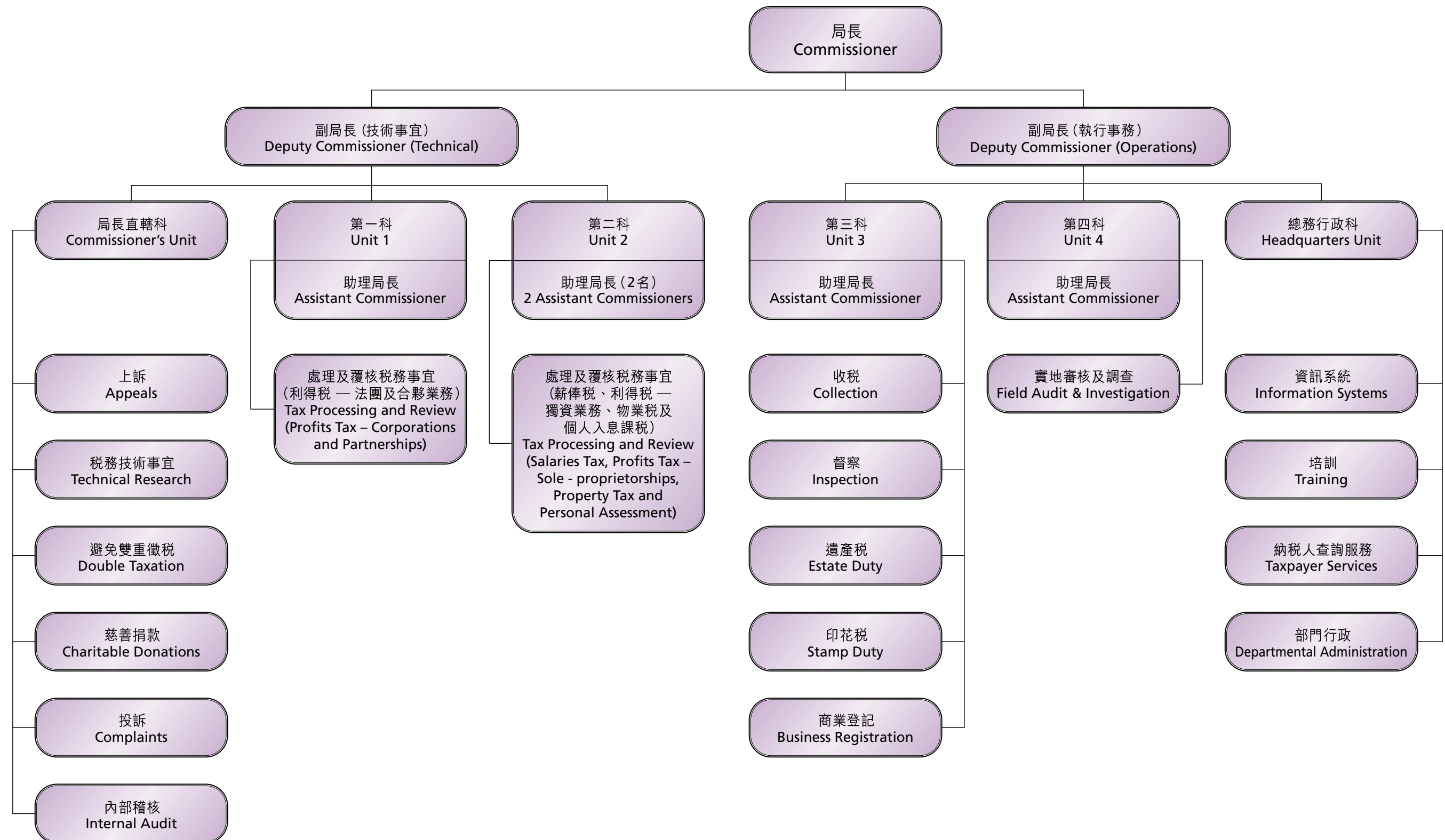




人力資源 Human Resources

稅務局組織圖
2001年3月31日狀況
Organisation Chart
of Inland Revenue Department
as at 31.3.2001

整體編制	Overall Establishment	職員數目 No. of Staff
局長直轄科	Commissioner's Unit	67
總務行政科	Headquarters Unit	337
第一科	Unit 1	407
第二科	Unit 2	1,517
第三科	Unit 3	752
第四科	Unit 4	256
總數	Total	3,336



編制

本局的最高管理層由局長、兩名副局長和五名助理局長組成。

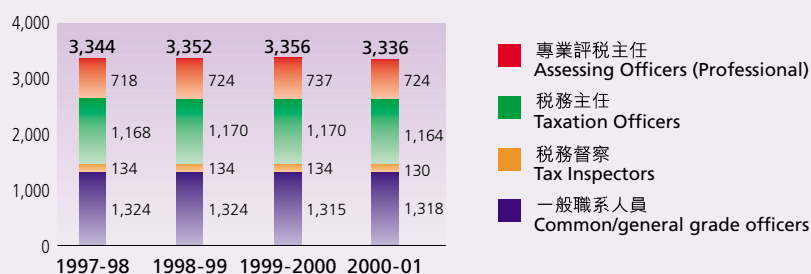
截至2001年3月31日，本局的編制共有6個科別和3,335個常額職位（包括25個首長級職位）和1個編制以外的首長級職位。屬部門職系人員（即評稅主任、稅務主任及稅務督察）的職位有2,018個，他們負責處理稅務事宜，其餘1,318個職位屬共通/一般職系人員，他們為本局提供行政、資訊科技和文書的支援（圖39）。

Establishment

The Commissioner, the two Deputy Commissioners and the five Assistant Commissioners form the top management of the Department.

As at 31 March 2001, the Department had an establishment of 3,335 permanent posts (including 25 posts for directorate officers) and 1 supernumerary directorate post in 6 Units. Of the total, 2,018 posts were for departmental grades officers (namely Assessors, Taxation Officers and Tax Inspectors), who were required to perform duties directly concerned with taxation. The remaining 1,318 posts were for common / general grades officers, who provided supporting administrative, information technology and clerical services (Figure 39).

圖39 職員編制
Figure 39 Staff Establishment



本局大部分的專業人員年齡都在45歲以下（圖40），而男女專業人員的比例則為1比1.1。

Most of the professional officers serving in the Department were below the age of 45 (Figure 40). The ratio of male to female professional officers was 1:1.1.

圖40 專業人員年歲分析
Figure 40 Age Profile of Professionals

年歲組別 Age Group	男性 Male	女性 Female	總數 Total
25歲以下 Below 25	3 (1%)	2 (4%)	5 (1%)
25歲至不足35歲 25 to below 35	89 (27%)	142 (37%)	231 (32%)
35歲至不足45歲 35 to below 45	123 (37%)	174 (46%)	297 (42%)
45歲至不足55歲 45 to below 55	109 (33%)	62 (16%)	171 (24%)
55歲及以上 55 and over	8 (2%)	0 (0%)	8 (1%)
合共 Total	332 (100%)	380 (100%)	712 (100%)

員工晉升和變動

過去一年，本局有28名部門職系人員和9名一般職系人員獲得晉升。獲聘或調往本局的員工有94名，而離開本局的員工則有147名。

培訓和發展

本局致力協助員工具備應有的知識、技巧和態度，從而悉力實踐抱負，推動本局成為卓越的稅務管理機構。以培訓日數而言，本局在過去一年用作培訓和發展的日數合共16,227日，較上一年度增加近29%。

入職訓練

培訓組的訓練導師為新入職的助理評稅主任開辦為期兩年的稅務法例和執行課程，並為新加入本局的各職系職員每週舉辦迎新講座和其他入職培訓課程。

專業培訓課程

過去一年，本局舉辦了10個專業培訓講座，共有1,499名職員參加。講座所選取的論題旨在讓本局人員可以掌握最新的稅務知識，擴闊對其他方面的瞭解，與時並進。



Staff Promotions and Turnover

In 2000-01, 28 departmental grades officers and 9 general grades officers were promoted. 94 officers were recruited by or transferred to the Department. During the year, 147 officers left the Department.

Training and Development

The Department is committed to enabling staff to acquire the knowledge, skills and attitudes which are necessary if they are to contribute their best to the achievement of our vision of becoming an excellent tax administration. During 2000-01, a total of 16,227 man-days were spent on staff training and development, representing an increase of almost 29% over the figure for the previous year.



Induction Training

The Department's Training Section conducts a two-part taxation law and practice course with formal examinations for newly appointed Assistant Assessors. Induction courses are also conducted for all grades of staff upon their joining the Department, as well as weekly orientation talks and tours for new comers.

Continuing Professional Education

During the year, 10 seminars, with 1,499 participants, were held under the in-house Continuing Professional Education (CPE) Programme. The topics of the seminars were chosen with a view to keeping officers abreast of the latest tax issues, and to widen their knowledge in related fields.

其中5個講座由本局職員主講：

- 電子貿易及其稅務含義
- 決勝之道(稅務上訴委員會法律程序的經驗分享會)
- 「探討卓越管理的竅門」視像研討會
- 稅務個案回顧
- 資訊系統策略(ISS)計劃的最新發展

而其餘5個講座則由外界的專業人士主講：

- 情緒智能概說
- 國際會計準則
- 創業板的上市財務安排及稅務問題
- 香港公務員的電子學習途徑
- 強制性公積金計劃概說

本局並安排未能參加講座的職員觀看錄影帶。

除舉辦專業培訓課程外，本局亦鼓勵和贊助職員參加專業和學術團體所舉辦的研習課程。過去一年，共有103名職員獲本局贊助修讀有關課程。

海外訓練

海外訓練可使職員有機會擴闊視野、增進專業知識、發展管理和領導技巧和發揮個人潛能。

過去一年，本局有18名專業人員前赴澳洲、韓國、馬來西亞、荷蘭、星加坡、英國和美國修讀海外課程。此外，有1名人員前往北京參加清華大學的課程，而另有2名人員則前往成都、綿陽、貴陽及遵義參加探訪團，以了解內地事務。



5 of the seminars were conducted by staff speakers :

- E-commerce and its tax implications
- The Winning Path (an experience sharing session on Board of Review proceedings)
- Video seminar "In Search of Excellence"
- Tax Update
- Latest Developments in Information System Strategy (ISS) Projects

The other 5 seminars were delivered by visiting expert speakers :

- Emotional Intelligence [EQ] - An Overview
- International Accounting Standards
- Growth Enterprise Market
- E-learning in the Hong Kong Civil Service
- An Overview of the Mandatory Provident Fund system

Video sessions were arranged for those who could not attend the seminars.

Besides the CPE Programme, the Department also encourages and sponsors officers to attend seminars organized by academic and professional institutes. During the year, 103 officers were sponsored by the Department to attend such seminars.

Overseas Training

Officers were sent to overseas training courses to broaden perspective, enhance knowledge and expertise, and develop management and leadership skills and potential.

During 2000-01, 18 professional officers attended overseas courses in Australia, Korea, Malaysia, the Netherlands, Singapore, the United Kingdom and the United States. In addition, 1 officer attended a course at Tsinghua University in Beijing, and 2 officers went on familiarization visits to Changdu, Mianyang, Guiyang and Zunyi.

其他訓練

經濟合作及發展組織(OECD)的專家曾來港探訪本局並舉辦了一個為期2天的講座，為本局人員講解最新國際稅務問題，包括電子貿易、具損害性的稅務運作和雙重課稅安排。

本局職員亦參加由公務員培訓處及其他機構所舉辦的訓練課程，包括普通話、英語會話、中文寫作技巧、報告寫作技巧、人力資源管理和各項電腦應用課程。

員工關係與福利

本局向來重視與各級員工的溝通，並悉心維繫，以增進工作效率，提高生產力。

「稅務局協商委員會」

本局的部門協商委員會是管方與員工之間其中一個有效的溝通渠道。委員會由副局長(執行事務)擔任主席，負責協助管方與員工就共同關心的事務交換意見，並促進雙方互諒互助的關係。涉及的事務包括招聘、晉升、為職業前途的調職、培訓、工作環境、辦公室保安與安全，以至員工福利等。

「一般職系協商委員會」

文書及秘書職系員工，繼續透過一般職系協商委員會，就與其職系有關的事務進行討論和向管方提供意見。

「會見員工計劃」

本局的「會見員工計劃」，成效理想。員工可就其關注事務向管方提供意見，進一步加強高層管理人員與非首長級人員之間的溝通。

Other Training

Experts from the Organization for Economic Co-operation and Development (OECD) visited the Department and delivered a 2-day seminar on current international tax issues, including e-commerce, harmful tax practice and double tax arrangements.

Our officers also attended a wide range of courses on other topics, including Putonghua and English language training, the use of Chinese in official writing, report writing skills, human resources management and computer applications. These courses were organized by the Civil Service Training and Development Institute and other external organizations.

Staff Relations and Welfare

The Department recognizes that it is important to effectively communicate with staff at all levels if we are to maximise the Department's operational efficiency and productivity.

The Departmental Consultative Committee (DCC)

An important channel of communication is the Departmental Consultative Committee, which is chaired by the Deputy Commissioner (Operations). The DCC enables management and staff representatives to exchange views on a wide range of issues of mutual concern. These include recruitment, promotions, career postings, training, working environment, office security and safety, and staff welfare. The DCC helps to promote better understanding and co-operation between both parties.

The General Grades Consultative Committee (GGCC)

Staff members of the clerical and secretarial grades continue to make good use of the General Grades Consultative Committee to discuss matters relating to their grades with the management.

The "Meet-the-Staff Programme"

To further enhance communication between senior management directorate officers and the non-directorate officers, the "Meet-the-Staff Programme" runs well in soliciting feedback from staff in respect of specific issues they are likely to have an interest in.

「稅務局員工建議書計劃」

過去一年，本局透過員工建議書計劃接獲13份具建設性的建議書，很多已付諸實行。本局並就其中6份建議書向有關員工頒發現金獎，以表揚員工的貢獻和努力。

「優質服務計劃」

優質服務試驗計劃是本局的一項新嘗試，藉以鼓勵員工參與規劃一些對管方和員方均有利的改善計劃。在這個為期一年的試驗計劃裏，8隊優質服務小組共提交了17項改善計劃，成績非常理想。

「稅聲」

每季出版的“稅聲”向員工報導本局動態和各項活動。“稅聲”得到不少員工支持及投稿，為管方與員工提供了另一溝通途徑。

The IRD Staff Suggestion Scheme

During 2000-01, the Department received 13 constructive suggestions from staff through the Staff Suggestion Scheme. Many of them have been put into practice. Six of the officers concerned were granted cash awards in recognition of their contributions and efforts.

The Excellent Service Programme

This one-year pilot programme was introduced to encourage staff to map out improvement proposals which would be beneficial to both management and staff. The results were very encouraging, with a total of 17 improvement projects proposed by the 8 Excellent Service Teams.

The Inland Revenue Department Newsletter

The Departmental Newsletter is published quarterly to disseminate information to staff about the activities of and changes in the Department. With articles and contributions from staff, it provides an additional communication channel between management and staff.



「稅務局一般員工福利基金」

基金為員工提供免息貸款和補助金，協助遇上突發經濟困難的員工渡過難關。

「長期服務公費旅遊獎勵計劃」

過去一年，共有30名資深員工及其配偶在長期服務公費旅遊獎勵計劃下，獲免費旅遊的獎勵。



「稅務局體育會」

稅務局體育會秉承一貫的宗旨，為會員推行文娛康體活動。在2000至01年度舉辦了一系列康樂活動，供會員和家屬參加，精采項目包括同樂日、週年晚宴、新春頌獻中樂晚會、元宵燈謎、郊遊宿營、健康講座、課程、體育項目和比賽。各項活動均深受會員歡迎。

除顧及會員福利外，體育會亦不忘關心社會。在2001年2月，該會的執委會委員參加了由公益金主辦的「新界區百萬行」，一共為公益金籌得超過港幣20,000元的善款。

The Inland Revenue General Staff Welfare Fund

The Fund helps to relieve hardship by providing interest-free loans and grants to staff with unexpected financial difficulties.

The Long Service Travel Award Scheme

In 2000-01, 30 long-serving officers were granted awards of free travel, together with their spouses, under the Long Service Travel Award Scheme.

The IRD Sports Association

In pursuance of the Association's objective of promoting members' social, intellectual and athletic interests, the Association organized a wide variety of social and recreational activities for the staff and their family in the year 2000-01. These activities included a Fun Fair, the Annual Dinner, a Spring Festival Concert, Lantern Festival Riddles, camping outings, health talks, courses, sports events and competitions. All activities were well received by the members.

Besides providing activities for the benefit of its members, the Association also contributes to society. In February 2001, the General Committee of the Association joined the "New Territories Walk" organized by the Community Chest. More than \$20,000 was raised for the Community Chest on this occasion.

