

**The 7th Joint Training Program
for SGATAR Members**



Strategic Management for Tax Training

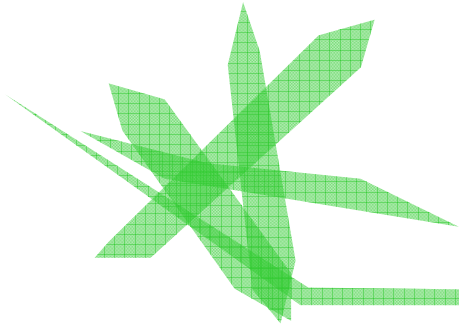
**National Tax Agency
Japan**



1 Strategic policy for the staff training

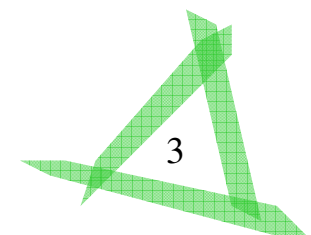
1.1 Goal/purpose of the staff training

- ◆ Correctly responding to yearly changes in tax laws
- ◆ Improving the expertise of younger staff
- ◆ Accurately responding to changes surrounding tax administration such as globalization and development of information technology

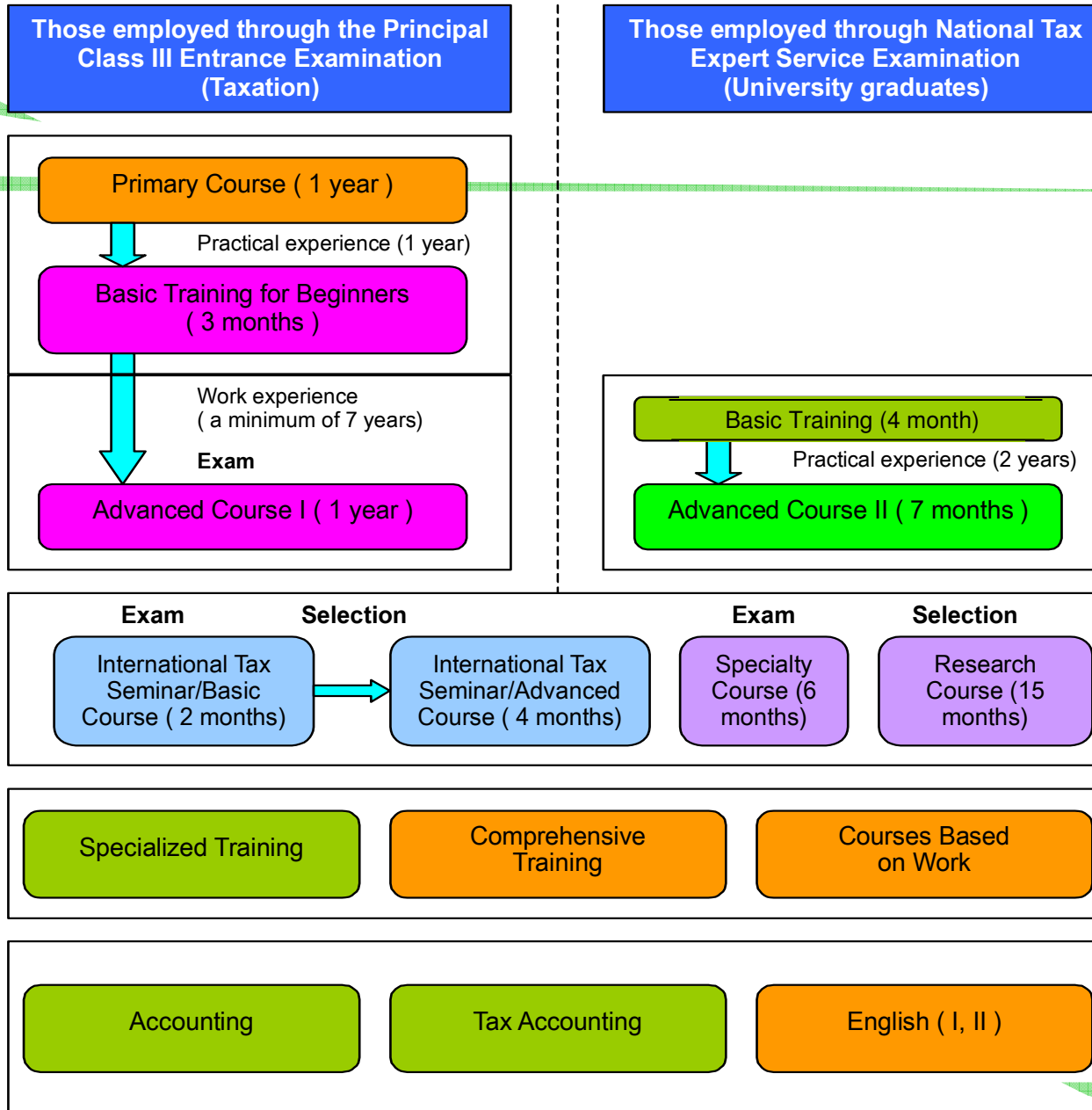


1.2 Overall features of the staff training

- ◆ Group Trainings at the NTC
 - Improving staff's knowledge and skills for their duty, and discipline/ most comprehensive
- ◆ Group Trainings at the Workplaces
 - Enhancing staff's knowledge of their assigned areas
- ◆ Individual On-the-Job Training
 - Educating and enhancing staff knowledge specifically for their daily duties



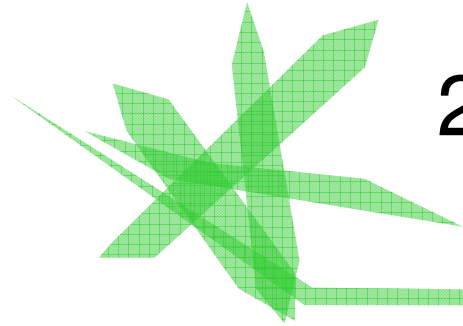
Trainings at the NTC





1.3 A scale of the budget for staff training

- ◆ NTC budget in fiscal 2009 stands at \2,610million
 - Sharing 0.4% of the NTA budget



2 Organization responsible for staff training

2.1 Organization responsible for planning staff training

- ◆ Overall Direction

- Decided by personnel division of NTA

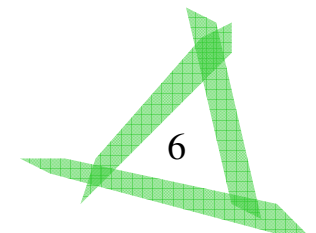
- ◆ Education plan

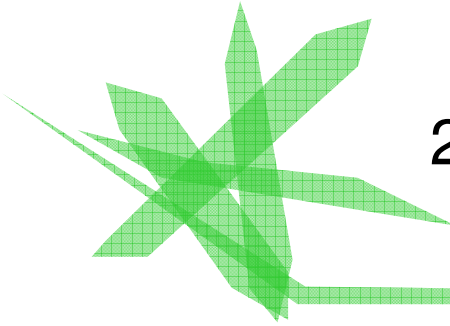
- Prepared by Curriculum division of NTC

- Approved by Commissioner of NTA

2.2 Organization responsible for implementing staff training

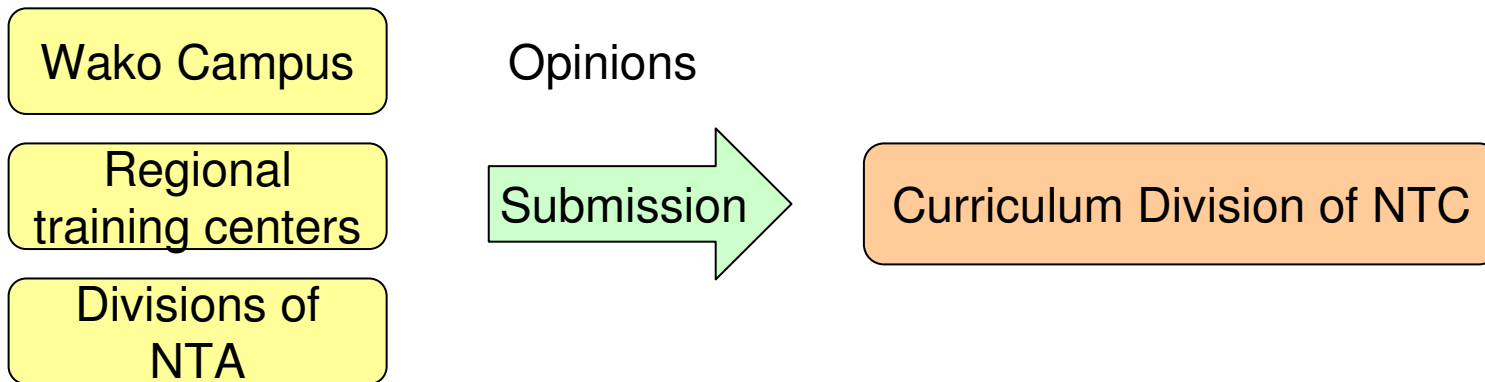
- ◆ NTC, Regional Taxation Bureaus and Tax Offices respectively carry out staff training





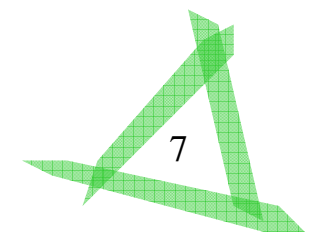
2.3 Roles and relationship between the organizations associated with staff training

◆ Education plan of NTC



◆ Training Plan of Regional Taxation Bureau

- Personnel division
 - Each taxation division
 - Regional training center
- } Committee





2.4 Lectures/Trainers and acquisition of materials used for training

- ◆ Trainers of NTC
 - Internal professor, university professor, NTA official and external instructor
- ◆ Trainers of RTB and Tax Office
 - Tax officials with high level of experience
- ◆ Original textbooks are produced by NTC
- ◆ University professor typically uses commercial textbook
- ◆ NTA official and external instructor usually prepare their own training material



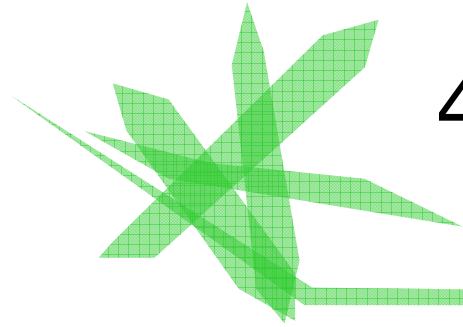
3 Evaluation of staff training program

3.1 Methods/means for the evaluation

- ◆ Evaluation is based on questionnaires to trainees etc

3.2 Utilization of the results of the evaluation for implementation of future programs

- ◆ Staff training program is continually reviewed by based on questionnaires to trainees etc



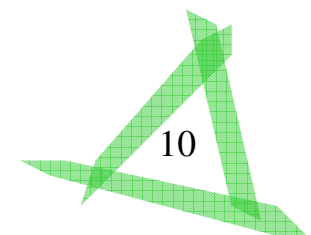
4 Evaluation of staff taking training programs

4.1 Means of the evaluation, such as tests

- ◆ Honor prize for excellent trainee(top 5% of trainees)

4.2 Utilization of the evaluation results for personnel transfers/promotion

- ◆ Trainees' results are one of the major factors of consideration for personnel transfers/promotion
- ◆ Excellent trainees are eligible for special pay rises





5 Trainings for the trainers

5.1 Methods of training for trainers

- ◆ Providing short training program with internal professors

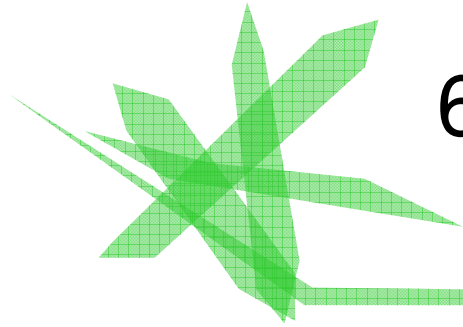
5.2 Trainers/lectures on training for trainers

- ◆ Lectures

- how to give lectures, coaching and mental health etc

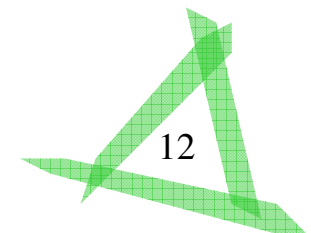
- ◆ Trainers

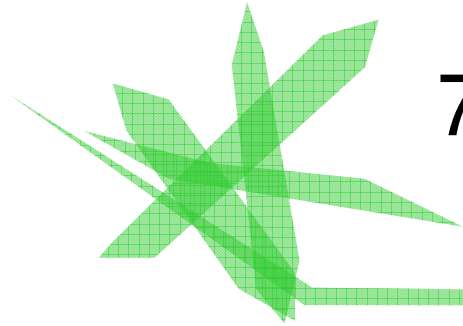
- University professors and external instructors



6 Utilization of information technology in training

- ◆ Utilizing e-learning for short-time and relatively easy trainings such as instruction on information security
- ◆ Intra-net is very convenient for self-training
- ◆ NTA officials can read latest tax laws etc on their own personal computer





7 Challenges faced by those involved in staff training planning

- ◆ In terms of promoting efficiency of tax administration and enhancing taxpayer service, Integration of back office work has been implemented by NTA in all tax offices since July 2009
- ◆ NTC has created new lectures regarding in-office work and office counter service for the training program for new recruits

*Thank you for
your attention!*

