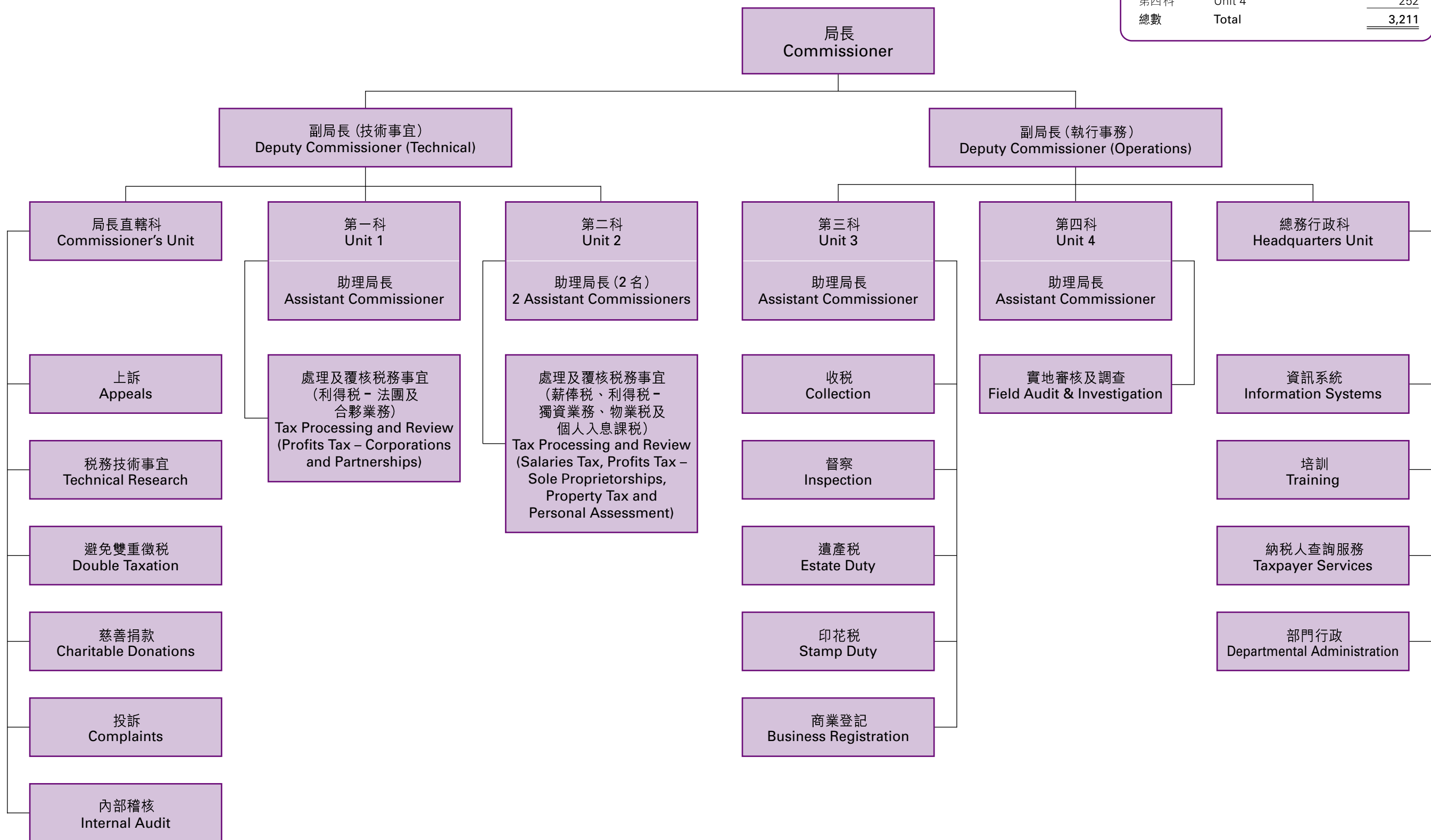


8 人力資源 Human Resources

稅務局組織圖
2003年3月31日狀況
Organization Chart
of Inland Revenue Department
as at 31.3.2003

整體編制	Overall Establishment	職員數目 No. of Staff
局長直轄科	Commissioner's Unit	66
總務行政科	Headquarters Unit	360
第一科	Unit 1	375
第二科	Unit 2	1,434
第三科	Unit 3	724
第四科	Unit 4	252
總數	Total	<u>3,211</u>





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。

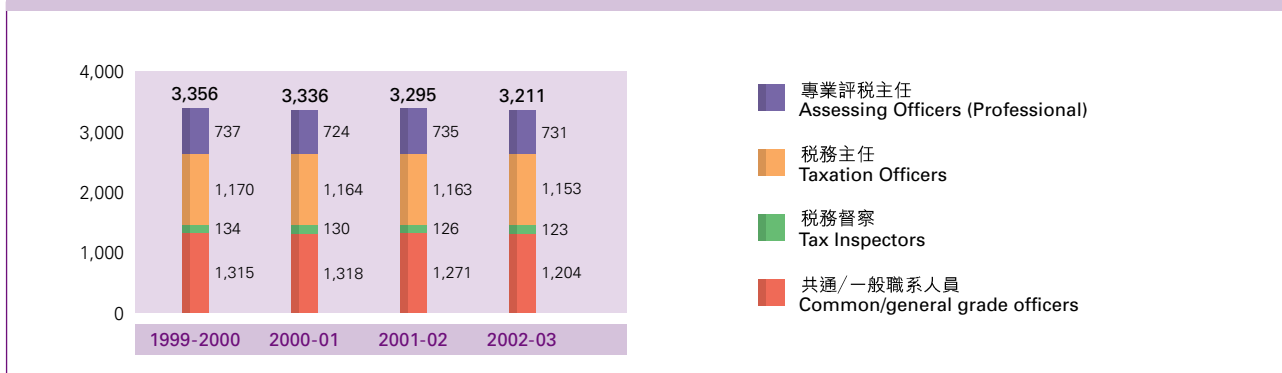
截至2003年3月31日，本局的編制共有6個科別和3,211個常額職位(包括25個首長級職位)。屬部門職系人員(即評稅主任、稅務主任及稅務督察)的職位有2,007個，他們負責處理稅務事宜，其餘1,204個職位屬共通/一般職系人員，他們為本局提供行政、資訊科技和文書的支援(圖39)。

Establishment

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

As at 31 March 2003, the Department had an establishment of 3,211 permanent posts (including 25 posts for directorate officers) in 6 Units. Of the total, 2,007 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 1,204 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1.2。

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 1:1.2.

圖40 專業人員年歲分析(以實際人數計算)
Figure 40 Age Profile of Professionals (on Strength Basis)

年歲組別 Age Group	男性 Male		女性 Female		總數 Total	
25歲以下 Below 25	0	(0%)	6	(2%)	6	(1%)
25歲至不足35歲 25 to below 35	81	(24%)	137	(35%)	218	(30%)
35歲至不足45歲 35 to below 45	124	(37%)	167	(42%)	291	(40%)
45歲至不足55歲 45 to below 55	111	(34%)	84	(21%)	195	(27%)
55歲及以上 55 and over	15	(5%)	1	(0%)	16	(2%)
合共 Total	331	(100%)	395	(100%)	726	(100%)

員工晉升和變動

過去一年，本局有5名部門職系人員和2名一般職系人員獲得晉升。獲聘或調往本局的員工有68名，而離開本局的員工則有139名。

Staff Promotions and Turnover

In 2002-03, 5 departmental grades officers and 2 general grades officers were promoted. 68 officers were recruited by or transferred to the Department. During the year, 139 officers left the Department.

培訓及發展

本局一向注重提供充足的培訓機會給所有員工。就培訓日數而言，在過去一年，本局用作培訓及發展的日數合共13,802日，約等於每位員工4.2日。

Training and Development

As always, the Department is committed to providing ample training opportunities in different areas for its staff. During 2002-03, staff training and development amounted to 13,802 man-days which is equivalent to about 4.2 training days per staff.

入職訓練

本局培訓組為新入職的助理評稅主任開辦為期兩年的稅務法例及執行課程，並為各職系的新職員舉辦迎新講座及其他入職培訓課程。

Induction Training

The Training Section conducts a two-part taxation law and practice course with formal examinations for the newly appointed Assistant Assessors. Induction courses are provided for all grades of staff upon their joining the Department.



專業培訓課程

過去一年，本局舉辦了8個專業培訓講座，共有1,454名職員參加。

講座的主題包括：

- 改善投訴個案的處理方法
- 「改善評稅主任職系考勤報告」視像研討會
- 新稅務個案研討
- 「領導才能 - 可達致的藝術」視像研討會
- 如何偵察並打擊避稅活動
- 預付或遞延入帳的營運性開支
- (1) 非上市股份的估值方法
(2) 電子印花稅
- 闡釋法例的準則

本局並安排未能參加講座的職員觀看錄影帶。此外，本局透過內聯網，不時發放最新資訊，讓員工掌握最新資料和分享工作經驗。

Continuing Professional Education

Eight in-house Continuing Professional Education (CPE) seminars were held during the year which were attended by 1,454 participants.

The topics of the seminars included:

- Complaint Management – An Overview and Some Practical Hints
- Video seminar on “Improvements to the Performance Management System for the Assessor Grade”
- Tax Update
- Video seminar on “Leadership: An Art of Possibility”
- Counteracting Avoidance Arrangements
- Prepaid or Deferred Revenue Expenses
- (1) Valuation of Unquoted Shares for Tax Purposes
(2) e-Stamping
- Rules of Interpretation of Statutes

Video sessions were arranged for those who could not attend the seminars. Technical information is also disseminated across the Department through the IRD Intranet where officers can access to updated materials and share work experience.



本局亦一貫地鼓勵和贊助員工參加由專業和學術團體舉辦的研習課程。過去一年，共有59名人員獲本局贊助修讀有關課程。

海外或內地課程

環球經濟加速了一體化，本局專業人員需要處理更多國際性的議題，本局特別加強了員工在稅管跨國層面的認識。

過去一年，本局有13名專業人員前赴韓國、馬來西亞、英國及美國修讀海外課程。此外，有5名專業人員前往內地修讀4個課程，而另3名人員參加「熟悉內地事務」探訪團，分別前往廣西壯族自治區及四川省的部份地區探訪。

其他訓練

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、英語會話及寫作、中文寫作、人力資源發展、顧客服務和電腦課程等。

在2002年4月，庫務局（現改稱財經事務及庫務局）和本局合辦，由經濟合作及發展組織（OECD）派出3位導師到本港，為16位亞洲區的政府人員舉行了一個為期5天的「稅務條約的談判技巧」訓練課程，參加者包括本局、律政司、庫務局的同事和鄰近7個國家的政府人員。



The Department encourages and sponsors officers to attend seminars organized by academic and professional institutes. During 2002-03, 59 officers were sponsored by the Department to attend such seminars.

Overseas and China Training

The accelerated integration of the world economies requires our professional officers to deal with many new global issues. The Department has put emphasis on the international dimension of our tax administration.

During 2002-03, 13 professional officers attended overseas courses in Korea, Malaysia, the United Kingdom and the United States of America. In addition, 5 officers attended 4 courses in China, and 3 officers went on familiarization visits to some parts of Guangxi Zhuang Autonomous Region and the Sichuan Province respectively.

Other Training

Officers also attended various courses on Putonghua, English language training, Chinese writing skills, human resources development, customer service and computer applications etc. organized by the Civil Service Training and Development Institute and other organizations.

In April 2002, the Finance Bureau (now renamed the Financial Services and the Treasury Bureau) and the Department co-sponsored a 5-day training course on tax treaty negotiation conducted in Hong Kong. Three instructors of the Organization for Economic Cooperation and Development (OECD) led the course which was participated by 16 government officials including officers from this Department, the Department of Justice, the Finance Bureau and officers from 7 neighbouring countries.

員工關係與福利

為了培養員工的歸屬感，全面提升工作效率和生產力，我們必須有效維繫各級員工的溝通，令意見交流暢通無阻。

「稅務局協商委員會」

委員會由副局長(執行事務)擔任主席，成員包括局內各員工協會和職工團體的代表。委員會負責分發有關文件給各委員，並收集他們對所關心事務的意見。2002至03年度，委員會召開了兩次會議和一次簡報會，供管方與員工就共同關心的各類事務交換意見，主要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、員工福利，以及公務員事務事宜。稅務局協商委員會是局內員工交流意見的有效途徑。

「一般職系協商委員會」

一般職系協商委員會自1999年6月成立，一直以來，為本局文書和秘書職系員工提供正式溝通渠道，藉以跟管方討論職系事務。委員會的會議讓他們能夠向管方及公務員事務局一般職系處表達意見，向來深受文書和秘書職系員工歡迎。委員會派代表參加稅務局協商委員會，與部門職系的其他員方代表，就局內員工普遍關心的事務交換意見。

「會見員工計劃」

會見員工計劃在1996至97年度開始推行，目的是進一步加強高層管理人員與員工之間的溝通。非首長級員工與管方會見

Staff Relations and Welfare

Maintaining effective communication and sharing of views with staff at all levels is of utmost importance in ensuring a sense of belonging and maximizing the Department's operational efficiency and productivity.

The Departmental Consultative Committee (DCC)

The Committee is chaired by the Deputy Commissioner (Operations) and comprises representatives from all staff unions/associations and staff groups in the Department. In addition to the distribution of relevant papers to the DCC members and the subsequent collection of their opinions on specific concerns, the Committee held two regular meetings and a briefing session in 2002-03 where staff and the management exchanged their views on a wide range of topics of mutual concern, including recruitment, promotion, career posting, training, working environment, staff welfare and service-wide matters. The DCC meeting is an effective forum for the sharing of views within the Department.

The General Grades Consultative Committee (GGCC)

The Committee was formed in June 1999 and provides a formal channel for the clerical and secretarial grades staff in the Department to discuss matters relating to their grades with the management. Staff members of the clerical and secretarial grades have made good use of the GGCC regular meetings to pass on their various concerns to the management as well as to the General Grades Office of the Civil Service Bureau. Representatives of the Committee are invited to participate in the DCC for the sharing of their views with other departmental grades staff representatives on issues of general concerns within the Department.

The "Meet-the-Staff Programme"

With the objective of further enhancing communication between the senior management and staff in the respective units, the "Meet-the-Staff Programme" was

時，在輕鬆的氣氛下討論大家關心的問題，交換意見。所得的員工意見，很多都已經推行，以改善員工福利或納稅人服務。

「稅務局員工建議書計劃」

計劃自成立以來，員工紛紛提出了富建設性的改善建議，當中很多已付諸實行，成效令人鼓舞。2002至03年度，建議書計劃共收到17份建議，主題大部分以提高工作效率、改善顧客服務為重點，還有一些環保建議。局方頒發了現金獎和獎狀給5位參賽員工，以表揚他們的貢獻和努力。

「優質服務計劃」

優質服務計劃在2000年推出，以鼓勵員工一起籌備並推行他們本身提出的改善計劃和建議，發揮他們的創意。第一屆為期一年的優質服務計劃已在2001年年中順利結束。2001年11月，局方展開第二屆計劃，共收到七份建議書。建議由不同科別組成的優質服務小組在2002至03年度推行。參賽建議接受評審後，優勝的小組會獲頒獎項，表揚該小組建議的推行成效和參賽團隊的努力。



launched in 1996-97. At the regular meetings under the Programme, non-directorate staff meet the management and share their views on issues of their concern in a less formal atmosphere. A number of staff opinions collected from these meetings have been turned into practical arrangements either for the good of staff welfare or for the good of taxpayer services.

The IRD Staff Suggestion Scheme

Since its establishment, the Staff Suggestion Scheme has attracted from staff a large number of constructive improvement ideas. Many of the suggestions have been implemented with rewarding results. During 2002-03, a total of 17 suggestions were received. The ideas covered mainly improvement of operational efficiency and betterment of customer service plus some suggestions on green management. Five of the officers concerned were granted cash awards and commendation certificates in recognition of their contributions and efforts.

The Excellent Service Programme

The Programme was launched in 2000 with a view to encouraging staff participation in preparing and implementing their own improvement projects and proposals with creative thinking. The first one-year Excellent Service Programme was completed with success in mid 2001. The second programme started in November 2001 and registered a total of seven projects for implementation within 2002-03 by the respective Excellent Service Teams comprising staff of different operational units. Upon the completion of evaluation on the competition projects, the winning teams will be commended for the effectiveness of their implemented projects as well as their team effort.

「稅聲」

「稅聲」為管方與員工多提供一個溝通途徑，每季出版一期，藉刊登員工和各科管理層的來稿，報道各項服務事宜和康樂活動。



The Inland Revenue Department Newsletter

The departmental newsletter serves as another communication channel between the management and staff and is published quarterly. It disseminates information of service-related matters and recreational activities through articles and contributions collected from staff and unit management.

「稅務局一般員工福利基金」

稅務局一般員工福利基金是由一群員工在1972年主動志願成立的，營運資金來自自願捐獻。基金提供的免息貸款和補助金數目雖然不大，但能夠即時提供援助，以濟燃眉之急，紓緩突發的經濟困難。

「長期服務公費旅遊獎勵計劃」

在2002至03年度，共有31位資深員工和他們的配偶獲頒長期服務公費旅遊獎勵計劃的免費旅遊獎項。

「稅務局體育會」

稅務局體育會在本年度為同事及家屬舉辦了多姿多采的體育、社交和康樂活動。其中包括「稅務局同樂日」、周年晚宴、戶外活動、不同類形的講座和課程及體育項目等。所有活動均得到同事們的積極參與和支持。

The Inland Revenue General Staff Welfare Fund (IRGSWF)

The Inland Revenue General Staff Welfare Fund was established voluntarily by a group of staff in 1972. It operates on funds collected from staff on a voluntary donation basis. Though the interest-free loans and grants released are not of great amounts, the IRGSWF provides a quick source of relief to help staff with unexpected financial difficulties.

The Long Service Travel Award Scheme

In 2002-03, 31 long-serving officers were granted awards of free travel, together with their spouses, under the Long Service Travel Award Scheme.

The IRD Sports Association

Throughout the year, the IRD Sports Association organized many popular sports, social and recreational activities for colleagues and their families. These included Fun Fair, Annual Dinner, outings, seminars and workshops on a wide-ranging of interesting topics, sporting events, etc. All activities received positive and overwhelming responses.

體育會亦參加其他團體舉辦的公益活動和體育比賽，包括香港會計師公會慈善同樂日2002和足球比賽、霍英東杯網球比賽、足球、釣魚及羽毛球比賽等，並榮獲多項大獎。

此外，為響應公務員事務局推行的「公務員義工計劃」，稅務局義工隊於2002年5月正式成立。隊員服務社會的熱忱，充份彰顯稅務局同事的社區精神，以及對弱勢社群的愛護和關心。在成立後的短短數月內，義工隊已成功舉辦了多項愛心活動，包括探訪長者、籌款、兒童服務和訓練等。

The Association also participated in a number of charitable and sports activities held by other organizations, including the ACCA Charity Fun Day 2002, the HKSA Football Competition, Fok Ying-tung Cup Tennis Tournament, Football, Fishing and Badminton Competitions. We are most pleased to have won several top awards.

In response to the Civil Servant Volunteer Work Program launched by the Civil Service Bureau, the IRD Volunteer Team was formed in May 2002. The generosity and enthusiasm of the Team had demonstrated the serving the community spirit of IRD staff, and showed our love and care for the less fortunate groups of people. Despite its short history, the Team had successfully organized and participated in a number of community services, including visiting the senior citizens, fund raising, child service and training programs.

