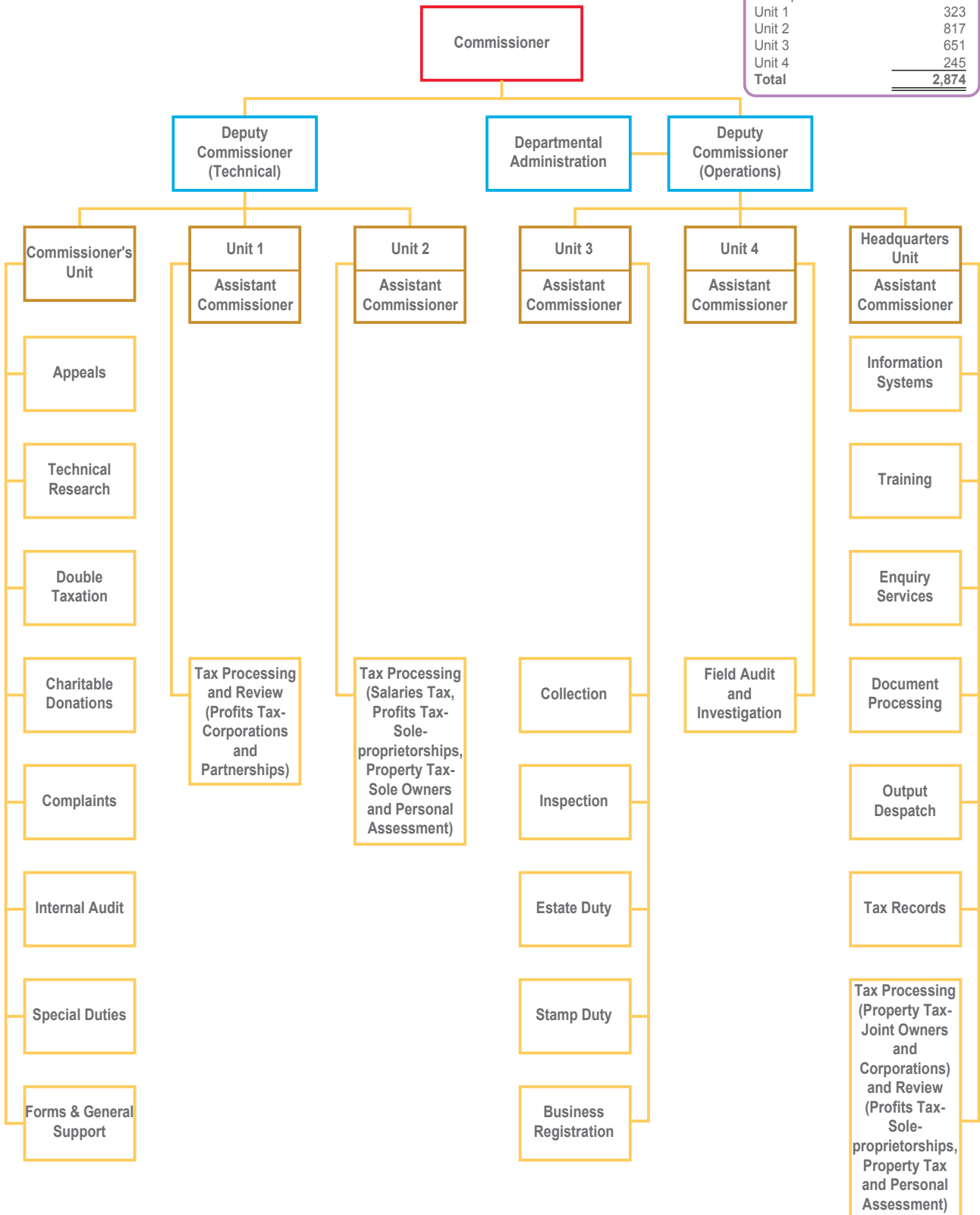


# Human Resources

## Organisation Chart of Inland Revenue Department as at 31.3.2006

Overall Establishment	
	No. of Staff
Commissioner's Office	83
Commissioner's Unit	61
Headquarters Unit	694
Unit 1	323
Unit 2	817
Unit 3	651
Unit 4	245
<b>Total</b>	<b>2,874</b>





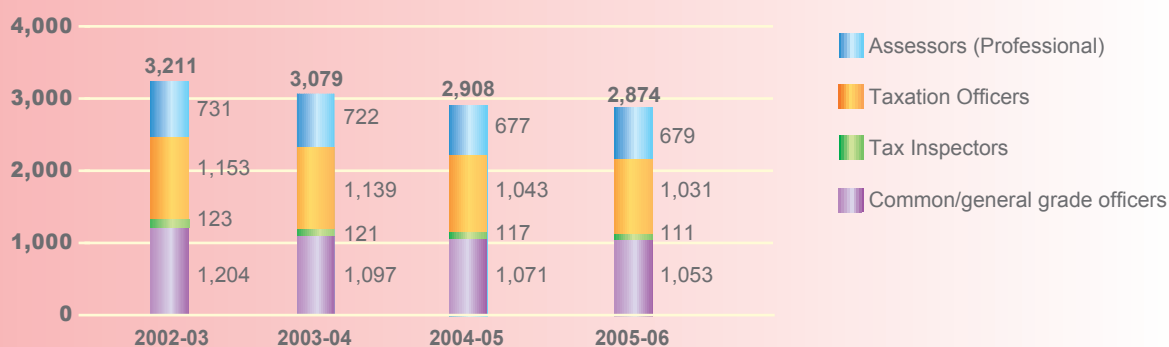
### Establishment

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

As at 31 March 2006, the Department had an establishment of 2,874 permanent posts (including 25 posts for directorate officers) in the Commissioner's Office and 6 Units. Of the total, 1,821 posts were for departmental grades officers (namely Assessors, Taxation Officers and Tax Inspectors), who are required to perform duties directly concerned with taxation. The remaining 1,053 posts were for common/general grades officers, who provide supporting administrative, information technology and clerical services (**Figure 39**).

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 1:1.28.

**Figure 39 Staff Establishment**



**Figure 40 Age Profile of Professionals (on Strength Basis)**

Age Group	Male		Female		Total	
Below 25	0	(0%)	0	(0%)	0	(0%)
25 to below 35	46	(16%)	88	(24%)	134	(21%)
35 to below 45	118	(42%)	151	(42%)	269	(42%)
45 to below 55	103	(37%)	114	(32%)	217	(34%)
55 and over	14	(5%)	7	(2%)	21	(3%)
<b>Total</b>	<b>281</b>	<b>(100%)</b>	<b>360</b>	<b>(100%)</b>	<b>641</b>	<b>(100%)</b>

## Staff Promotions and Turnover

In 2005-06, 2 directorate officers, 60 departmental grades officers and 4 general grade officers were promoted. 15 officers were transferred to the Department and 69 officers left the Department.

## Training and Development



The Department fully appreciates the importance of training and development in enhancing staff potentials and performance. We are committed to enabling staff to acquire the professional knowledge and skills and to foster a customer-oriented culture in serving the community so that they can contribute their best to the achievement of our vision of becoming an excellent tax administration. Officers are offered training courses covering a wide range of subjects, including professional taxation and accounting knowledge, interpersonal skills, languages, etc. In 2005-06, a total of 10,466 training days were undertaken by staff which is equivalent to about 3.6 training days per staff. Highlights of the training programmes are:

- Induction courses for all grades of staff upon their joining the Department
- Induction course and on-the-job training provided by respective units to new officers and transferees
- Briefing sessions held upon implementation of legislative amendments or launch of new services
- Workshops on "Achieving Service Excellence" for frontline staff
- Workshops on "Effective English Writing Skills" for assessing officers and tax inspectors
- Conversation tutorials and elementary courses on Putonghua for frontline staff
- Computer applications studies available for all staff

Officers also attended various courses on English language, Chinese writing skills, human resources development, national studies, etc. organised by CSTDI.

Continuous self-learning is encouraged. In addition to classroom training, the Department encourages staff to take web courses provided by CLC Plus of Civil Service Training and Development Institute (CSTDI). A self-learning booth is available to facilitate staff with no computer or Internet facilities to take web courses during and outside core office hours.

### Continuing Professional Education

12 in-house Continuing Professional Education (CPE) seminars were held during the year which were attended by 1,964 participants. Nine seminars were conducted by the department's senior officials, covering a wide range of topics including the conditions on interest deduction upon implementation of legislative amendments, practical hints in handling property dealing cases, employee share options benefits, reviews on some significant tax cases and some complex tax issues. Another three seminars were conducted by experts from other government departments, overseas and professional associations, covering topics on Copyright Ordinance, Transfer Pricing and SME Financial Reporting.

Training materials and information were uploaded onto our Intranet for officers to study at their own time and pace. A rich technical resources database enables staff to keep abreast of new developments and refresh what they have learnt. Video-recorded CPE seminars were also uploaded onto the Intranet in July 2005 for viewing by all officers at their convenience.

The Department also encourages and sponsors officers to attend seminars organised by academic and professional institutes. During 2005-06, 66 officers were sponsored by the Department to attend such seminars.

### Overseas and China Training

The Department continues to put emphasis on the international dimension of our tax administration to enable our professional officers to have necessary knowledge to deal with the increasing number of new global issues.

During 2005-06, 16 professional officers attended overseas courses in Korea, Malaysia, Singapore and the United States of America. In addition, 1 professional officer attended a course at Tsinghua University in Beijing, and 1 officer attended the Thematic Study Programme on the Rise of Middle China in Wuhan to study the industrial and port development of Wuhan.

### Other Training

In May 2005, the Department hosted the 7<sup>th</sup> SGATAR Working Level Meeting on Transfer Pricing. The Meeting lasted for 3 days. It was a forum for the exchange of views on the latest development of the issue among tax officials of the members of the Study Group on Asian Tax Administration and Research (SGATAR). It was the first time the Department was given the honor of hosting this international conference since the accession of Hong Kong to SGATAR in 2001. A total of 42 officers, including 2 experts from the Organisation for Economic Cooperation and Development (OECD), 28 overseas delegates from the other 11 SGATAR members and 12 local government officials from this Department, the Department of Justice and the Financial Services and the Treasury Bureau, attended the meeting.



### Staff Relations and Welfare

Effective communication with staff at all levels is highly valued with the ultimate goal to enhance the efficiency in providing quality service to the public.

### 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 making contacts and distributing correspondence for sharing of views on ad hoc issues, the Committee holds its meetings regularly where staff and management exchange their views on a wide range of topics of mutual concern. Staff representatives are free to raise their subjects for discussion and management is open and ready to share its views on different major issues including recruitment, promotion, career posting, training, working environment, staff welfare and service-wide matters. The Committee is a formal effective forum to enhance the mutual communication and thus better understanding and co-operation between the staff and management.

### **The General Grades Consultative Committee (GGCC)**

The Departmental Secretary, as the Chairperson of the Committee, is tasked with the mission to enhance the mutual communication and sharing of views between the management and the clerical and secretarial grades staff, who form a significant part of the Department's establishment. Since its formation in 1999, the Committee holds regular meetings to discuss a variety of issues and helps strengthen the co-operation between management and the clerical and secretarial grades staff and facilitates effective implementation of management initiatives.

### **The "Meet-the-Staff Programme"**

The Programme was launched in 1996-97 to further enhance the communication between the staff and management and to supplement the formal consultative channel. The senior management of each Unit meets with the staff of different groups in a less formal atmosphere and shares views with them on subjects which are either related to the daily operation and working environment, or related to service-wide issues.

### **The IRD Staff Suggestion Scheme**

During 2005-06, 14 suggestions were received with 8 of the proponents concerned granted different levels of cash awards and certificates of commendation in recognition of their contributions and efforts. The successful suggestions helped to bring about financial savings and improvement in work efficiency in the Department and were all implemented with rewarding results.

### **The Inland Revenue Department Newsletter**

The departmental newsletter is published quarterly to serve as another communication channel between the staff and management. It disseminates both service-related matters and recreational activities through articles and contributions offered by staff and unit management. It also serves as a quarterly round-up of the recreational activities organised by the Department's Sports Association.



### **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 donated by staff on a voluntary basis. With the endorsement of the Claims Sub-committee, which is formed to consider applications for financial assistance, small amounts of interest-free loans and grants can be provided as a quick source of relief to help staff with unexpected financial difficulties. It also subsidises the purchase of consolation gifts to hospitalised staff.

### **Commissioner's Commendation Letters Scheme**

In 2005-06, 58 officers who had provided outstanding service for a reasonably long period of time were awarded the Commissioner's Commendation Letters in recognition of their exemplary performance in the Civil Service. The presentation ceremony was held in March 2006.

### **SCS's Commendation Award 2005**

In 2005, two officers were awarded the SCS's Commendation for having provided outstanding service for 5 consecutive years, in appreciation and recognition of their exemplary performance in the Civil Service. The presentation ceremony was held in September 2005.

## The Long and Meritorious Service Travel Awards Scheme

In 2005-06, 30 officers with long and meritorious service were granted awards of overseas travel, together with their spouses outside Hong Kong, under the Long and Meritorious Service Travel Awards Scheme.

## The IRD Sports Association

The IRD Sports Association continued to play an important role in developing the human resources of the Department. The Association strived to promote the intellectual, social and athletic interests of our colleagues. Through active participation in activities organised by the Association, our staff members strengthened their cohesiveness and sense of belonging.

During the year 2005-06, the Association has organised a wide variety of sports, social and recreational activities for colleagues and their families. These included outdoor activities like the Fun Day held at the Hong Kong Science Park, visits and guided tours to the Hong Kong Observatory and the Air Traffic Control Complex at Chek Lap Kok, sea tours to the scenic islands in the Hong Kong waters. The Association also organised regular interest classes, value-added luncheon talks and, a variety of sports activities and the well-supported Annual Dinner for the members. Apart from enriching our colleagues' leisure time, these activities aimed at promoting the intellectual, social and athletic interests of the members and helping them to maintain a balanced life style amidst striving for excellence in the work place.



In the course of expanding our Association's services, we are also mindful of our public spirit and have contributed in providing community services to the less fortunate echelon. Last year, the Association and its Volunteer Team have continued to actively participate in various charitable activities and made contributions to the community through helping the needy. During the year 2005-06, the Association has participated in an array of fund-raising activities including

the "Hong Kong Rehabilitation Power Flag Selling Day on 7 May 2005", "Hong Chi Climbathon 2005 - Reach for the Sky", "Senior Citizen Home Safety Association - Charity Walk", "The Community Chest Corporate Challenge" and "Hong Kong Rehabilitation Power - Charity Walk 326". Apart from achieving impressive amounts of funds raised, the Association has received awards and appreciation from the various charities in recognition of our generous and utmost support in these fund-raising activities.

The IRD Volunteer Team also exerted great effort in providing support to various charitable activities, including donation of candy and food to the needy families, scarf knitting and donation programme, as well as child training programmes and elderly services organised by the voluntary organisations. In the year 2005-06, over 166 colleagues and their families had performed volunteer work amounting to 3,402 hours. Indeed, the IRD Volunteer Team had manifested our colleagues' love and care to those in need. This year, the Department is awarded the Caring Organisation Logo for 2005-06 in recognition of the care and volunteering spirit demonstrated by our colleagues. This is the first time the Logo is awarded by the Hong Kong Council of Social Service to government departments, and we are much honoured to be among one of the "caring" government departments receiving this award.

