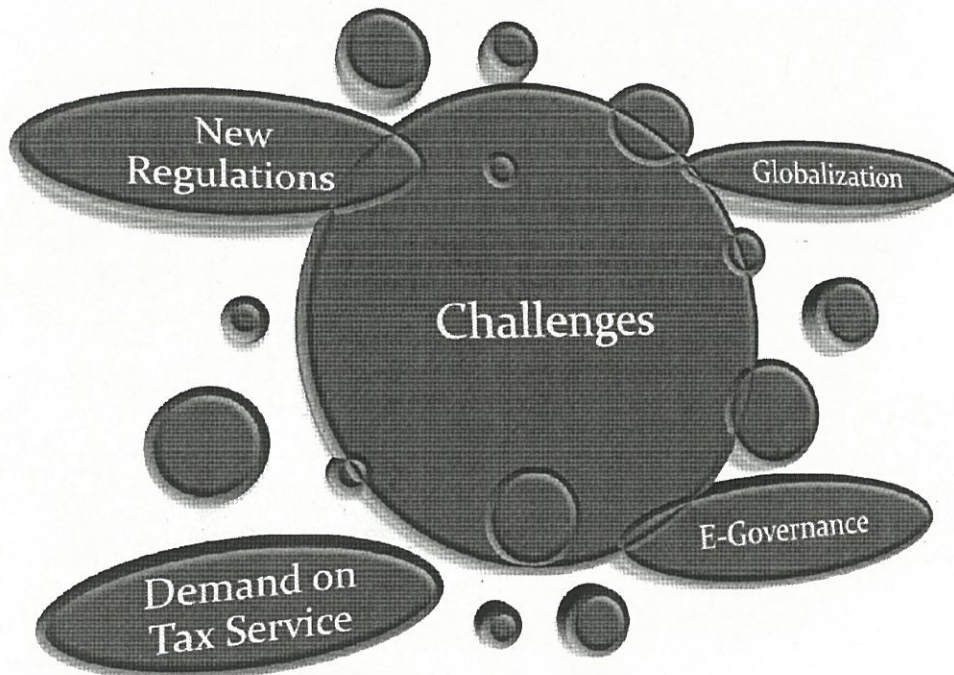


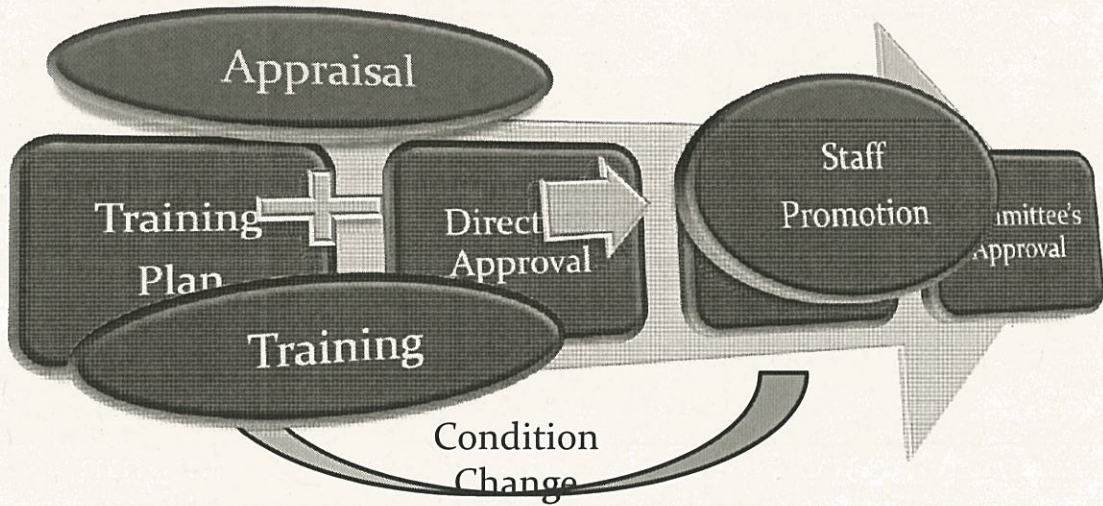
WORKFORCE  
DEVELOPMENT  
TO ADDRESS  
CHALLENGE

Serve the Community

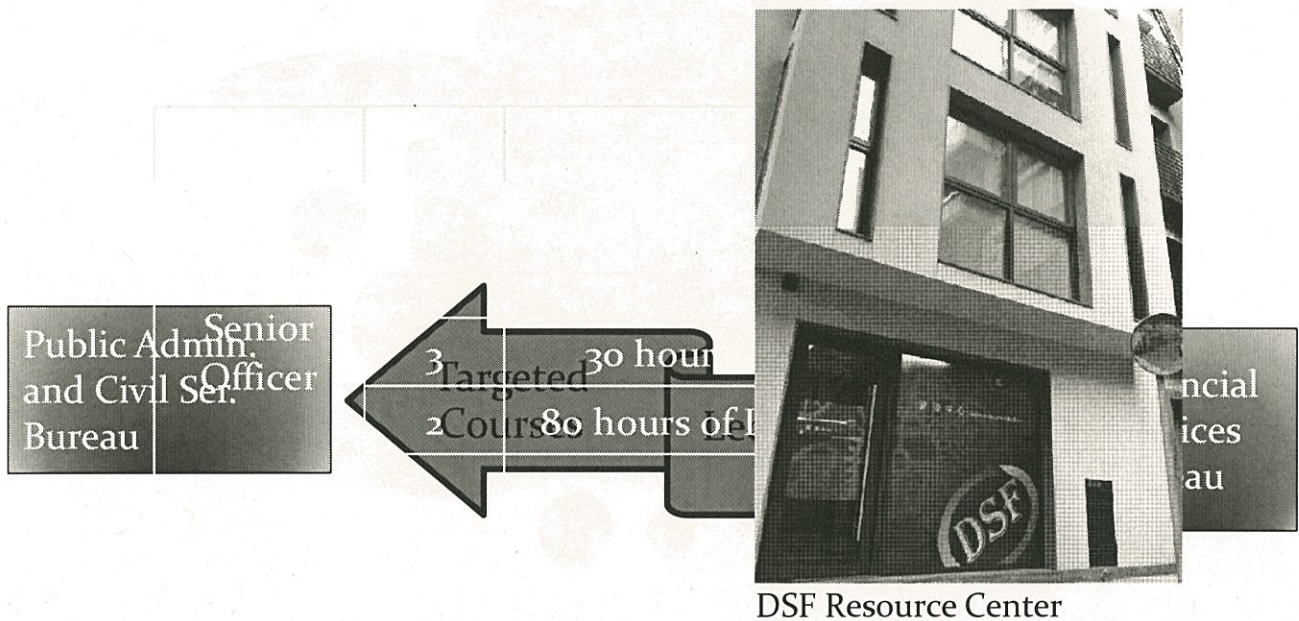
Macao Special Administrative Region



# Impact of New Regulations



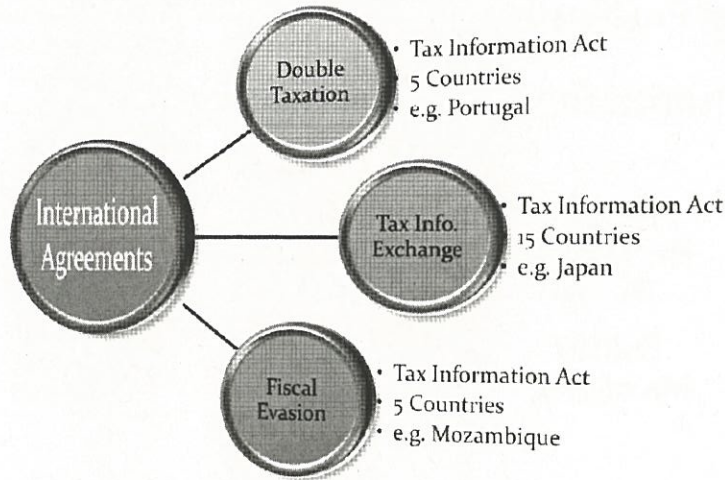
# Impact of New Regulations



# Globalization

- Domestic Issues:
- Gaming Industry Liberalization
  - Six Operators
  - Publicly Listed in Hong Kong Stock Exchange

International Issues :



# Globalization

## OECD : Yangzhou Tax Academy of China

- Transfer Pricing: Enterprise Reorganization
- Tax information Exchange
- Enterprise Audit - Telecommunication Sector

## European Union : EU-Macao Co-operation Program

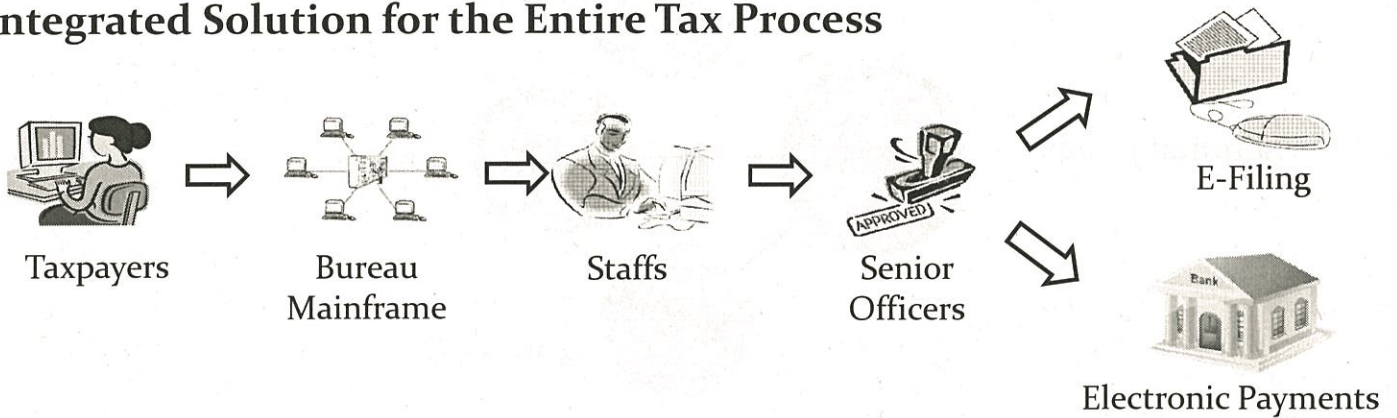
- Politics and Governance of Offshore Financial Centers
- International Public Sector Accounting Standards (IPSAS) and National Government Accounting in the EU
- Double Taxation Agreements and Tax Treatment on Foreign Income

# E-Governance

## Background of E-Governance :

- Multinational Companies
- Internet Access Proliferation
- Tax Information Exchange
- Workload Reduction

## Integrated Solution for the Entire Tax Process



# E-Governance

## Measures to Improve Computer Literacy :

- Facility improvement (DSF Resource Center)
- Co-operation with local institutions (in house programs)
- 998 staff head counts participated in various programs (total no. of staff : 668)
- IT department Staffs joined specialized programs

# Demand on Tax Services

## Measures to Keep Pace with Increasing Demand :

- Have a Larger Workforce
- Improve Productivity



END



# Identifying and Building the Future Capability Requirement of SGATAR Member

## MALAYSIA



7th Meeting of Heads of SGATAR  
Training Institutions

- \* Research on Revenue Authorities
- \* Lack of focus on Leadership and Management
  
- \* Why is it important?
- \* Malaysia - Exist Gaps
- \* Senior Officers Retiring

**\* Asian Development  
Bank seminar 2014  
Tokyo**

## LHDNM CAPABILITY BASED DEVELOPMENT

- Significant percentage current workforce will retire within the next 5 years
- the hiring of new employees is a high priority.
- Skills development and efficient resource deployment -  
Succession
- Focus on a competency-based human resource management program based on 4 main
  - planning,
  - resourcing,
  - retaining and separating.

## RETIREEES NEXT FIVE YEARS

GRADE	YEAR					
	2015	2016	2017	2018	2019	2020
Key	1	-	-	-	-	-
Leadership	1	-	-	-	-	-
Position	-	-	-	1	-	1
Key Critical	3	3	3	8	6	3
Position	1	2	7	7	13	6
Critical	8	9	10	18	21	19
Position	20	17	18	31	28	30



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## CRITICAL POSITION LHDNM

<i>Key Leadership Position</i>	• Turus III Grade – Special Grade B	5 *
<i>Key Critical Position</i>	• Special Grade C / 54 (Department Director/ State Director)	31 *
<i>Critical Position</i>	• 54 / 52 / 48 Grade (Director of Division/ Branch/ Investigation Branch)	140 *

## SUCCESSION PLANNING STRATEGIC APPROACH



# SGATAR 2014

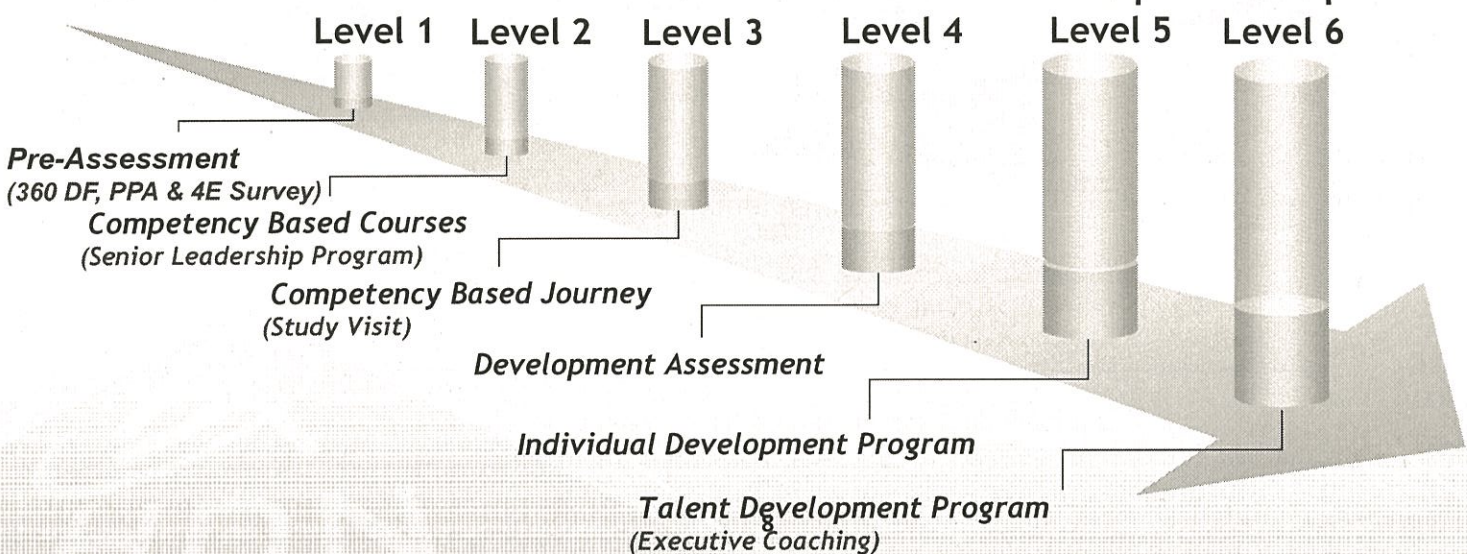
CEO Incubator Programme  
Senior Executive GU- C  
7 May 2014 - 31 Oct. 2014



# SGATAR 2014

## PROGRAM PCI SENIOR EXECUTIVE GU C

TDP







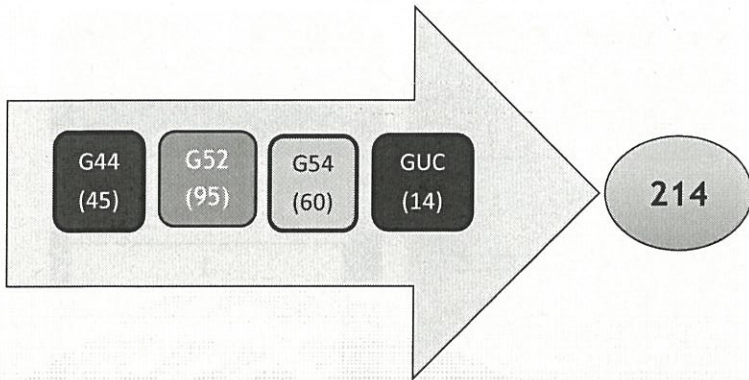
# TALENT DEVELOPMENT PROGRAM (TDP)

**TDP** base on gap analysis of Talent through evaluation process by raters.

Table to Search Committee.

TDP consists of 4 components:

-  **CBC** - Competency Based Courses
-  **JE** - Job Experience
-  **C&M** - Coaching & Mentoring
-  **VAC** - Value Added Courses



SGATAR 2014

## TDP GRED UTAMA C EXECUTIVE COACHING

1-on-1 Executive Coaching

Duration of  
3 x 1.5 hours  
per session

Spread over a  
3-month period  
(1 July 2014  
-  
31 Oct. 2014)

Reinforce or  
bridge some  
areas of  
development

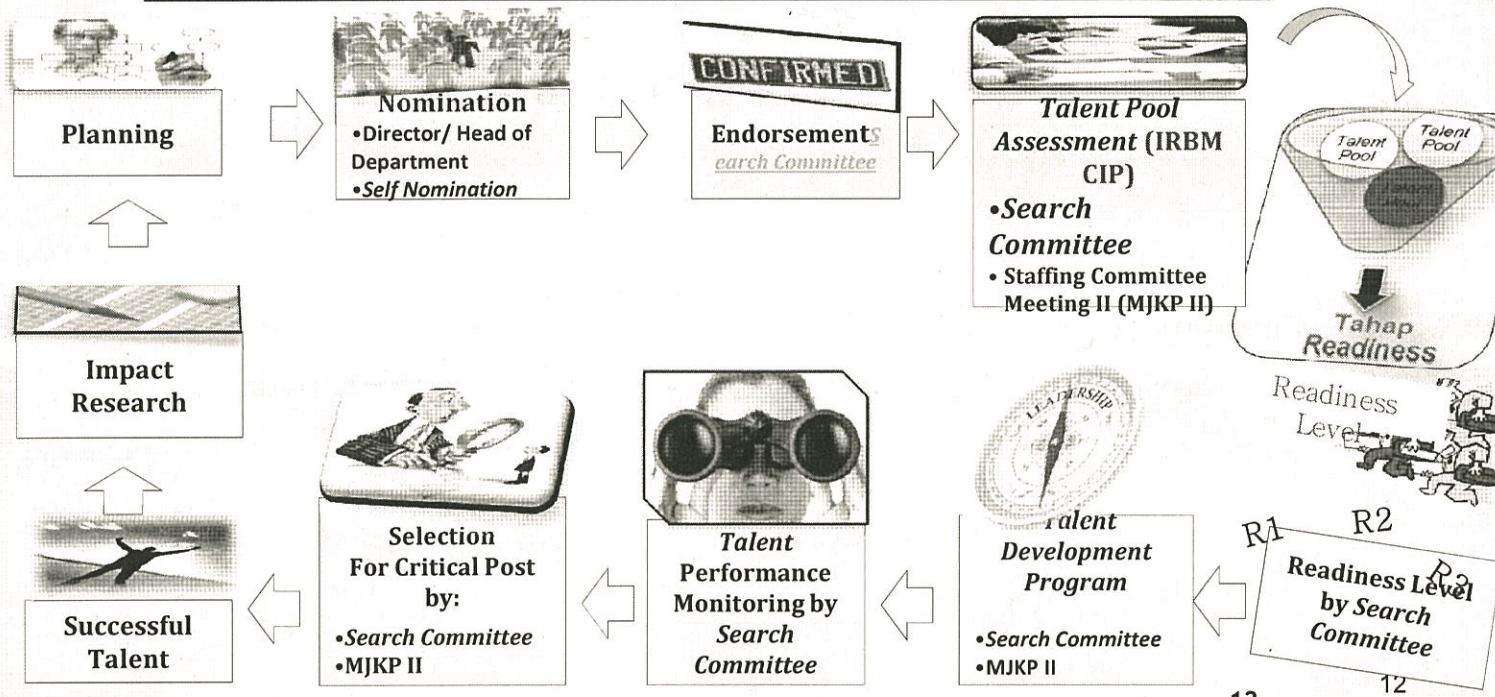
# TDP SENIOR EXECUTIVE GU C

## CBC : RAZAK SCHOOL OF GOVERNMENT (RSOG)

### SENIOR LEADERSHIP PROGRAM

<p><b>BRANDING LEADERS &amp; BRANDING THE NATIONS</b></p> <p>1</p> <p>Oxford UK (14-25 Apr.2014)</p> <p>Pulau Pinang (11-13 Aug 2014)</p>	<p><b>POLICY LEADERSHIP &amp; STRATEGIC CHANGE</b></p> <p>1</p> <p>Cambridge UK (26 May - 6 June 2014)</p> <p>Pulau Langkawi (27 - 30 Oct. 2014)</p>	<p><b>THE EXECUTIVE LEADERSHIP SERIES</b></p> <p>1</p> <p>Berlin Germany (16-20 June 2014)</p> <p>Pulau Langkawi (10-12 Nov. 2014)</p>	<p><b>PROFESSIONAL JUDGEMENT &amp; PROBLEM SOLVING</b></p> <p>Postponed to next year (2015)</p> <p>1</p> <p>New York (15 - 26 Sept.)</p> <p>Pulau Pinang (15-17. Nov. 2014)</p>
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## SUCCESSION PLANNING PLAN - SUMMARY



# 2015 CALENDER TDP/ IDP

GRED	COMPETENCY BASED COURSES/ JOB EXPERIENCE/ COACHING & MENTORING/ VALUE ADDED COURSE	COACHING & MENTORING (IDP)	CATATAN
44	36	9	<ul style="list-style-type: none"> <li>• Analytical Thinking</li> <li>• 30 Talents attended Nov. 2014</li> </ul> <p>* High Impact Presentation Skill</p>
52	57	38	
54	52*	7	
GU=C	12	5	
TOTAL	165	52	

## CONCLUSION

IRBM aims

- to develop skilled human resources
- able to continuously improve officers professionalism

The Competency & Human Development  
– in line with

- the new development in taxation and management skills required
- our vision to be a learning organization which encourage continuous learning process

**\*TERIMA KASIH**  
**THANK YOU**