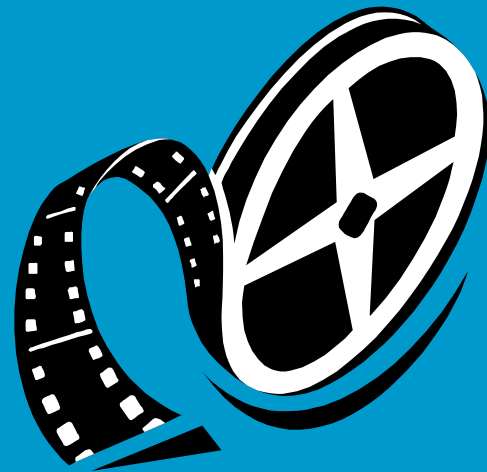


JTP Country Report



Macao SAR, China



What We do?

- ◆ Making of annual financial budget and report
- ◆ Management of public properties and durable goods
- ◆ Administration of public procurement and tendering
- ◆ Carrying out daily treasury activities
- ◆ Tax administration



Tax Administration

- ◆ 6 main departments and 13 divisions in DSF's organizational structure
- ◆ 2 departments responsible for Tax Administration
- ◆ Tax Department (RFM)
- ◆ Public, Tax Investigation and Appeals Department (DAIJ)



Long-term Goal

- ◆ To cultivate a substantial pool of competent staff that can institute new changes to the Bureau
- ◆ Shift from training of knowledge and skills to that of career management, teamwork and self-cultivation
- ◆ Shift from lectures, seminars, training programs to coaching and mentoring



Short-term Goal

- ◆ Obvious changes in the past decade brought about by the opening up of the gaming industry
- ◆ Demographic changes in taxpayer's structure
- ◆ Equip our staff with knowledge and skills to cope with the rapid changes in social and economic environments



Training Needs Analysis

- ◆ Formulate training goals
- ◆ Know the current level of staff training
- ◆ Perform gap analysis to find out the difference
- ◆ Design tailor-made training programs



Some findings

- ◆ Prefer medium-term and short-term courses to long-term programs
- ◆ Indifferent to the types of training activities (seminars, lectures, e-learning, workshops, etc)
- ◆ Estimated annual budget at around 2 million patacas (approx. 250 thousand US dollars)
- ◆ About 1/3 will be spent on tax training



Training Organization

- ◆ Training Center set up in 2007, operates for 2 years till now
- ◆ 5 full-time staff and some part-time helpers from Administrative and Financial Division (DAF)
- ◆ Focus on key areas instead of doing everything



Job Duties

- ◆ Prepare annual training plan for management review
- ◆ Identify training needs through consultation with staff
- ◆ Liaise and coordinate with outside training institutions
- ◆ Manage and reserve training venues and provide suitable training equipment
- ◆ Arrange transportation and accommodation for overseas training



In Practice

- ◆ Mainly work with Public Administration and Civil Service Bureau (SAFP)
- ◆ Local training providers include: University of Macao (UM), Institute of Polytechnic of Macao (IPM), Macao Management Association (MMA)
- ◆ 3 rooms assigned for training (15 to 25 seats)
- ◆ Lectures and seminars held in auditorium (100 seats)
- ◆ All rooms equipped with common audio and visual equipment

Evaluation of Training Programs and Staff Taking the Programs

- ◆ Balancing the costs and effectiveness, survey is the most useful means for us to evaluate the programs at this phase
- ◆ Staff's performance is evaluated through oral or written tests and examinations
- ◆ Sometimes consult with the staff's immediate supervisor
- ◆ DEPF conducts surveys on client's satisfaction level every quarter, which can be used as an indirect means for evaluation of training programs

Training for the Trainers

- ◆ Staff reflects that many outside trainers lack the knowledge of DSF's daily operations
- ◆ Analyze staff's educational background and find out that 40% of them has received tertiary education and some even have certain teaching experiences
- ◆ Possible to tap the expertise and knowledge of these staff by training them to be internal trainers

Train-the-trainer Program

- ◆ Co-organize the Train-the-Trainer program with SAFP
- ◆ At the initial phase, choose 15 staff to take part in the program
- ◆ Content covers curriculum design, teaching and expression skills, classroom discipline and management, use of teaching aids, etc
- ◆ Expect to be a 30-hour program, will continue to provide subsequent training to the internal trainers

Use of IT in Training

- ◆ E-learning system launched in 2008
- ◆ At present, staff can only login through Intranet during office hours, but will allow staff to login during both office and non-office hours through Internet probably in 2010
- ◆ Have set up a working group for periodic updating of the content

Challenges in the Futures

- ◆ Properly respond to the changing environment
- ◆ Create an atmosphere in DSF that is amiable to training
- ◆ Make necessary changes in the organizational structure to facilitate the implementation of staff training
- ◆ Create a profile for every individual staff

Thank You