



DIRECTOR of TAX POLICY and ADMINISTRATION

U.S. GOVERNMENT ACCOUNTABILITY OFFICE (GAO)

Client:

The United States Government Accountability Office (GAO) is the agency that works for Congress for the benefit of the American people. Congress directs GAO to study the programs and expenditures of the federal government. GAO, commonly called the investigative arm of Congress or the congressional watchdog, is at the epicenter of government decision-making. It is independent and nonpartisan. The GAO investigates how the federal government spends taxpayer dollars. It advises Congress and the heads of executive agencies (such as the Department of Defense, Environmental Protection Agency, Health and Human Services, Education, Housing and Urban Development, and State) about ways to make government more effective and responsive. GAO evaluates federal programs, audits federal expenditures, and issues legal opinions. When GAO reports its findings to Congress, it recommends actions. Its work leads to laws and acts that improve government operations, saving the government and taxpayers billions of dollars.

GAO, which was founded in 1921, has a staff of approximately 3000 employees and a budget of over \$500,000,000. Voted one of the best places to work in the federal government since 2005, GAO provides many great flexibilities and benefits to its employees. GAO is headquartered in Washington, DC, with field offices in Atlanta, Boston, Norfolk, Huntsville, Chicago, Dallas, Dayton, Denver, Los Angeles, San Francisco, and Seattle. See: www.gao.gov.

Responsibilities:

The Director of Tax Policy and Administration within the Office of Strategic Issues is an executive responsible for leading GAO audits in the areas of tax policy and tax administration. Generally these audits analyze whether specific provisions of the tax code are achieving their policy purpose, or whether the IRS, paid tax preparers, and others involved in tax administration are efficiently meeting their responsibilities. The Director:

- Reports to the Managing Director of the Strategic Issues (SI) Team, assisting the Managing Director in establishing team priorities and managing team resources.
- Leads all aspects of GAO's tax policy and tax administration audits including congressional relations, audit scope and methodology, data analysis, adherence to GAO quality standards, product development, and congressional briefings.
- Ensures that recommendations to federal agencies or matters for Congress to consider are supported by adequate evidence.
- Testifies before Congress on tax issues.

- Develops and maintains constructive working relationships with congressional clients and agency executives, including the IRS Commissioner.
- Coordinates with other tax oversight organizations such as the Treasury Inspector General for Tax Administration and the IRS Oversight Board.
- Represents GAO to the media, tax community, and other outside groups.

Qualifications Required:

As a basic requirement, candidates must demonstrate that they possess experience which has provided them with both the Professional and Technical Qualifications (PTQs) and the Executive Core Qualifications (ECQs) outlined below. Typically, experience of this nature will have been gained through demonstrated executive-level experience in the federal, state, or local government; private sector; and/or other non-governmental organizations.

Applicants must provide evidence of progressively-responsible leadership experience that is indicative of senior-level management capability and is directly related to the skills and abilities outlined under the PTQs and ECQs listed below. Applicants must submit a narrative that addresses each of the PTQs and ECQs. Each response should begin on a new page and should not be more than 2 pages in length.

Professional and Technical Qualifications (PTQs):

1. Broad knowledge of federal tax policy and tax administration. This includes knowledge of public finance economics, tax legislation, IRS processes and operations, the tax preparation industry, and/or other third party participants in the federal tax system.
2. The ability to leverage knowledge of tax policy and administration to produce reports and testimonies that assist Congress in making decisions about tax policy and overseeing the federal system of tax administration. This includes the demonstrated ability to lead research that could provide Congress with information about tax policy tradeoffs or that supports recommendations to improve tax administration. It would also include experience assessing the effectiveness of tax policies and tax administration programs at meeting their goals and objectives.

Executive Core Qualifications:

To be considered, all candidates must respond to the ECQs. Information regarding how to prepare your responses is available in the “Guide to Senior Executive Service Qualifications” found using the following link: http://www.opm.gov/ses/references/GuidetoSESQuals_2010.pdf

Leading Change—This executive core qualification (ECQ) involves the abilities to bring about strategic change to meet organizational goals and to establish an organizational vision and to implement it in a continuously changing environment. It encompasses six competencies:

- *Creativity and Innovation* combines developing new insights; questioning conventional approaches; encouraging innovation; and designing and implementing new programs or processes.
- *External Awareness* comprises understanding and staying current on policies and trends that affect GAO and shape stakeholders' views; and being cognizant of GAO's impact on the external environment.

- *Flexibility* is openness to change and new information; and adaptability to new information, changing conditions, or unexpected obstacles.
- *Resilience* requires dealing effectively with pressure; remaining optimistic and persistent under adversity; and recovering quickly from setbacks.
- *Strategic Thinking* involves setting objectives and priorities, implementing plans consistent with GAO's long-term interests in a global environment, capitalizing on opportunities and managing risks.
- *Vision* includes taking long-term views; building a shared vision with others; acting as a catalyst for organizational change; and influencing others to translate vision into action.

Leading People – This ECQ involves the ability to lead people toward meeting the organization's vision, mission, and goals, which include the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. It encompasses four competencies:

- *Conflict Management* entails encouraging creative tension and differences of opinions; anticipating and taking steps to prevent counter-productive confrontations; and managing and resolving conflicts and disagreements constructively.
- *Leveraging Diversity* means fostering an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
- *Developing Others* is improving the ability of others to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.
- *Team Building* combines inspiring and fostering team commitment, spirit, pride, and trust; facilitating cooperation; and motivating team members to accomplish group goals.

Results Driven – This ECQ involves the ability to meet organizational goals and customer expectations, which includes the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. It encompasses six competencies:

- *Accountability* involves holding oneself and others accountable for measurable, high-quality, timely, and cost-effective results; setting objectives and priorities; delegating work; taking responsibility for mistakes; and complying with established control systems and rules.
- *Customer Service* entails anticipating and meeting internal and external customers' needs; delivering high-quality products and services; and being committed to continuous improvement.
- *Decisiveness* is making well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; as well as perceiving the impact and implications of decisions.
- *Entrepreneurship* positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services; and takes calculated risks to accomplish organizational objectives.

- *Problem Solving* combines identifying and analyzing problems; weighing the relevance and accuracy of information; generating and evaluating alternative solutions; and making recommendations.
- *Technical Credibility* is understanding and appropriately applying principles, procedures, requirements, regulations, and policies related to specialized expertise.

Business Acumen—This ECQ involves the ability to manage human, financial, and information resources strategically. It encompasses three competencies:

- *Financial Management* comprises understanding GAO's financial processes; preparing, justifying, and administering the program budget; overseeing procurement; contracting to achieve desired results; monitoring expenditures and using cost-benefit thinking to set priorities.
- *Human Capital Management* entails building and managing the workforce based on organizational goals, budget considerations, and staffing needs; ensuring that employees are appropriately recruited, selected, appraised, and rewarded; addressing performance problems; and managing a multi-sector workforce and a variety of work situations.
- *Technology Management* combines staying current on technological developments; using technology effectively to achieve results; and ensuring access to and security of technology systems.

Building Coalitions—This ECQ involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. It encompasses three competencies:

- *Partnering* is networking; building alliances; and collaborating across boundaries to build strategic relationships and achieve common goals.
- *Political Savvy* entails identifying the internal and external politics impacting GAO's work; perceiving organizational and political reality and acting accordingly.
- *Influencing/Negotiating* combines persuading others; building consensus through give and take; and gaining cooperation from others to obtain information and accomplish goals.

Education: Bachelors in Business, Finance, or Accounting is highly desirable; M.S., Taxation and/or Ph.D. in Economics/Public Finance highly preferred.

Location: Washington, DC

Compensation: To \$174,000 + bonus eligibility (Senior Executive Service)

EEO: All candidates will be considered without regard to race, gender, age, religion, sexual orientation, national origin, or disability. The GAO provides reasonable accommodations to applicants with disabilities.

Deadline: To be considered, application packages (resume/CV and responses to the PTQs and ECQs) must be received by midnight, March 15, 2012.

Citizenship:

U.S. Citizenship required. You may be required to obtain a Top Secret security clearance.

Contact:

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