Internal Audit
Complaints
Charitable Donations
Double Taxation
Technical Research
Appeals
Business Registration
Stamp Duty
Estate Duty
Inspection
Collection
Field Audit & Investigation
Departmental Administration
Taxpayer Services
Information Systems
Training
Deputy Commissioner (Technical)
Deputy Commissioner (Operations)
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Assistant Commissioner
Commissioner's Unit
Unit 1
Unit 2
Unit 3
Unit 4
Headquarters Unit

Overall Establishment
Commissioner's Unit
67
Headquarters Unit
337
Unit 1
407
Unit 2
1,517
Unit 3
752
Unit 4
256
Total
3,336

8 HUMAN RESOURCES

8 HUMAN RESOURCES
**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).

![Staff Establishment](image)

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.

![Age Profile of Professionals](image)
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.
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，並全力維繫，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業務交換意見，並促進雙方互諒互助的關係。涉及的業務包括招聘、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，就與其職系有關的業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.
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.
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.