

SGATAR

7th Joint Training Program

Strategic Management for Tax Training



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The Government of the Hong Kong Special Administrative Region
of the People's Republic of China



Inland Revenue Department

IRD's Vision

- Aim to be an excellent tax administration that plays an important part in promoting Hong Kong's prosperity and stability



IRD's Mission (1)

We are committed to

- Collecting revenue efficiently and cost-effectively
- Providing courteous and effective services to the public



IRD's Mission (2)

- Promoting compliance through rigorous enforcement of law, education and publicity programmes
- Enabling staff to acquire the necessary knowledge, skills and attitude so that they can contribute their best to the achievement of our vision



Staff Establishment

<u>Year</u>	<u>Professional Staff</u>	<u>Non-professional Staff</u>	<u>Total</u>
2005-06	679	2,195	2,874
2006-07	679	2,169	2,848
2007-08	679	2,139	2,818



Training and Development Statistics

<u>Year</u>	<u>Total Number of Man-days</u>	<u>Average Man-days per officer</u>
2005-06	10,466	3.6
2006-07	11,241	3.9
2007-08	7,705	2.7



Why Training?

- Enable staff to acquire knowledge and skills
- Equip staff to work in a positive attitude
- Assist the career development plans
- Facilitate the succession plan
- Achieve IRD's vision and mission



Method of Training

- Orientation
- Induction
- In-depth Training
- On the job Training
- Seminars



Orientation

- Target
 - New recruits
- Content
 - Brief Introduction of IRD
 - Our Vision & Mission
 - Staff Integrity
 - Professional Ethics



Induction Courses (1)

- Target
 - New comers
- Content
 - Operational Requirements
 - Work Process



Induction Courses (2)

- How and where to find:
 - Guidelines
 - Operation Manuals
 - Staff Handbooks
 - Reference Materials



In-depth Training

Professional Officers

- Basic Training
- Advanced Training

Non-professional Officers



Basic Training for Professional Officers (1)

Target :

- New Assistant Assessors (AA)

Content :

- 2 year Basic Course on taxation law and practice
- Job related Training



Basic Training for Professional Officers (2)

Content :

- Mentorship Scheme
- Job Rotation
- CPE Programmes
- Authorized Employer Scheme



Advanced Training for Professional Officers (1)

Target :

- Assessing Officers

Content:

- Training Courses
- Seminars
- Special Study Programmes



Advanced Training for Professional Officers (2)

Content :

- Policy Administration
- Personnel Management
- Project Management Duties



Non-professional Officers

Target :

- All officers except Assessing Officers

Content:

- Briefing
- Tutorial Classes
- Workshops
- Refresher Courses



On the job Training

- All officers are subject to the Reposting Policy
- Professional Officers
 - 4 to 5 years
- Non-professional Officers
 - 6 years



Seminars on Diversified Topics, including

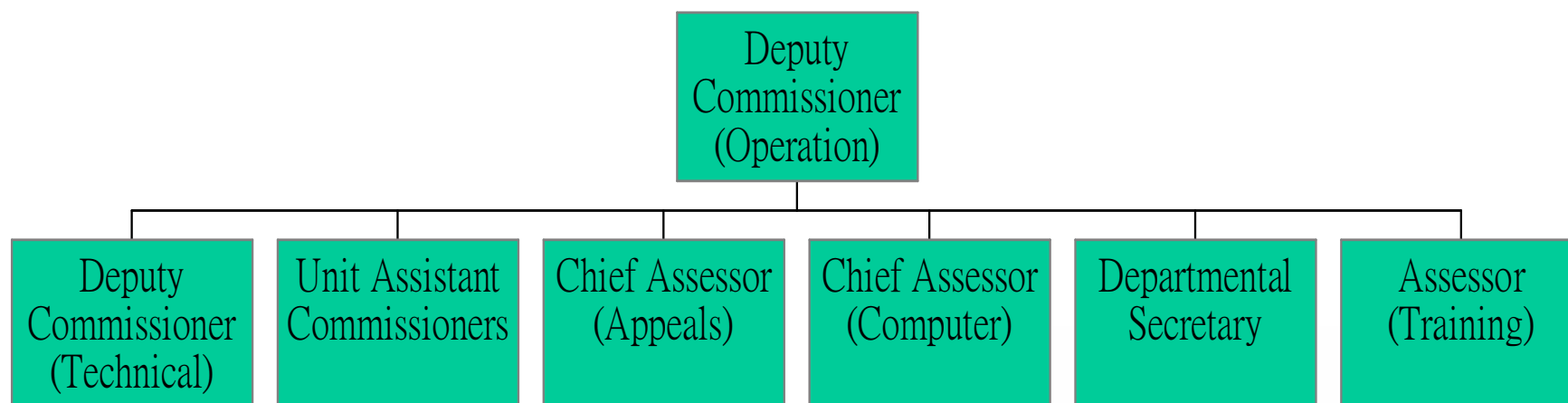
- *Taxation*
- Accounting
- Audit and Investigation
- Customer Services
- Human Resources Management
- Complaint Handling



Organisation Responsible for Staff Training

Within the IRD

Training Committee



Organisation Responsible for Staff Training

Within the Government

Civil Service Bureau

Civil Service Training and Development Institute [CSTDI]



Evaluation on Training Programs

- End-of-course Evaluation Questionnaire
- Staff Interviews
- Staff Consultations
- Management Evaluation



Evaluation on Staff Taking Training Programs (1)

Assistant Assessors enrolled for in-house training

- Revision Course
- Written Examination
- Must have a pass mark

Language Training

- Tests
- Evaluation Exercise



Evaluation on Staff Taking Training Programs (2)

Other Training Programs

- Role-play
- Case Studies
- Simulation Exercise



Trainings for Trainers

- Train-the Trainer Series for workplace learning launched by CSTDI
- Experience sharing conducted by attendees of overseas courses & seminars



Use of IT in Training (1)

Within IRD

- Intranet
 - Operational Manual
 - Staff Handbook
 - Instruction Circulars



Use of IT in Training (2)

Within IRD

- Technical Resources Database
 - Technical Guidelines
 - Employer Information
 - Determinations
 - Board of Review Decision
 - Court Decisions



Use of IT in Training (3)

Within IRD

- General Enquiry Knowledge Database
 - General Information
 - Mainly for non-professional officers



Use of IT in Training (4)

Within IRD

- Training Corner
 - In-house CPE Materials
 - Training Notes of Courses
 - Language Tools
 - Guide on Writing Skill
 - Useful Website



Use of IT in Training (5)

Within IRD

- CPE Seminars
 - On-line enrollment
 - Notification
 - Training Record



Use of IT in Training (6)

Within Government

- Training Administration System [TAS]
 - An electronic course nomination workflow system which provides services on training application and planning for staff
 - Staff can access to get up-to-date information on courses, apply and seek supervision's approval and maintain training records



Use of IT in Training (7)

- Training Administration System [TAS]
 - IRD plans to implement TAS in 2010
- Cyber Learning Centre Plus
 - Training Programmes
 - Web course on Language, Basic Law, Government Practice, Information Technology & Management



Use of IT in Training (8)

- Cyber Learning Centre Plus
 - Leaders' Corner
 - Resource centre for directorate officers, Leadership, Innovation, Strategic Management & Executive Development Programme
 - National Studies Portal
 - Information about Mainland
 - In-depth analysis of most current issues



Use of IT in Training (9)

- Cyber Learning Centre Plus
 - Language Corner
 - Others
 - Management Gallery
 - IT Zone
 - Work-life balance



Challenges to be met by IRD (1)

- Construction of quality teaching pool
- Sourcing of suitable trainers
- Making best use of scarce resources & managing training effectively
- Creating a continuous learning culture amongst staff



Challenges to be met by IRD (2)

- Motivating staff to participate
- Encouraging staff to plan their own training needs



THANK YOU



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