Center and the Salary Discount Office. ■ Discusses special cases with the Supervisors of the different districts in order to decide on corrective actions. ■ Requests the delinquent debt list and distributes it by district to the different offices. ■ Manages and analyzes confidential cases (debts that involve politically exposed persons). ■ Coordinates meetings with the different District Supervisors to inform and discuss updates made to the laws and/or procedures. ■ Prepares performance evaluations and discusses them directly with supervised personnel. ■ Redacts communications to higher management to keep them informed of Division achievements. ■ Coordinates and elaborates work plans and strategy with the Bureau Director.. ■ Meets with lawyers to discuss and evaluate cases requiring legal action. ■ Performs and coordinates trainings. ■ Provides administrative support to the other divisions during the absence of the Director of the Bureau. 	

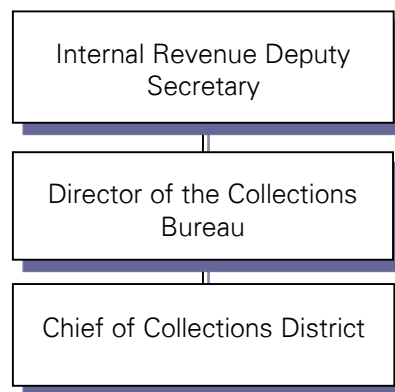
GENERAL INFORMATION ABOUT THE POSITION

Position title: Executive Officer III

Check Points and Approvals:

- Evaluation and release of the foreclosures applied to property, salary, bank accounts or debt certificates, once the debt has been cancelled
- Request and approval of system access to the users according their job profile.

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside STRI. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others

From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 11 to 20 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advanced knowledge of Tax Collections
- Intermediate knowledge of Microsoft Office

JOB PROFILE**Other Considerations (if necessary)**

N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

TALENTED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED

JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISIÓN & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Smithsonian's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE**ANALYTICAL REASONING**

Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.

TALENTED**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.
Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

TALENTED**CUSTOMER FOCUS**

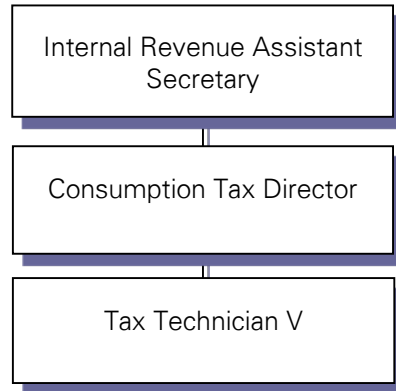
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

TALENTED

Position: Tax Technician V

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician V
Role of the position:	Penalties Supervisor
Operational Unit:	Internal Revenue
Bureau:	Consumption Tax
Division:	Director's Office
Section:	Director's Office
Reports to:	Consumption Tax Director
Supervises:	Clerk
Location:	Intendente Ramírez Building
Mission of the position: Responsible for appraisal of tax penalties for evaders and excise fraud.	
Main functions: <ul style="list-style-type: none"> ■ Rates fines in PRITAS system. ■ Cancels debt from excise fines in PRITAS system. ■ Assists taxpayers with fines/ penalties including excise penalties. ■ Takes calls from different districts regarding fines ■ Ensures compliance with established internal control procedures by examining records, reports, operating practices, and documentation. ■ Manages, organizes and follows up on assigned cases (tax evaders) ■ Selects, analyzes and identifies cases ■ Elaborates the Division monthly status reports. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		HIGH Continually there is intense pressure on the incumbent.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 1 to 5 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
Advanced knowledge of Fiscal code and procedures		
Other Considerations (if necessary)		
N/A		

JOB PROFILE**Competencies and Proficiency Levels****Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

EXPERT**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT

JOB PROFILE**Managerial Competencies****BUSINESS ACUMEN/ RESOURCE MANAGEMENT**

Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.

SKILLED**LEADING PEOPLE/ INFLUENCING & NEGOTIATING**

The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.

EXPERT**VISION & STRATEGY/ LEADING CHANGE**

The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.

EXPERT**ANALYTICAL REASONING**

Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.

EXPERT

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

EXPERT**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

SKILLED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

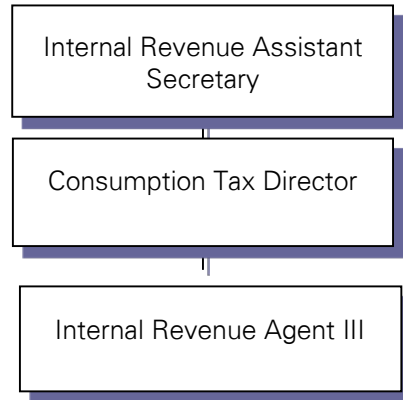
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

EXPERT

Position: Internal Revenue Agent III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Internal Revenue Agent III
Role of the position:	San Juan Compliance District Supervisor
Operational Unit:	Internal Revenue
Bureau:	Consumption Tax
Division:	San Juan Compliance District
Section:	N/A
Reports to:	Internal Revenue Agent VII
Supervises:	Internal Revenue Agent I & II
Location:	Intendente Ramírez Building
Mission of the position: Ensures the excise taxes are applied and aligned according to Internal Revenue Code for imported motor vehicles and specialized equipment.	
Main functions: <ul style="list-style-type: none">■ Supports staff at the customer service counter with excise tax issues.■ Authorizes exemptions to motor vehicles and non-profit entities.■ Corrects information on customer import forms such as: name, SSN and Merchant's Registration Certificate.■ Inspects imported motor vehicles and specialized equipment.■ Imposes introduction tax for imported products and raw materials.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

MEDIUM a.

ORGANIZATIONAL IMPACT

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

MEDIUM

Knowledge and Skills**FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by the Department's mission and vision, its general strategies and guidelines, so ample flexibility is permitted in the application of the policies and procedures to attain the expected results.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

A few problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

Technical / Specialized Knowledge

- Advance knowledge on Advanced knowledge of Fiscal code and procedures

JOB PROFILE		
Other Considerations (if necessary)		
■ N.A.N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED

JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT
ANALYTICAL REASONING		SKILLED

JOB PROFILE		
Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALNTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Specialist V

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Specialist V
Role of the position:	Chief of the Administrative Reviews and Legislations Division
Operational Unit:	Internal Revenue
Bureau:	Taxpayer Assistance and Specialized Consults
Division:	Administrative Opinions and Legislations
Section:	N/A
Reports to:	Director of the Bureau
Supervises:	Employees from: Administrative Decisions Section, Special Societies and Individual Corporations Section, Pension Plans Section, Inheritance and Donations Section and the General Consults Section
Location:	Intendente Ramírez Building
Mission of the position: Coordinates and supervises the activities of the Division, leads the team to accomplish its main objective which is to develop and evaluate forms and publications that need to be used to implement contributive laws, amendment modifications or changes in contributive laws according to the Internal Revenue Code.	
Main functions: <ul style="list-style-type: none"> ■ Performs technical research of complex contributive cases from the public and private sector in order to prepare administrative reviews related to the different matters that are managed in the division such as: contributive credits, exemptions, Code reviews, pension plans, special societies, individual corporations and general consults, for the approval of the Director of the Bureau, Internal Revenue Assistant Secretary or the Secretary of Hacienda. ■ Supervises, coordinates and reviews the activities of the members of the division. ■ Distributes the workload according to the complexity of the cases, taking into consideration the number of cases assigned to an employee and his/her experience. ■ Establishes norms and procedures applicable to the activities performed within the division. ■ Monitors and evaluates the quality of the operations and processes performed within the division. ■ Provides orientation to the personnel of the division on matters of contributive laws of the Code and special laws and new procedures established by the Department. ■ Reviews and supervises the cases that are assigned to the Auditors and Contribution Specialists before these are sent to the Director of the Bureau, Internal Revenue Assistant Secretary or the Secretary of Hacienda for their approval. ■ Provides technical advisory of contributive credits, exemptions, Code reviews, pension plans, special societies, individual corporations and general consults according to the Code and other legislations. 	

GENERAL INFORMATION ABOUT THE POSITION

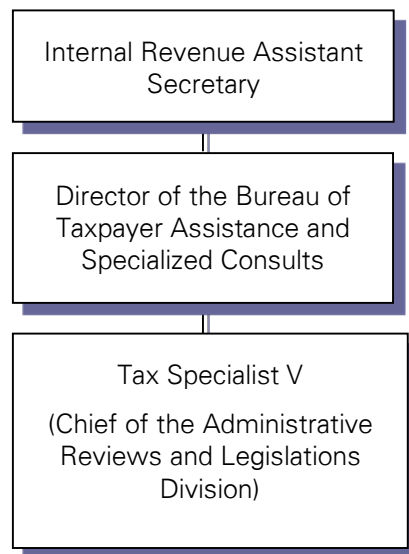
Main functions: (cont):

- Provides training to Auditors and Contribution Specialist of the Division.
- Participates in the development of projects about legislation, rulings, circular letters and informative newsletters related to amendments to the Code.
- Attends meetings on behalf of the Internal Revenue Assistant Secretary, related to the activities performed in the Division.
- Assists on consults that are of high complexity and provides technical advisory about specialized contributive affairs to: taxpayers, representatives, law firms, public accountants from private and public entities.
- Prepares reports on the status of the assigned cases.

Check Points and Approvals:

- Approval, on behalf of the Internal Revenue Assistant Secretary, of all actions related to: Special Societies, Individual Corporations, Administrative Reviews, Pension Plans and General Consults.

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

Responsibility**DECISION MAKING**

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

JOB PROFILE		
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 11 to 20 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> ■ Advanced knowledge of the Internal Revenue Code and other legislations related to contributive credits, exemptions, Code reviews, pension plans, special societies, individual corporations and general consults ■ Advanced knowledge of IRS policies and procedures. 		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> ■ N.A./N/A 		

JOB PROFILE**Competencies and Proficiency Levels****Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

EXPERT**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust

EXPERT**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT

JOB PROFILE**Managerial Competencies****BUSINESS ACUMEN/ RESOURCE MANAGEMENT**

Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.

EXPERT**LEADING PEOPLE/ INFLUENCING & NEGOTIATING**

The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.

EXPERT**VISION & STRATEGY/ LEADING CHANGE**

The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.

EXPERT**ANALYTICAL REASONING**

Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.

EXPERT

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

EXPERT**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

TALENTED**CUSTOMER FOCUS**

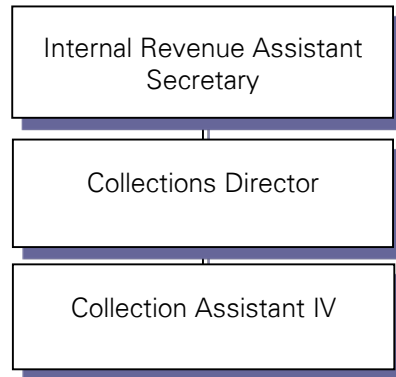
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

EXPERT

Position: Collection Assistant IV

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Collection Assistant IV
Role of the position:	Payments Applications Supervisor
Operational Unit:	Internal Revenue
Bureau:	Collections
Division:	Collection Center Division
Section:	Payment Applications
Reports to:	Collections Director
Supervises:	Collectors I, II & III and Clerk I, II
Location:	Intendente Ramírez Building
Mission of the position: Accomplishes the revenue projection goals and applies to the appropriate payment office.	
Main functions: <ul style="list-style-type: none"> ■ Prepares and coordinates bank account deposits to other offices and government institutions. ■ Applies tax payments of sensitive cases in PRITAS (e.g. Governor, Senators, Secretaries and Under Secretaries). ■ Endorses taxpayers' checks ■ Secures securities (security paper; beverage licenses or excise licenses). ■ Secures Form SC848 (Receipt) used when personnel cannot access the PRITAS system. ■ Assists taxpayers delivering payments in cash or ATH. ■ Receives payments collected from different districts. ■ Prepares and sends warning letters to taxpayers in cases where the checks received are unsigned or the amount is incorrect.. ■ Follow up staff attendance. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by the Department's mission and vision, its general strategies and guidelines, so ample flexibility is permitted in the application of the policies and procedures to attain the expected results.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Moderate responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advance knowledge on Advanced knowledge of Fiscal code and procedures

JOB PROFILE		
Other Considerations (if necessary)		
■ N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the		EXPERT

JOB PROFILE		
differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

EXPERT**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

EXPERT**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

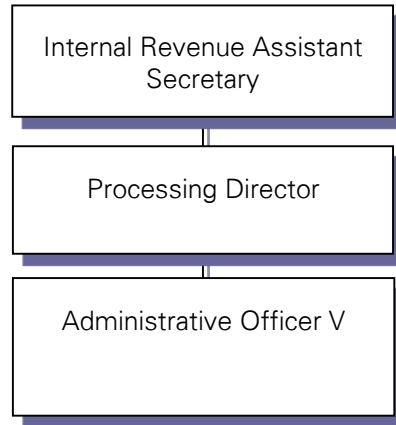
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

TALENTED

Position: Administrative Officer V

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Administrative Officer V
Role of the position:	Account Administration Supervisor
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing
Section:	Account Administration
Reports to:	Processing Director
Supervises:	Tax Technician I & II; Data Entry and Clerk I & II
Location:	Intendente Ramírez Building
Mission of the position: Supervises clerks and technicians gathering evidence of taxpayers when it is required on Tax Return Form.	
Main functions: <ul style="list-style-type: none"> ■ Supervises clerks and tax technicians collecting evidence data for entry by compiling and organizing data, establishing priorities, and resolving incomplete and unclear Tax Return Forms. ■ Supervises tax technicians by operating data entry equipment, coding information, and resolving problems. ■ Supervises personnel assisting taxpayers regarding incomplete information on their Tax Return Form (such as SSN, spouse and dependents information). ■ Verifies and reviews Tax Return Forms by correcting, rejecting forms and coding errors. ■ Maintains unit performance by training data entry operators. ■ Creates accounts in the PRITAS system, once the evidence is received. ■ Supervises staff and assigns duties. ■ Handles calls to resolve taxpayer issues. ■ Distributes the workload among the team members and supervises their progress. ■ Elaborates monthly status reports from the office. ■ Follows up on productivity of the team. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

JOB PROFILE		
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		CREATIVE Requires creating new solutions with very few antecedents.
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 6 to 10 persons

JOB PROFILE		
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
<input type="checkbox"/> N.A./N/A		
Other Considerations (if necessary)		
<input type="checkbox"/> N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		TALENTED

JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals		EXPERT

JOB PROFILE		
after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Affairs Executive I

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Affairs Executive I
Role of the position:	Chief of Investigation Division
Operational Unit:	Internal Revenue
Bureau:	Fiscal Audit
Division:	Investigations
Section:	Investigations
Reports to:	Fiscal Audit Director
Supervises:	Districts Chief Auditors
Location:	Intendente Ramírez Building
Mission of the position: Supervises all districts and cases being investigated. Meets the goals of the Division and resolves cases assigned.	
Main functions: <ul style="list-style-type: none"> ■ Ensures compliance with established internal control procedures by examining records, reports, operating practices, and documentation. ■ Complies with federal, state, and municipality security legal requirements by studying existing and new fiscal code legislation; enforces adherence to requirements; advises management on needed actions. ■ Prepares special audit and control reports by collecting, analyzing, and summarizing operating information and trends. ■ Maintains internal control systems by updating audit programs and questionnaires; recommends new policies and procedures. ■ Manages, organizes and follows up on the assigned cases (tax evaders). ■ Distributes the workload (cases) among the team members and supervises their progress. ■ Supervises all District Auditors and Auditor Supervisors. ■ Adheres to the public policy guidelines. ■ Selects, analyzes and identifies cases ■ Elaborates monthly status reports from the Division. ■ Follows up on the productivity of the team. 	

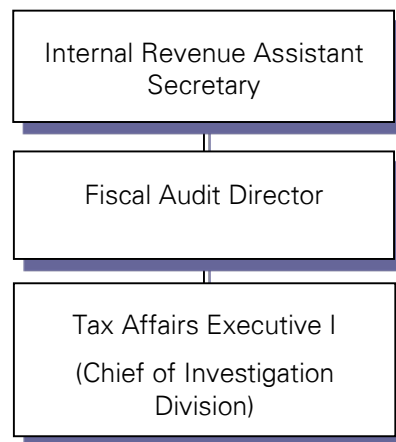
GENERAL INFORMATION ABOUT THE POSITION

Position title: Tax Affairs Executive I

Check Points and Approvals:

- Authorizing all system access for employees of the Division
- Penalties cancellations on PRITAS.
- Signing of cancellations up to \$25,000

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

MEDIUM**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advanced knowledge of fiscal code and procedures

JOB PROFILE		
Other Considerations (if necessary)		
■ N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		SKILLED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED

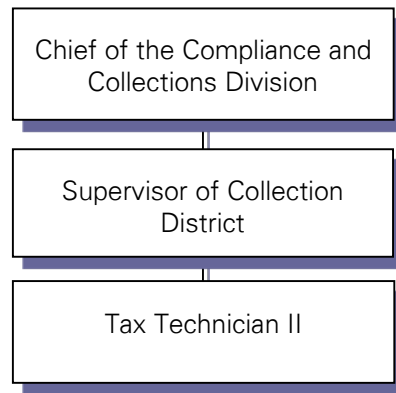
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Technician II

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician II
Role of the position:	District Office Collections Agent
Operational Unit:	Internal Revenue
Bureau:	Collections
Division:	Compliance and Collections
Section:	Collection Districts
Reports to:	Supervisor of Collection Districts
Supervises:	N/A
Location:	Arecibo, Bayamón, Caguas, Carolina, Guaynabo, Humacao, Mayagüez, Ponce, Rio Piedras and San Juan
Mission of the position: Performs collection duties of delinquent debts for an assigned district.	
Main functions: <ul style="list-style-type: none"> ■ Contacts taxpayers via mail, telephone or in person. ■ Develops payment plans and completes Financial State Situation forms. ■ Makes adjustments to payment plans. ■ Verifies checks received through mail. ■ Takes foreclosures to respective banks. ■ Verifies that payments from the taxpayer are applied. ■ Makes adjustment to incentives plans. ■ Verifies if the taxpayer already has a foreclosure, bankruptcy or salary discount before starting collection duties in order to avoid lawsuits. ■ Files all necessary taxpayer documentation in order. ■ Verifies prescription letter and certifications. ■ Investigates in other government agencies for important information about the taxpayer (updated address, phone numbers, properties, etc). 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

MEDIUM**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

MEDIUM**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 1 to 5 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		MEDIUM In determined circumstances there is certain pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		No supervision is carried out.
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> ■ Advance knowledgeAdvanced knowledge of collections process. ■ Intermediate knowledge of Microsoft Office. 		

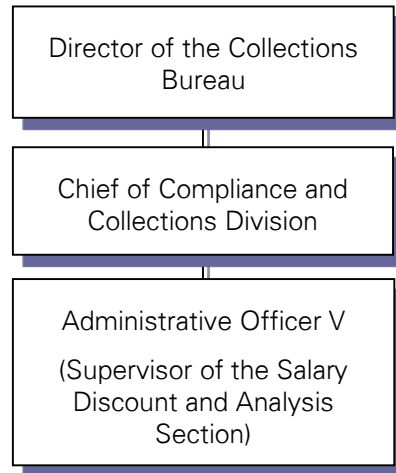
JOB PROFILE		
Other Considerations (if necessary)		
■ N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		SKILLED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT

JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		SKILLED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		SKILLED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Administrative Officer V

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Administrative Officer V
Role of the position:	Supervisor of the Salary Discount and Analysis Section
Operational Unit:	Internal Revenue Area
Bureau:	Collections
Division:	Compliance and Collections
Section:	Salary Discount and Analysis
Reports to:	Chief of Collection and Compliance Division.
Supervises:	Compliance and Collections Section's personnel
Location:	San Juan, Mercantil Plaza Building (until June 2014, this position will be moved to the Intendente Ramirez Building)
Mission of the position: Coordinates and manages operations to ensure the tax collection of government employees through salary discount and analysis.	
Main functions: <ul style="list-style-type: none"> ■ Supervises the activities performed by office personnel. ■ Ensures compliance of Section's objectives, which is to collect the contributive debt of government employees. ■ Manages and analyzes confidential cases (debts that involve politically exposed persons currently working in government). ■ Provides service to government employees who visit the office for guidance and assistance. ■ Coordinates and provides trainings to supervised personnel. ■ Prepares weekly and monthly reports. ■ Requests the debt list from IT and distributes among team members. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Signing forms for salary discount and payment transfers 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		MEDIUM
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		MEDIUM
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside STRI. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others		From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 11 to 20 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

JOB PROFILE		
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> ■ Advanced knowledge of Microsoft Office. ■ Advanced knowledge of tax collections. 		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> ■ N.A.N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT

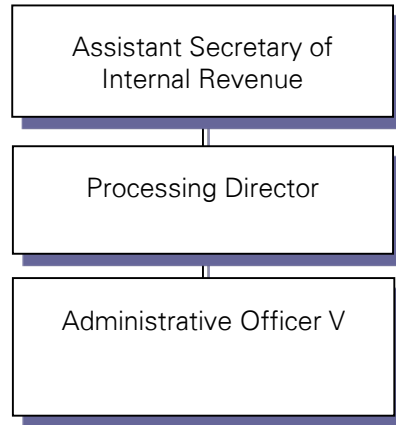
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		EXPERT
VISIÓN & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Smithsonian's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Administrative Officer V

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Administrative Officer V
Role of the position:	Data Correction Supervisor
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support Division
Section:	Data Correction
Reports to:	Processing Director
Supervises:	Data Entry I & II; clerk I
Location:	Intendente Ramírez Building
Mission of the position: Supervises personnel who correct Tax Return Forms containing mathematical errors i.e. incorrect Social Security Number, taxpayer name, taxpayer dependent and contact information.	
Main functions: <ul style="list-style-type: none">■ Provides supervision, training and support to Data Entry Staff in performing data entry related duties.■ Provides daily supervision to all data entry staff at their site location.■ Monitors and reports data entry accuracy of each staff.■ Provides feedback to data entry staff.■ Effectively plans work schedule to ensure adequate supervision for each of the assigned program site locations.■ Records and documents staff performance issues.■ Completes staff performance appraisals in a timely manner.■ Maintains quality service by establishing and enforcing organization standards.■ Contributes to team effort by accomplishing related results as needed.■ Resolves personnel problems by analyzing data, investigating issues, identifying solutions, and recommending action.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

MEDIUM

ORGANIZATIONAL IMPACT

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH

Knowledge and Skills**FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 21 to 40 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE		
Other Considerations (if necessary)		
■ N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the		

JOB PROFILE		
differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		SKILLED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		SKILLED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		SKILLED
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		BASIC

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

EXPERT**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

SKILLED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

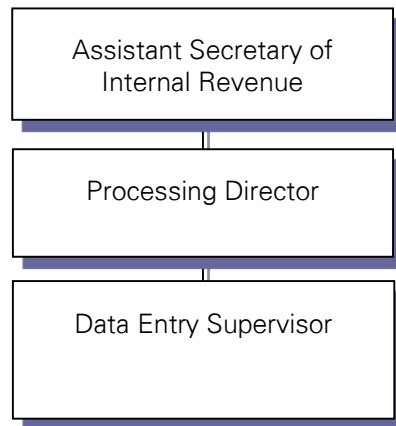
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

SKILLED

Position: Data Entry Supervisor

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Data Entry Supervisor
Role of the position:	Data Entry Supervisor
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support Division
Section:	Preliminary Review
Reports to:	Processing Director
Supervises:	Data Entry I & II; Clerk I
Location:	Intendente Ramírez Building
Mission of the position: Reviews all Tax Return Forms and checks that they meet all the requirements in order to execute the processing in an efficient and optimal way.	
Main functions: <ul style="list-style-type: none"> ■ Assigns workflow for data processing staff to ensure accurate and timely completion of projects. ■ Manages daily activities of the data processing team. ■ Evaluates performance of data processing staff for productivity, capability and technical expertise. ■ Develops standard operating procedures for effectiveness and efficiency of data processing operations. ■ Troubleshoots problems relative to computer operations or data processing results. ■ Manages data processing jobs such as end-of-day processing, full system backups, new account set-up and running miscellaneous reports and queries. ■ Schedules and monitors data processing tasks to meet deadlines. ■ Ensures that data processing tasks are executed in a timely manner. ■ Ensures that data processing operations are properly documented for future references. ■ Identifies information system problems and recommends appropriate solutions. ■ Trains the team on data processing techniques and practices. ■ Builds strong and positive relationships with customers and associates 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Authorizing personnel or third parties for entry into the Data Entry Office 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

MEDIUM**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

MEDIUM**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Full elementary school studies.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE**Responsibility****DECISION MAKING**

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises more than 41 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

■ N.A.N/A

JOB PROFILE		
Other Considerations (if necessary)		
■ N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also		TALENTED

JOB PROFILE		
protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

SKILLED**CUSTOMER FOCUS**

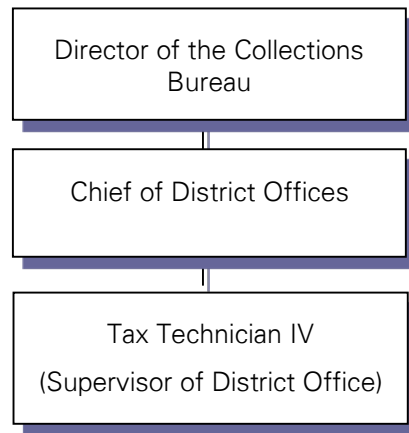
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

TALENTED

Position: Tax Technician IV

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician IV
Role of the position:	Supervisor of Collections District
Operational Unit:	Internal Revenue
Bureau:	Collections
Division:	Compliance and Collections
Section:	Collections Districts
Reports to:	Chief of Collection Districts
Supervises:	Tax Technicians (District Office Personnel)
Location:	Arecibo, Bayamón, Caguas, Carolina, Guaynabo, Humacao, Mayagüez, Ponce, Rio Piedras and San Juan
Mission of the position: Supervises the district office operations and ensures the office's objective of collecting the delinquent debts of the assigned district is achieved.	
Main functions: <ul style="list-style-type: none"> ■ Distributes and coordinates the office workload. ■ Assigns cases of delinquent debts to be collected to the team members. ■ Coordinates meetings between team members and taxpayers that take place in the office. ■ Ensures the proper functioning of office equipment. ■ Provides taxpayer services to assigned collections cases. ■ Collects and coordinates traffic ticket payment arrangements with the district office personnel. ■ Analyzes debts in order to apply the respective payments. ■ Prepares and redacts the weekly and monthly reports of district office. ■ Coordinates and provides training to district office personnel. ■ Participates in meetings arranged by the Chief of District Offices to discuss updates made to the laws and procedures. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Signing and approval of the foreclosures applied to property, salary, bank accounts or debt certificates for the delinquent debtors ■ Evaluation and authorization of payment plans ■ Signing and delivering office letters and memos 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		MEDIUM
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		MEDIUM
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Associate's degree or having completed studies at a semi-professional level, such as: Information Technology, Electronics, Electricity, etc. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside STRI. It includes total or indispensable experience.		From 6 to 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 11 to 20 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

JOB PROFILE		
Technical / Specialized Knowledge		
<input type="checkbox"/> Advance knowledgeAdvanced knowledge of Tax Collections. <input type="checkbox"/> Intermediate knowledge of Microsoft Office.		
Other Considerations (if necessary)		
<input type="checkbox"/> N.A.N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT

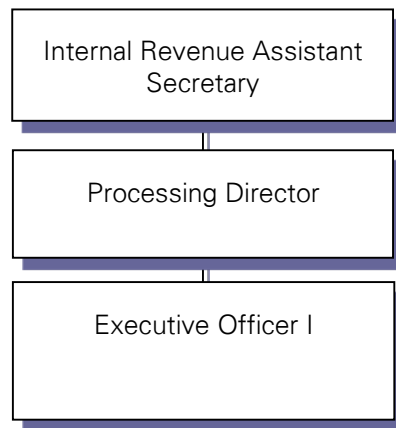
JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISIÓN & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Smithsonian's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and		TALENTED

JOB PROFILE		
communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Executive Officer I

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Executive Officer I
Role of the position:	Tax Return Amendments Supervisor
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing
Section:	Adjustment Administration and Requirement
Reports to:	Processing Director
Supervises:	Districts Chief Auditors
Location:	Intendente Ramírez Building
Mission of the position: Responsible for providing effective management of the payroll tax process for Clients, including tax funding, tax reconciliation, review and analysis of tax notices.	
Main functions: <ul style="list-style-type: none">■ Supervises personnel responsible for amending prior tax filings, analysis, and/or tracking documentation, as assigned to Federal, State, and/ or Local municipalities.■ Distributes the workload (cases) among the team members and supervises their progress.■ Assigns tasks according to the quantity and availability of resources.■ Assists taxpayers on amended form issues.■ Selects, analyzes and identifies cases.■ Elaborates monthly status reports from the Division.■ Follows up on productivity of the team.■ Prepares monthly production reports■ Addresses disciplinary matters.■ Assigns the workload according to the amount and availability of staff.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

HIGH Continually there is intense pressure on the incumbent.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 11 to 20 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advance knowledge on Advanced knowledge of Fiscal code and procedures

JOB PROFILE		
Other Considerations (if necessary)		
■ N.A./N/A		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		TALENTED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		EXPERT
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse		EXPERT

JOB PROFILE		
backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		EXPERT
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		SKILLED

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

EXPERT**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

EXPERT**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

EXPERT

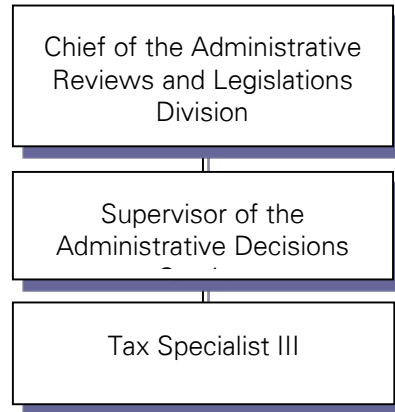
Position: Tax Specialist III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Specialist III
Role of the position:	Administrative Reviews Analyst
Operational Unit:	Internal Revenue
Bureau:	Taxpayer Assistance and Specialized Consults
Division:	Administrative Reviews and Legislations
Section:	Administrative Decisions
Reports to:	Supervisor of the Administrative Decisions Section
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Evaluates administrative decisions such as: contributive credits and special laws of the Internal Revenue Code and other legislations.	
Main functions: <ul style="list-style-type: none">■ Performs extensive and complex cases that involve the analysis of corporations in order to determine if they apply for contributive credits or discounts.■ Researches and analyzes different laws and legislations, credit charts and company budgets to resolve the assigned cases.■ Maintains communication with taxpayers and the legal representative to request missing information and to inform the progress of the case.■ Provides support and advice to other bureaus on matters that involve the Internal Revenue Code and other legislations.■ Communicates the progress of cases with Federal Affairs and the Court.■ Presents the final recommendations of the cases assigned to the Director of the Bureau, Chief of the Division or Internal Revenue Assistant Secretary for their approval.■ Manages the assigned cases in the previously established estimated time.	

Check Points and Approvals:

- N/A

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		HIGH
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		MEDIUM
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 1 to 5 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

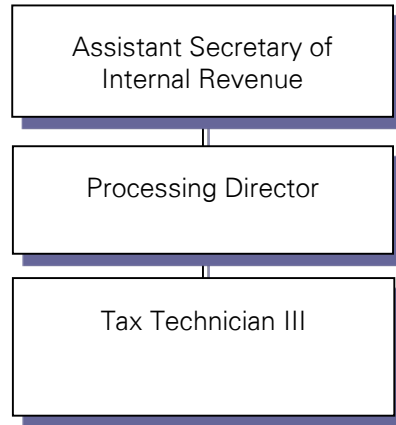
JOB PROFILE		
Technical / Specialized Knowledge		
<ul style="list-style-type: none"> ■ Advanced knowledge of Internal Revenue Code and other legislations. ■ Advanced knowledge of Microsoft Office. 		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> ■ N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		SKILLED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT

JOB PROFILE		
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		EXPERT

Position: Tax Technician III

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician III
Role of the position:	Preliminary Review Supervisor
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing Division
Section:	Preliminary Review
Reports to:	Processing Director
Supervises:	Data Entry I & II; Clerk I
Location:	Intendente Ramírez Building
Mission of the position: Reviews all Tax Return Forms and checks that they meet all the requirements in order to execute the processing in an efficient and optimal way.	
Main functions: <ul style="list-style-type: none">■ Ensures that work papers, tax returns, and letters of extension of income tax return filing date are prepared in accordance with generally accepted professional standards.■ Supervises classification of Tax Return Forms according to individuals and corporations.■ Supervises classification of Tax Return Forms according to amended and refunded payments.■ Completes production plans by scheduling and assigning personnel, accomplishing work results, establishing priorities, monitoring progress, revising schedules, resolving problems, and reporting results of the processing flow.■ Maintains quality service by establishing and enforcing organization standards.■ Resolves personnel problems by analyzing data, investigating issues, identifying solutions, and recommending action.	
Check Points and Approvals: <ul style="list-style-type: none">■	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

HIGH**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

HIGH**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Requires partial command of a second language

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

SIMPLE Requires applying pre-established solutions to repetitive or routine activities.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 21 to 40 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE		
Other Considerations (if necessary)		
<ul style="list-style-type: none"> N/A 		
Competencies and Proficiency Levels		
Organizational Competencies		
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.		SKILLED
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.		TALENTED
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.		EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.		TALENTED

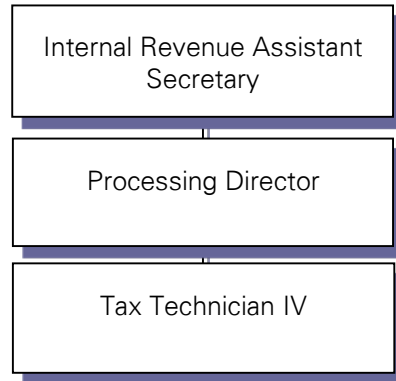
JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		TALENTED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		SKILLED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		BASIC

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		SKILLED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		TALENTED

Position: Tax Technician IV

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician IV
Role of the position:	Leader
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support Division
Section:	Numbering and Classification
Reports to:	Tax Technician III
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Verifies that the forms received in the section are classified correctly and properly organized.	
Main functions: <ul style="list-style-type: none">■ Monitors the performance of the team on assigned tasks. .■ Verifies that the forms received in the section are classified correctly and properly organized.■ Verifies that the forms are correctly numbered with their respective series number and placed in chronological order.■ Performs duties as assigned by the Director.■ Performs daily production reports from the Numbering and Classification Section.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

LOW**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Bachelor's degree or its equivalent and/ or sufficient administrative work experience to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE**Responsibility****DECISION MAKING**

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

LOW Generally there is low pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 6 to 10 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

A few problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust

TALENTED

JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		SKILLED
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.		TALENTED
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.		TALENTED
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		SKILLED

JOB PROFILE		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		TALENTED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		TALENTED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		SKILLED

Position: Tax Technician IV

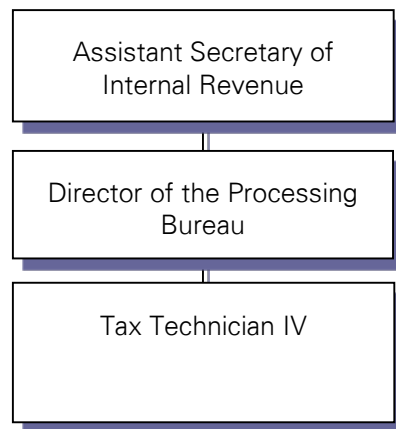
GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician IV
Role of the position:	Supervisor – Payment Application Section
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Fiscal Compliance and Archive
Section:	Corporate Payment Application
Reports to:	Director of Processing Bureau
Supervises:	Contribution Technicians, Clerks and Processing Assistants from the Payment Application Section
Location:	Intendente Ramírez Building
Mission of the position: Supervises and coordinates personnel from the Payment Application Section in order to ensure the team fulfills the objective to make the necessary adjustments on corporate tax filling forms and to ensure the compliance of the Fiscal Code.	
Main functions: <ul style="list-style-type: none">■ Distributes the workload among the team members and supervises their progress.■ Provides the necessary equipment and office materials to the team, to enable them to fulfill their daily activities.■ Answers any concerns on behalf of the team members on matters related to corporate tax filling forms and provides guidance on special situations.■ Attends consults from the taxpayer and provides the necessary service via phone or in the office.■ Verifies the compliance of the procedures and the Fiscal Code.■ Supervises the daily and weekly performance reports and verify the achievement of the team goals.■ Researches the necessary laws on the Fiscal Code to resolve special cases.■ Provides training or assigns a team member to deliver trainings and supervises the progress of the training process.■ Maintains communication with the Bureau's Director and informs about the updates and activities of the team.■ Maintains communication with other Bureaus on situations that require their participation.	

GENERAL INFORMATION ABOUT THE POSITION

Check Points and Approvals:

- Authorization of user logins to the system
- Authorization of special system access

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		MEDIUM
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		LOW
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Associate Degree or having completed studies at semi-professional level, such as: Information Technology, Electronics, Electricity, etc. Command of a second language is not necessary.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		From 1 to 5 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE		
Responsibility		
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.		Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.		LOW Generally there is low pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.		Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.		Supervises 11 to 20 persons
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.		Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

JOB PROFILE**Technical / Specialized Knowledge**

- Advanced knowledge of PRITAS system.
- Intermediate knowledge of tax policies and legislation.
- Intermediate knowledge of Microsoft Office.

Other Considerations (if necessary)

- N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT

JOB PROFILE**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

EXPERT**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT**Managerial Competencies****BUSINESS ACUMEN/ RESOURCE MANAGEMENT**

Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.

TALENTED**LEADING PEOPLE/ INFLUENCING & NEGOTIATING**

The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.

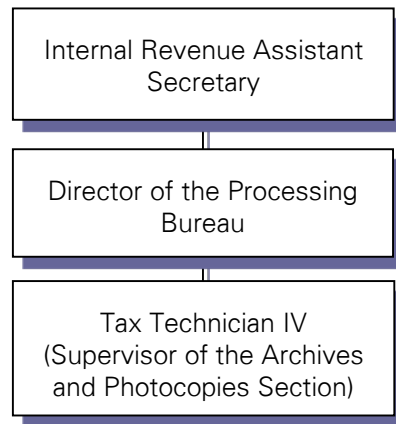
TALENTED

JOB PROFILE		
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		TALENTED
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.		TALENTED
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT

Position: Tax Technician IV

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician IV
Role of the position:	Supervisor of Archives and Photocopies Section
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Fiscal Compliance and Archive
Section:	Archives and Photocopies
Reports to:	Director of the Processing Bureau
Supervises:	Clerks of the Archives and Photocopies Section
Location:	Intendente Ramírez Building
Mission of the position: Maintains the proper order and control of the archived tax filing forms that are received and delivers the required photocopies to the agencies that request them in a timely manner.	
Main functions: <ul style="list-style-type: none"> ■ Checks the received tax filling forms (electronic and hard copy). ■ Distributes the received tax filing forms among the team members for them to archive. ■ Verifies the weekly productivity of the personnel. ■ Processes and photocopies the tax filing forms from politically exposed persons. ■ Supervises the quality of the duties performed and verifies that the hard copy tax filing forms match the ones on the system (electronic). ■ Provides the necessary tools to the personnel for them to perform their daily duties (equipment, system access, office materials, etc). ■ Checks productivity and attendance. ■ Performs training of new employees. 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ Authorization of system access to users 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

MEDIUM**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Associate's degree or having completed studies at a semi-professional level, such as: Information Technology, Electronics, Electricity, etc.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 1 to 5 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

SIMPLE Requires applying pre-established solutions to repetitive or routine activities.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity. Moderate responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity. High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

Supervises 11 to 20 persons

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Advanced knowledge of PRITAS, REFO and CISPLA systems
- Advanced knowledge of Microsoft Office.

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

TALENTED**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

EXPERT

JOB PROFILE**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT**Managerial Competencies****BUSINESS ACUMEN/ RESOURCE MANAGEMENT**

Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.

TALENTED**LEADING PEOPLE/ INFLUENCING & NEGOTIATING**

The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.

TALENTED**VISION & STRATEGY/ LEADING CHANGE**

The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.

TALENTED

JOB PROFILE**ANALYTICAL REASONING**

Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.

TALENTED**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

SKILLED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.
Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

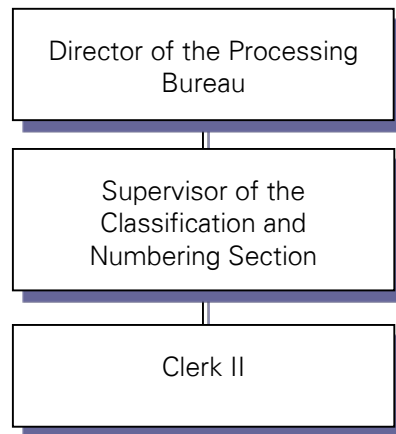
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

SKILLED

Position: Clerk II

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Clerk II
Role of the position:	Numbering Clerk
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing
Section:	Classification and Numbering
Reports to:	Supervisor of the Classification and Numbering Section.
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Enumerates tax filing forms in the required time, following the correct order.	
Main functions: <ul style="list-style-type: none">■ Enumerates the assigned boxes of tax filing forms, with a minimum of 8 boxes per day.■ Verifies that the tax filing forms on the boxes were numbered correctly and checks for mistakes.■ Creates a report sheet with the enumerated tax filing forms and places it outside the boxes.■ Sends boxes to the Data Entry Section.■ Sends production reports to the Supervisor of the Classification and Numbering Section.	
Check Points and Approvals: <ul style="list-style-type: none">■ Verifies that the tax filing form on the boxes match the ones on the report.	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

LOW

ORGANIZATIONAL IMPACT

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW

Knowledge and Skills**FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Full high school studies or graduated from a technical or business school. Knowledge of administrative routine.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

No experience is required

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

Specialized technical knowledge is not required.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

SIMPLE Requires applying pre-established solutions to repetitive or routine activities.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

LOW Generally there is low pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

JOB PROFILE**Technical / Specialized Knowledge**

■ N.A./N/A

Other Considerations (if necessary)

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

BASIC**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED

JOB PROFILE**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

EXPERT**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

SKILLED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

SKILLED**CUSTOMER FOCUS**

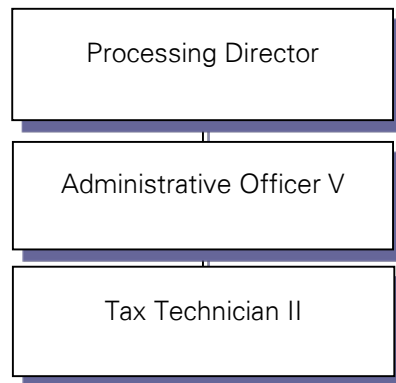
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

BASIC

Position: Tax Technician II

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician II
Role of the position:	Tax return adjustments Technician
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing
Section:	Account Administration
Reports to:	Administrative Officer V
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Adjusts the tax form upon receipt of the missing information..	
Main functions: <ul style="list-style-type: none">■ Fixes and adjusts the Tax Return Forms once the evidence is received.■ Fixes and adjusts in REFO the amended information from the Tax Return Form.■ Assist taxpayers with receiving evidence of changes in marital status or personal information.■ Confirms Tax Return Forms are correct when a taxpayer submits two different forms.■ Attends and assists taxpayers on the phone when incomplete forms are received.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

LOW**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Full high school studies or graduated from a technical or business school. Knowledge of administrative routine.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

COMPARATIVE Requires identifying a variety of known solutions and selecting the best solution for the situation.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

MINIMAL**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

BASIC

JOB PROFILE**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

TALENTED**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

SKILLED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.
Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

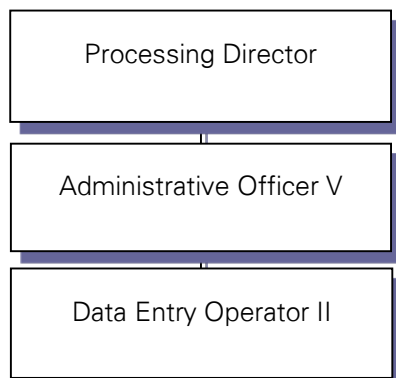
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

TALENTED

Position: Data Entry Operator II

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Data Entry Operator II
Role of the position:	Tax Return Adjustment Clerk
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Processing
Section:	Account Administration
Reports to:	Administrative Officer V, Joel Soto
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Adjusts the Tax Form on receipt of the missing information.	
Main functions: <ul style="list-style-type: none"> ■ Adjusts changes or corrections done manually by the Tax Technician from the section in the PRITAS system ■ Updates the PRITAS system with taxpayers' home or mailing address using the Form sc2898 sent by Taxpayer Service or Collections Districts. ■ Coordinates the delivery of Tax Return Forms to another section 	
Check Points and Approvals: <ul style="list-style-type: none"> ■ N/A 	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

LOW**ORGANIZATIONAL IMPACT**

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW**Knowledge and Skills****FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

Full high school studies or graduated from a technical or business school. Requires knowledge of administrative routine.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

From 6 to 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

SIMPLE Requires applying pre-established solutions to repetitive or routine activities.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

MEDIUM In determined circumstances there is certain pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Organizational Competencies**RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to proactively; think outside the box; and go beyond convention. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

MINIMAL**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

BASIC

JOB PROFILE**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

TALENTED**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

SKILLED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

EXPERT**CUSTOMER FOCUS**

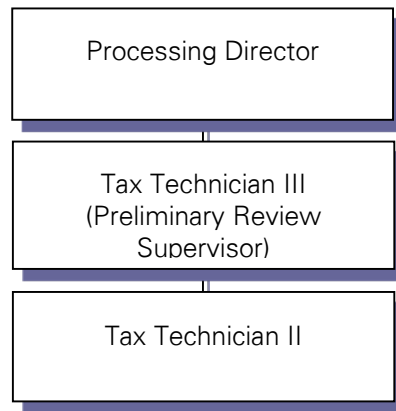
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

BASIC

Position: Tax Technician II

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Tax Technician II
Role of the position:	Processing Clerk
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support Division
Section:	Preliminary Review
Reports to:	Tax Technician III
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Receives and reviews tax returns form and evidence submitted by taxpayers. Indicates objections and corrections to Tax Return Forms.	
Main functions: <ul style="list-style-type: none">■ Coordinates the process of receiving the Tax Return Forms in boxes.■ Checks that all Tax Return Forms have complete information filled or attached.■ Attaches memos to incomplete forms in order to identify the missing information.■ Coordinates sending the Tax Return Forms in boxes to the Numbering and Classification Section.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE**Organizational Content****COMPLEXITY OF FUNCTIONS**

Level of difficulty, complexity or diversity of the functions performed by the position.

LOW.

ORGANIZATIONAL IMPACT

Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.

LOW

Knowledge and Skills**FORMAL EDUCATION**

Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.

College title at bachelor's degree level, or having knowledge and/or administrative equivalents enough to solve complex problems. He/she must be specialized in an administrative and/or technical branch.

Command of a second language is not necessary.

EXPERIENCE

Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.

More than 10 years

SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE

Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.

More than 5 years in positions similar to the current one and that require specialized technical knowledge.

THINKING PROCESS

Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.

COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation.

JOB PROFILE

Responsibility

DECISION MAKING

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

LOW Generally there is low pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

■ N/A

JOB PROFILE**Other Considerations (if necessary)**

■ N/A

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

MINIMAL**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities

TALENTED

JOB PROFILE		
and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		TALENTED
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		EXPERT
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		BASIC

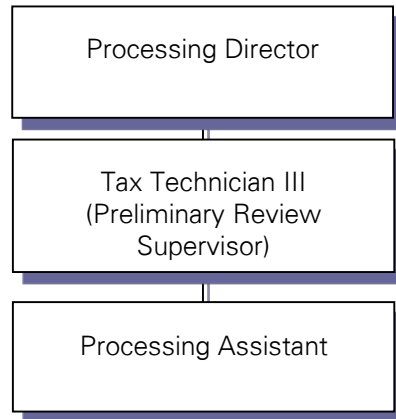
Position: Processing Assistant

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Processing Assistant
Role of the position:	Assistant
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support Division
Section:	Preliminary Review
Reports to:	Tax Technician III
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Checks that all Tax Return Forms meet all the requirements in order to execute processing in an efficient and optimal way.	
Main functions: <ul style="list-style-type: none">■ Coordinates the process of receiving the Tax Return Forms in boxes■ Distributes the Tax Return Forms to co-workers and supports them with any issue regarding their duties.■ Coordinates sending the Tax Return Forms in boxes to the Numbering and Classification Section.■ Submits production process reports to the Bureau's Director each week from individuals and corporate tax returns.■ Supports correcting the Tax Return boxes according to its type and classification.	

Check Points and Approvals:

- N/A

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		LOW.
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		MEDIUM
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Associate degree or having completed studies at semi-professional level, such as: Information Technology, Electronics, Electricity, etc. Requires partial command of a second language.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		More than 10 years
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		More than 5 years in positions similar to the current one and that require specialized technical knowledge.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		SIMPLE Requires applying pre-established solutions to repetitive or routine activities.

JOB PROFILE	
Responsibility	
DECISION MAKING Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.	Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.
INTENSITY Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.	LOW Generally there is low pressure on the employee.
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.	Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.	No supervision is carried out.
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.	Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge	
<input type="checkbox"/> N.A./N/A	
Other Considerations (if necessary)	
<input type="checkbox"/> N.A./N/A	

JOB PROFILE**Competencies and Proficiency Levels****Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

SKILLED**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

EXPERT**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

TALENTED**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

TALENTED**CULTURAL AWARENESS**

The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.

TALENTED

JOB PROFILE**Technical or Functional Competencies****TEAMWORK**

Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.

TALENTED**FLEXIBILITY/ ADAPTABILITY**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

TALENTED**COMMUNICATION**

Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues.

Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.

BASIC**CUSTOMER FOCUS**

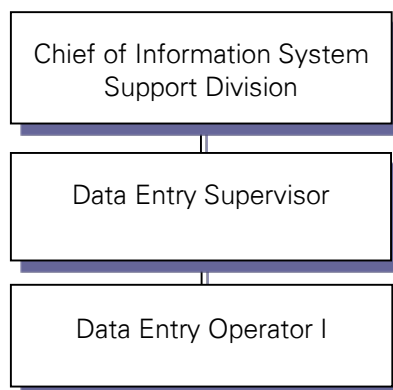
Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.

SKILLED

Position: Data Entry Operator I

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	Data Entry Operator I
Role of the position:	Data Entry Operator
Operational Unit:	Internal Revenue
Bureau:	Processing
Division:	Information System Support
Section:	Data Entry
Reports to:	Data Entry Supervisor
Supervises:	N/A
Location:	Intendente Ramírez Building
Mission of the position: Processes Tax Filing Forms from individuals and corporations in a precise manner	
Main functions: <ul style="list-style-type: none">■ Receives boxes of Tax Filing Forms from the Numbering Section.■ Verifies the Tax Filing Form received physically or electronically.■ Enters data such as, general information of the taxpayer and returns, in the PRITAS or REFO systems.■ Makes the necessary adjustments in the PRITAS or REFO systems.■ Refers Tax Filing Forms with missing information to the Data Correction Section.	
Check Points and Approvals: <ul style="list-style-type: none">■ N/A	

POSITION IN THE ORGANIZATION CHART



JOB PROFILE		
Organizational Content		
COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.		LOW
ORGANIZATIONAL IMPACT Way in which the job functions impact on the Department in relation to the achievement of its strategic goals.		LOW
Knowledge and Skills		
FORMAL EDUCATION Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.		Full high school studies or graduated from a technical or business school. Knowledge of administrative routine. Command of a second language is not necessary.
EXPERIENCE Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.		No experience is required
SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.		Specialized technical knowledge is not required.
THINKING PROCESS Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.		SIMPLE Requires applying pre-established solutions to repetitive or routine activities. .

JOB PROFILE**Responsibility****DECISION MAKING**

Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.

Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.

INTENSITY

Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.

LOW Generally there is low pressure on the employee.

TANGIBLE AND INTANGIBLE ASSETS

Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.

High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.

NUMBER OF SUPERVISED PERSONNEL

Number of employees directly and indirectly supervised.

No supervision is carried out.

CONFIDENTIAL INFORMATION

Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.

Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.

Technical / Specialized Knowledge

- Basic Knowledge of PRITAS and REFO systems.

JOB PROFILE**Other Considerations (if necessary)**

- Approved Data Entry Course

Competencies and Proficiency Levels**Organizational Competencies****RESOURCEFULNESS/ CREATIVITY/ INNOVATION**

Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.

BASIC**DECISION MAKING/ RESULTS DRIVEN**

This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.

BASIC**INTEGRITY**

Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.

EXPERT**ACCOUNTABILITY**

Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.

EXPERT

JOB PROFILE		
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.		EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.		SKILLED
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.		BASIC
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear and convincing oral presentations; responds appropriately to nonverbal cues. Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.		SKILLED
CUSTOMER FOCUS Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.		BASIC

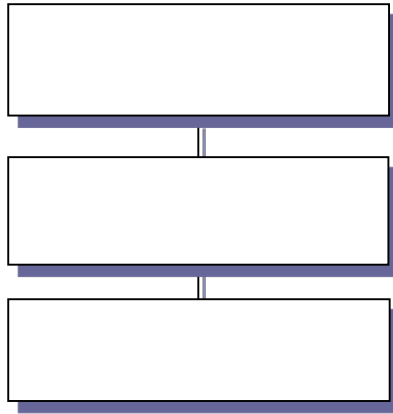


5. Appendix – Roles & Job Descriptions Form Template

GENERAL INFORMATION ABOUT THE POSITION	
Position title:	
Role of the position:	
Operational Unit:	
Bureau:	
Division:	
Section:	
Reports to:	
Supervises:	
Location:	
Mission of the position:	
Main functions:	
<input type="checkbox"/>	
Check Points and Approvals:	
<input type="checkbox"/>	



POSITION IN THE ORGANIZATION CHART





JOB PROFILE	
Organizational Content	
<p>COMPLEXITY OF FUNCTIONS Level of difficulty, complexity or diversity of the functions performed by the position.</p>	<div> <input type="checkbox"/> LOW The job functions are simple, basic, repetitive and generally oriented towards tasks (e.g. reading, writing, elemental mathematical calculations, operation of simple equipment). </div> <div> <input type="checkbox"/> MEDIUM The job functions require the application of skills and equipment operation in works with certain degree of difficulty or moderately specialized (e.g. secretarial, accounting, technical support, welding, and electricity). In addition, participates in executing several activities or projects that, generally, only have impact within his/her functional area. </div> <div> <input type="checkbox"/> HIGH The job functions require the application of skills and equipment operation in works with high degree of difficulty or advanced specialization (e.g. general management, inspection, audit or penalties appraisal). In addition, participates in the execution of several activities and projects that have impact in different areas of the Department. </div>



<p>ORGANIZATIONAL IMPACT</p> <p>Way in which the job functions impact the Department in relation to the achievement of its strategic goals.</p>	<div><input type="checkbox"/> LOW The job functions, by themselves, have a lower or remote impact on the results or the attainment of the strategic goals of the Department. They have few or no relevance in making transcendental decisions and the use/assignment of resources.</div> <div><input type="checkbox"/> MEDIUM The job functions have a moderate degree of impact and responsibility on the results or the attainment of the strategic goals of the Department. They require the exercise of a significant influence on decisions of certain relevance and the use/assignment of resources.</div> <div><input type="checkbox"/> HIGH The job functions have a high degree of impact and responsibility on the results and the attainment of the strategic goals of the Department. They require having control on transcendental decisions and the use/assignment of resources.</div>
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JOB PROFILE	
Knowledge and Skills	
<p>FORMAL EDUCATION</p> <p>Basic knowledge required to occupy the position and to fulfill its functions in an efficient manner. This knowledge could have been acquired by formal education and/or by other means of instruction.</p>	<p><input type="checkbox"/> Full elementary school studies.</p> <p><input type="checkbox"/> Full high school studies or graduated from a technical or business school. Knowledge of administrative routine.</p> <p><input type="checkbox"/> University technician or having completed studies at semi-professional level, such as: Information Technology, Electronics, Electricity, etc.</p> <p><input type="checkbox"/> College title at bachelor's degree level, or having knowledge and/or administrative equivalents enough to solve complex problems. He/she must be specialized in an administrative and/or technical branch.</p> <p><input type="checkbox"/> Master's degree in the corresponding area, or having equivalent technical and/or managerial know-how.</p> <p><input type="checkbox"/> P.H. degree in the corresponding area, or having equivalent technical and/or managerial knowledge.</p> <p><input checked="" type="checkbox"/> Command of a second language is not necessary</p> <p><input checked="" type="checkbox"/> Partial command of a second language</p> <p><input checked="" type="checkbox"/> Full command of a second language</p>
<p>EXPERIENCE</p> <p>Experience required to perform the job in a satisfactory manner. It may have been acquired either within or outside the Department. It includes total or indispensable experience.</p>	<p><input type="checkbox"/> No experience is required</p> <p><input type="checkbox"/> From 1 to 5 years</p> <p><input type="checkbox"/> From 6 to 10 years</p> <p><input type="checkbox"/> More than 10 years</p>



JOB PROFILE	
<p>SPECIALIZED TECHNICAL/SCIENTIFIC EXPERIENCE</p> <p>Specialized technical knowledge required to fulfill specific functions. For example: full accounting cycle, financial knowledge, human resources, marketing, research scientific techniques and methods, among others.</p>	<div> <input type="checkbox"/> Specialized technical knowledge is not required. </div> <div> <input type="checkbox"/> Up to 1 year in positions similar to the current one and that require specialized technical knowledge. </div> <div> <input type="checkbox"/> From 1 to 5 years in positions similar to the current one and that require specialized technical knowledge. </div> <div> <input type="checkbox"/> More than 5 years in positions similar to the current one and that require specialized technical knowledge. </div>
<p>THINKING PROCESS</p> <p>Capacity required for the identification, understanding, analysis, synthesis and conceptual evaluation of situations, as well as to find or design viable and effective solutions.</p>	<div> <input type="checkbox"/> SIMPLE Requires applying pre-established solutions to repetitive or routine activities. </div> <div> <input type="checkbox"/> COMPARATIVE Requires identifying, from a variety of known solutions, the best solution for the situation. </div> <div> <input type="checkbox"/> ADAPTATIVE Requires modifying and adapting elements of well-known solutions to new situations. </div> <div> <input type="checkbox"/> INNOVATIVE Requires researching and investigating new elements that should be considered for the design of uncommon solutions. </div> <div> <input type="checkbox"/> CREATIVE Requires creating new solutions with very few antecedents. </div>



JOB PROFILE	
Responsibility	
<p>DECISION MAKING</p> <p>Job freedom to decide or act in an independent manner, taking into consideration the functions as well as the policies and procedures it is subjected to.</p>	<p><input type="checkbox"/> Subject to compliance of concrete instructions and policies and procedures without the authority to modify them.</p> <p><input type="checkbox"/> Guided by specific policies and procedures, however, some degree of flexibility is permitted in the execution of specific tasks. For that, he/she needs the approval by the immediate supervisor.</p> <p><input type="checkbox"/> Guided by specific policies and procedures; however, the application of criteria within the general framework of established processes is permitted.</p> <p><input type="checkbox"/> Guided by the Department's mission and vision, its general strategies and guidelines, so ample flexibility is permitted in the application of the policies and procedures to attain the expected results.</p>
<p>INTENSITY</p> <p>Pressure exercised on the job for the attainment of results. Consider the transcendence and importance of decisions; the expiration dates or lack of raw materials, products or services handled; work load; time devoted to activities of low, medium or high work pace; and compliance with time limits and/or quality standards required by internal and external clients.</p>	<p><input type="checkbox"/> LOW Generally there is low pressure on the employee.</p> <p><input type="checkbox"/> MEDIUM In determined circumstances there is certain pressure on the employee.</p> <p><input type="checkbox"/> HIGH Continually there is intense pressure on the incumbent.</p>



JOB PROFILE	
TANGIBLE AND INTANGIBLE ASSETS Magnitude of the damages that could occur as a result of the employee acting with non-intended distraction (deterioration, loss or alteration of assets, values or equipment handled by this position). Consider the limit up to which the harm is controlled by the employee, the controls the employee is subject to third parties and work methods, the frequency of making mistakes because of the nature of the job and the consequence of those mistakes. You may consider factors such as quality of the finished product, scientific productivity or potential risk to commit the prestige of the Department.	<input type="checkbox"/> Basic responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity. <input type="checkbox"/> Moderate responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity. <input type="checkbox"/> High responsibility for the protection of assets, equipment, prestige of the Department, and/or scientific productivity.
NUMBER OF SUPERVISED PERSONNEL Number of employees directly and indirectly supervised.	<input type="checkbox"/> No supervision is carried out <input type="checkbox"/> Supervises 1 to 5 persons <input type="checkbox"/> Supervises 6 to 10 persons <input type="checkbox"/> Supervises 11 to 20 persons <input type="checkbox"/> Supervises 21 to 40 persons <input type="checkbox"/> Supervises more than 41 persons



JOB PROFILE	
CONFIDENTIAL INFORMATION Magnitude of problems and damages caused by an employee that may reveal confidential information, or commit an indiscretion when handling confidential information.	<input type="checkbox"/> The position does not require handling confidential information. <input type="checkbox"/> A few problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information. <input type="checkbox"/> Serious problems may occur at an internal and/or external level because of indiscretions or poor handling of confidential information. <input type="checkbox"/> Damages or contingent liabilities of relative magnitude may occur, caused by indiscretions or by the poor handling of confidential information.
Technical / Specialized Knowledge	
<ul style="list-style-type: none"> 	
Other Considerations (if necessary)	
<ul style="list-style-type: none"> 	

Competencies and Proficiency Levels
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Organizational Competencies	
RESOURCEFULNESS/ CREATIVITY/ INNOVATION Uses intelligence, common sense, and tenacity to solve particularly difficult or complicated challenges given existing and/or limited resources. Demonstrates ability to take existing objects or ideas and combine them in different ways; generates innovative solutions in business situations, trying different and novel ways to deal with opportunities and problems. Takes creative approaches to problem solving. Demonstrates the ability to think proactively without being limited by current processes. Initiates new concepts and ideas	<input type="checkbox"/> MINIMAL <input type="checkbox"/> BASIC <input type="checkbox"/> SKILLED <input type="checkbox"/> TALENTED



and finds new ways to conduct business. Creativity leads to the innovation of new ideas, goods, services, and practices, which are intended to be useful.	<input type="checkbox"/>	EXPERT
DECISION MAKING/ RESULTS DRIVEN This includes the ability to make timely and effective decisions and achieve results through strategic planning and the implementation and evaluation of programs and policies. Focuses on results and desired outcome (programs, policies, workforce) and how best to achieve them. Identifies what needs to be done and proactively takes appropriate action. Sets challenging goals and standards, prioritizes tasks, assigns responsibilities, drives execution, overcomes obstacles, accepts accountability, and targets and achieves results.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
INTEGRITY Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and contributes to maintaining the integrity of the organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
ACCOUNTABILITY Demonstrates responsiveness, ethics, morality in serving the customers/public; utilizing organizational/public resources to achieve results; makes informed, appropriate decisions that best serve the public's trust.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
CULTURAL AWARENESS The ability to respond respectfully and effectively to people of all diverse backgrounds in a manner that recognizes, affirms, and values the differences, similarities and worth of individuals, families and communities and also protects and preserves the	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED

dignity of each. Manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated.	<input type="checkbox"/>	TALENTED
	<input type="checkbox"/>	EXPERT
Managerial Competencies		
BUSINESS ACUMEN/ RESOURCE MANAGEMENT Demonstrates ability to identify, understand, and utilize external issues/trends (societal, economic, market, and political) that impact the strategic direction of the Institution, to make sound internal business decisions. The ability to acquire and manage human, financial, material, and information resources in a manner that effectively accomplishes the organization's mission.	<input type="checkbox"/>	MINIMAL
	<input type="checkbox"/>	BASIC
	<input type="checkbox"/>	SKILLED
	<input type="checkbox"/>	TALENTED
	<input type="checkbox"/>	EXPERT
LEADING PEOPLE/ INFLUENCING & NEGOTIATING The ability to design and implement strategies that maximize employee potential and foster high ethical standards and performance in meeting the organization's vision, mission, and goals. Influences, persuades, or changes others attitudes or opinions by expressing a viewpoint with assurance, certainty, and conviction in order to obtain a specific outcome or impact. Uses appropriate interpersonal styles and communication methods and works with others to understand interests to achieve agreements or resolve differences in a timely manner.	<input type="checkbox"/>	MINIMAL
	<input type="checkbox"/>	BASIC
	<input type="checkbox"/>	SKILLED
	<input type="checkbox"/>	TALENTED
	<input type="checkbox"/>	EXPERT
VISION & STRATEGY/ LEADING CHANGE The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the Department's mission and goals; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity. Identifies key issues relevant to achieving long-range goals; commits to goals after developing alternatives based on logical assumptions, facts, resources, constraints, and organizational values. Creates and communicates a long-term vision, balances short	<input type="checkbox"/>	MINIMAL
	<input type="checkbox"/>	BASIC
	<input type="checkbox"/>	SKILLED
	<input type="checkbox"/>	TALENTED
	<input type="checkbox"/>	EXPERT



and long-term goals, keeps own and team's work aligned with overall goals, and implements strategic plan.		
ANALYTICAL REASONING Dissects problems into meaningful parts and develops solutions; analyzes information and makes correct inferences or draws accurate conclusions; uses logic and judgment to dissect and synthesize information and evaluate alternatives.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
Technical or Functional Competencies		
TEAMWORK Functions effectively in a collaborative work environment, communicates effectively with others, and brings appropriate team skills to bear in achieving outcomes.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
FLEXIBILITY/ ADAPTABILITY Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC SKILLED TALENTED EXPERT
COMMUNICATION Expresses facts or ideas in a clear and logical manner to individuals and groups considering audience and nature of the information (technical, sensitive, controversial); makes clear	<input type="checkbox"/> <input type="checkbox"/>	MINIMAL BASIC



<p>and convincing oral presentations; responds appropriately to nonverbal cues.</p> <p>Expresses facts or ideas in writing in a clear, convincing and organized manner. Appropriately tailors written communications to the audience and topic.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>SKILLED</p> <p>TALENTED</p> <p>EXPERT</p>
<p>CUSTOMER FOCUS</p> <p>Responds to customer requirements in a timely fashion and strives to satisfy their expectations. Demonstrates understanding of customer issues, needs and priorities and proactively solicits their input to provide improved services.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>MINIMAL</p> <p>BASIC</p> <p>SKILLED</p> <p>TALENTED</p> <p>EXPERT</p>