

**Government of Pakistan**  
Revenue Division  
**Federal Board of Revenue**  
(Admn/HR Wing)

\*\*\*\*\*

C.No.1(10)S(HRD)/2016/Vol-I/93483-R

Islamabad, the 5<sup>th</sup> August, 2025

**NOTIFICATION**  
(SOPs)

In continuation of Board's Notification C.No.1(10)S(HRD)/2016/Vol-I/52801-R dated 25.04.2025, the Federal Board of Revenue (FBR) is pleased to notify Standard Operating Procedures (SOPs) (as enclosed) to streamline the selection and onboarding process for hiring Sector Experts and Audit Mentors across Inland Revenue-field formations, under FBR's Transformation Plan.

**Encl: As above.**

  
(Ali Raza Khan)

Secretary (Training & Development)

Distribution: -

- i. SA to Chairman, FBR, Islamabad
- ii. All Members, FBR (HQ), Islamabad
- iii. All Chief Commissioners (Inland Revenue)
- iv. All Director Generals (Inland Revenue)
- v. Chief (Management/HR-IR), FBR (HQ), Islamabad
- vi. Chief (Admin & Finance), FBR (HQ), Islamabad
- vii. Chief (IR-TDU), FBR (HQ), Islamabad
- viii. Chief (TPS), FBR (HQ), Islamabad
- ix. Secretary (Automation/SSM), FBR (HQ), Islamabad

## Standard Operating Procedures –

### Onboarding and Selection of Sector Experts and Audit Mentors

#### 1. Objective

These SOPs are formulated to streamline the selection and onboarding process for hiring Sector Experts and Audit Mentors across FBR's field formations. The objective is to ensure uniformity, transparency and regional coordination.

#### 2. Scope

This document applies to all field formations across the three designated operational regions — **North, Central and South** — where sector experts and audit mentors will be deployed.

#### 3. Number of Positions

Expert Type	Total Positions	Deployment per Formation
Sector Experts	100	4 per field formation
Audit Mentors	58	3 per LTO's, CTO's, MTO and 2 per RTO's

#### 4. Regional Deployment Summary

Region	Sector Experts	Audit Mentors	Region Total
North	24	14	38
Central	44	25	69
South	32	19	51
Total	100	58	158

#### 4. Selection Committees

##### 4.1 Constitution of Selection Committees

While the responsibility for ensuring the quality of audit mentors and sector experts rests with the HR firms, a **Selection Committee** shall be constituted to assess and finalize the suitability of these experts shortlisted for deployment from the list provided by the respective HR firms as provided in **Annexure – A**. The selection process may be conducted either in person or virtually, depending on feasibility.

In accordance with the requirements communicated by the field formations, the sectors prioritized for the first phase are listed in **Annexure - B**.

The comprehensive field-wise sector expert requirements are detailed in **Annexure – C**.

#### 4.2 Responsibilities

- Conduct structured assessment and selection of sector experts and audit mentors referred by the HR firms.
- Evaluate and finalize candidates recommended by HR Firms to assess suitability for deployment.

Committees shall also be formed in each field formation consisting of **2-3 Commissioner's IR** (appointed by the relevant Chief Commissioner IR) for all performance evaluation related matters and subsequent coordination with focal persons and FBR(HQ).

### 5. Appointment of Focal Persons

#### 5.1 Designation and Reporting

- Each Chief Commissioner IR shall nominate one **Focal Person** in their respective field formation, **preferably of the rank of BS-19**.
- The Focal Person shall report directly to the Chief Commissioner of their field formation.

#### 5.2 Responsibilities of Focal Person

- Establish and maintain liaison with **HR Firms, FBR(HQ)'s and Selection Committee**.
- Coordinate with officers of the field formation, HR Firms and committees in field formations for all **performance management related matters**.
- Handle all arrangements for onboarding of sector experts and audit mentors, including:
  - Office space, seating, IT equipment etc.

### 6. Onboarding Process

#### 6.1 Pre-Deployment

- HR firm to share finalized list of sector experts and audit mentors selected for each region with FBR (HQ).
- FBR (HQ) to communicate said lists with selection committees.
- Focal persons to be notified immediately after notification of SOP's.



## Annexure – A

	Selection Committee for Audit Mentors	Selection Committee for Sector Experts
<b>Members</b>	<ul style="list-style-type: none"><li>• Mr. Hamid Ateeq Sarwar</li><li>• Mr. Asim Zulfiqar</li><li>• Mr. Ghazi Akhtar</li></ul>	<ul style="list-style-type: none"><li>• Mr. Hamid Ateeq Sarwar</li><li>• Mr. Ghazi Akhtar</li><li>• Mir Badshah Khan Wazir</li><li>• 1 expert CIR (to be appointed by Member IR Operations)</li></ul>



## Annexure – B

No.	Sector
1	Automobile
2	Textile
3	Iron & Steel
4	IPP's & DISCO's
5	Pharmaceutical
6	Banking, Finance & Insurance
7	Beverages
8	Chemicals & Fertilizers
9	Real Estate/Builders & Developers
10	Petroleum, Oil & Lubricants (POL) / Oil & Gas
11	Cement
12	Sugar
13	Telecommunication
14	Tobacco



## Annexure - C

Detail of Sectoral Experts by Field Formations				
Sr.	Sector Name	Number of Experts	Sector Name	Field Formation Name
1	Automotive Sector	4	Auto Manufacturing	LTO, Karachi
			Auto Part Manufacturers	RTO, Lahore
			Auto Parts Sector	CTO, Lahore
			Automotive Sector	RTO, Hyderabad
2	Aviation	1	Air Line Industries	RTO, Sialkot
3	Banks	3	Banks	LTO, Lahore
			Banks	LTO, Multan
			Microfinance	CTO, Islamabad
4	Beverages	3	Beverages	LTO, Lahore
			Beverages	RTO, Lahore
			Beverages	RTO, Sukkur
5	Cement	1	Cement	RTO Peshawar
6	Ceramics	1	Ceramic Tiles	RTO, Sargodha
7	Chemical	4	Chemical	MTO, Karachi
			Chemical	RTO-I, Karachi
			Chemical	RTO, Multan
			Chemicals	RTO-II, Karachi
8	Coal	3	Coal	RTO, Rawalpindi
			Coal (Mines & Minerals)	RTO, Quetta
			Coal Sector	RTO, Hyderabad
9	Departmental Stores	1	Departmental Stores / Super Marts / Bakeries / Weets Nimcos etc	RTO-II, Karachi
10	Edible Oil	3	Cooking Oil & Vegetable Ghee	RTO, Abbottabad
			Edible Oil & Ghee Mills	RTO, Sukkur
			Solvent / Oil & Ghee Sector	RTO, Bahawalpur
11	Education	2	Education	RTO-I, Karachi
			Educational Institutions	RTO, Islamabad
12	Electronics	1	Fan Manufacturing Industries	RTO, Sialkot

13	Feed	2	Animals and Poultry Feed	RTO Sahiwal
			Feed Mills Sector	RTO, Bahawalpur
14	Fertilizer	2	Fertilizer	LTO, Multan
			Fertilizer Sector	LTO, Islamabad
15	Flour Mills	1	Flour Mills	RTO, Bahawalpur
16	Food	3	Food	RTO, Multan
			Food Product	LTO, Multan
			Food Products Sector	RTO, Faisalabad
17	Importer	1	Importer	RTO, Quetta
18	IT	2	IT	CTO, Islamabad
			IT	CTO, Karachi
19	Manufacturer: Batteries	1	Batteries Manufacturers	RTO, Abbottabad
20	Manufacturer: Copper	1	Manufacturer-cum-exporter of recycled copper	RTO, Gujranwala
21	Manufacturer: Mobile	1	Mobile Manufacturer	RTO, Faisalabad
22	Manufacturer: Paper, chip board & Packages	1	Packages	RTO, Multan
23	Manufacturer: Paper, chip board & Packages	1	Paper and Board Manufacturers	RTO, Lahore
24	Manufacturer: Paper, chip board & Packages	1	Paper board/Chip Board	RTO, Sargodha
25	Manufacturer: Paper, chip board & Packages	1	Paper Sector	RTO, Gujranwala
26	Manufacturer: Sports	1	Manufacturing of Sports/Surgical and Leather goods etc.	RTO, Sialkot
27	Mines & Minerals	1	Mines & Minerals	RTO, Sargodha
28	Oil & Gas	3	Oil Mills	RTO Sahiwal
			Oil & Gas Sector	LTO, Islamabad
			Oil Marketing Company	RTO, Sukkur
29	Pharmaceutical	4	Drug Stores / Pharmacy	RTO-II, Karachi

			Pharmaceutical	LTO, Karachi
			Pharmaceutical	CTO, Islamabad
			Pharmaceutical	RTO-I, Karachi
30	Plastic	1	Plastic Sector	RTO, Gujranwala
31	Poultry	1	Poultry Farms	RTO Sahiwal
32	Power	5	Electric power generation, transmission and distribution	RTO, Sargodha
			Electricity Distributor	LTO, Lahore
			Power Sector (DISCOS)	LTO, Multan
			Power Sector (IPP's)	CTO, Islamabad
			Wind Power	CTO, Karachi
33	Real Estate	7	Builders & Developers	MTO, Karachi
			Builders & Developers	RTO, Hyderabad
			Construction Sector	CTO, Lahore
			Real Estate	RTO, Rawalpindi
			Real Estate	RTO-II, Karachi
			Real Estate	RTO, Quetta
			Real Estate (Builders & Developers)	RTO, Islamabad
34	Restaurants and Marquees	1	Restaurants and Marquees	RTO, Islamabad
35	Rice Mills	1	Rice Mills	RTO Sahiwal
36	Services	5	Consultant (Doctors, Advocates, Chartered Accountants, Architect and Engineers)	RTO-I, Karachi
			Doctors	RTO, Lahore
			Hospitals	RTO, Lahore
			Doctors, Hospitals and Consultancy Services	RTO, Islamabad
			Services Sector	RTO, Faisalabad
37	Steel	6	Iron & Steel	LTO, Karachi
			Iron & Steel	MTO, Karachi
			Steel Industries	RTO, Abbottabad
			Steel Sector	CTO, Lahore

			Steel sector	RTO, Sialkot
			Steel Sector	RTO, Quetta
38	Sugar	3	Sugar	LTO, Lahore
			Sugar	CTO, Karachi
			Sugar	RTO Peshawar
39	Tea	1	Tea	RTO, Rawalpindi
40	Telecom	1	Telecommunications Sector	LTO, Islamabad
41	Textile	13	Carpet Manufacturers	RTO, Abbottabad
			cotton Ginners & Mills	RTO, Sukkur
			Cotton Ginning	RTO, Hyderabad
			Cotton Ginning	RTO Sahiwal
			Ginning Sector	RTO, Bahawalpur
			Textile	LTO, Karachi
			Textile	MTO, Karachi
			Textile	CTO, Karachi
			Textile	RTO Peshawar
			Textile	RTO, Multan
			Textile Sector	CTO, Lahore
			Textile Sector	RTO, Faisalabad
			Textile Sector	RTO, Gujranwala
42	Tobacco	3	Tobacco	RTO, Rawalpindi
			Tobacco	RTO Peshawar
			Tobacco Sector	LTO, Islamabad
<b>Total</b>		<b>102</b>		

