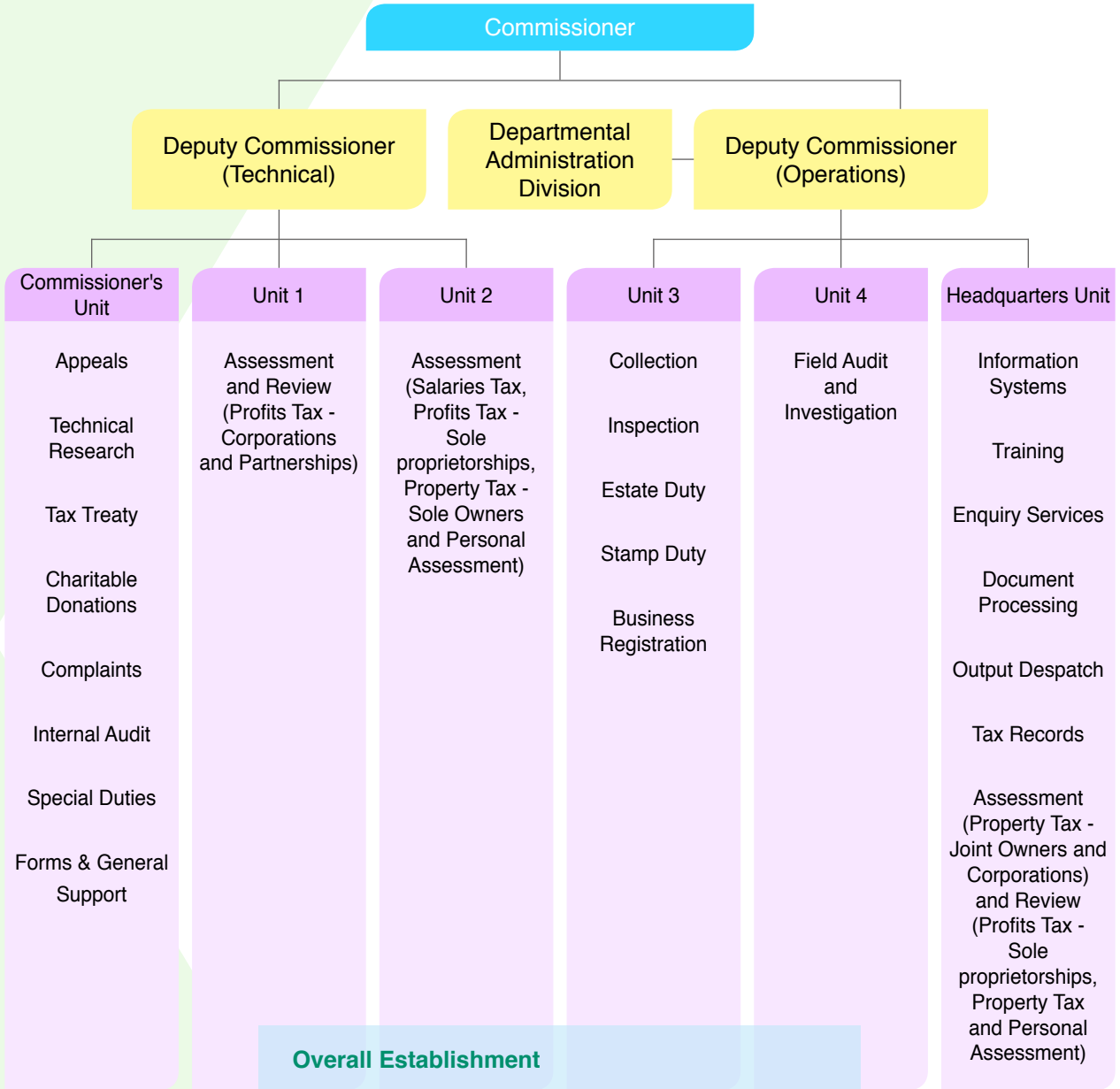


8 Human Resources

Organisation Chart of the Inland Revenue Department as at 31.3.2017



Overall Establishment	
	No. of Staff
Commissioner's Office	82
Commissioner's Unit	80
Headquarters Unit	702
Unit 1	360
Unit 2	766
Unit 3	611
Unit 4	240
Total	2,841

Establishment

The Commissioner, the two Deputy Commissioners and the five Assistant Commissioners, together with the Departmental Secretary, form the top management of the Inland Revenue Department.

Members of the Top Management of the Inland Revenue Department (as at 31.3.2017)



Mr CHIU Sai-ming
Assistant
Commissioner
(Headquarters Unit)



Mr TAM Tai-pang
Deputy Commissioner
(Operations)



Mr WONG Kuen-fai
Commissioner



Mr CHIU Kwok-kit
Deputy Commissioner
(Technical)



**Miss LEUNG Shun-chee,
Evelyn**
Departmental Secretary



Mr YIM Kwok-cheong
Assistant
Commissioner
(Unit 1)



**Miss TSUI Siu-fong,
Maria**
Assistant
Commissioner
(Unit 2)



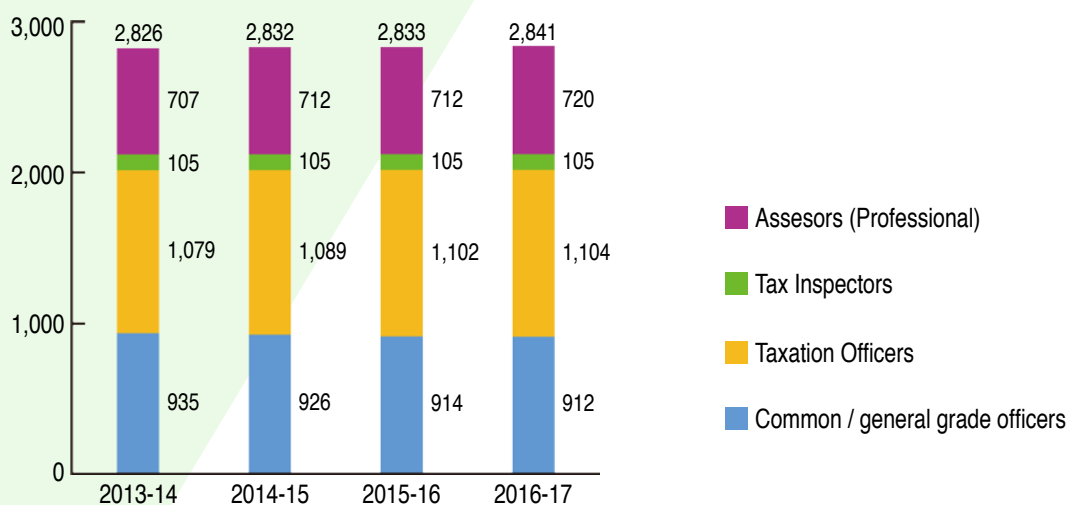
Ms TSE Yuk-yip
Assistant
Commissioner
(Unit 3)



Ms CHAN Fung-kuen
Assistant
Commissioner
(Unit 4)

As at 31 March 2017, the Department had an establishment of 2,841 permanent posts (including 27 directorate posts) in the Commissioner's Office and the 6 Units of the Department. Of the total, 1,929 posts were in departmental grades (namely Assessor, Tax Inspector and Taxation Officer grades), performing duties directly concerned with taxation. The remaining 912 posts were in common / general grades, providing administrative, information technology and clerical support services (**Figure 35**).

Figure 35 Staff establishment



Most of the professional officers serving in the Department were below the age of 45 (**Figure 36**). The ratio of male to female professional officers was 1:1.6.

Figure 36 Age and gender profiles of professional staff (on strength basis)

Age Group	Male		Female		Total	
Below 25	13	(5%)	21	(5%)	34	(5%)
25 to below 35	60	(22%)	149	(33%)	209	(29%)
35 to below 45	48	(18%)	96	(22%)	144	(20%)
45 to below 55	110	(40%)	140	(31%)	250	(35%)
55 and over	41	(15%)	40	(9%)	81	(11%)
Total	272	(100%)	446	(100%)	718	(100%)

Staff Promotions and Turnover

In 2016-17, a total of 43 departmental grade officers and 21 common / general grade officers were promoted. 154 officers joined the Department, of which 96 were new appointees and 58 were officers transferred from other grades / departments. A total of 175 officers (including 43 transferred to other departments) left the Department.

Training and Development

Staff are the Department's valuable assets. We recognise the importance of providing opportunities of continuous learning to our staff to keep them abreast of the changing environment and to acquire the necessary knowledge to perform their duties. A variety of training courses in taxation, accounting,



interpersonal skills, management, languages, computer, etc. are offered to staff members. In 2016-17, our staff received training for a total of 9,862 man-days, which was equivalent to about 3.47 man-days per officer.

The major training activities conducted for our staff during 2016-17 were as below:

Training Courses

- Induction courses for all grades of staff upon joining the Department
- Two-year taxation law and practice course for newly appointed Assistant Assessors
- Briefing sessions on legislative amendments and new services
- Refresher courses on professional knowledge
- Courses on Hong Kong Accounting Standards
- Written and spoken English courses
- Putonghua courses
- Computer courses

Workshops

- Leadership and teamwork workshop
- Mentorship workshop
- Performance appraisal workshops on English writing and interviewing skills
- Workshop on bringing out the best in people
- Workshop on customer service skills on the telephone
- Workshop on effective communication in the workplace
- Workshop on emotional wellness
- Workshop on essential supervisory skills
- Workshop on foreign enterprises in the Mainland – legal and regulatory requirements
- Workshop on how to handle difficult taxpayers
- Workshop on interviewing and negotiation skills
- Workshop on leading innovation and change
- Workshop on problem solving and decision making
- Workshop on turning challenges to opportunities – resolving customer complaints

Continuing Professional Education

14 seminars were held by the Training Committee under the in-house Continuing Professional Education (CPE) Programme on the following subjects for professional officers:

- The Way Ahead for Hong Kong – Implementation of the G20 BEPS Project and Modernisation of the Tax Legislation
- Liquidation Procedures and Process
- The Legislative Process in Hong Kong
- Avoidance and anti-avoidance under the Mainland's Corporate Income Tax Law
- Mediation
- Tax investigation on the Mainland
- HKFRS Update – HKFRS 15 and 16
- International Tax Update
- Forensic Accounting – the Investigative Methodologies
- Inland Revenue (Amendment) (No. 2) Ordinance 2015 – Taxation of Private Equity Fund
- Inland Revenue (Amendment) (No. 2) Ordinance 2016 – Taxation of Corporate Treasury Activity
- Implementation of Common Reporting Standard on Automatic Exchange of Information in Hong Kong
- BEPS Updates
- Annual Update of Appeal Cases

Speakers for 5 of the seminars were staff members and others were experts from various fields. A total of 1,392 staff members attended these seminars. The video files of the CPE seminars were uploaded onto the Department's Intranet and a total of 688 staff members had viewed these video files.

Overseas and China Training

In order that our professional officers may broaden their horizons and acquire the necessary knowledge to cope with new and complex global issues, they are sent to participate in overseas training programmes. In 2016-17, 32 officers went to China, Korea, Malaysia, Philippines and Singapore to attend training courses on different issues and 12 to universities in China for national studies courses.

Continuous Learning

Besides the conventional classroom training, the Department employs various means to promote continuous self-learning. These include encouraging staff to take the web courses provided by



the CLC Plus of CSTDI and providing financial support to officers to attend seminars and courses organised by academic and professional institutes. In 2016-17, 17 officers were sponsored by the Department to attend the relevant courses. Training materials and information are uploaded onto our Intranet for officers to study in their own time and at their own pace. This provides an effective way for the staff to acquire new knowledge and refresh what they have learnt.

Mentorship Scheme

A Mentorship Scheme for Assistant Assessors has been set up since 2008. Under this scheme, experienced officers (the mentors) will guide newly recruited Assistant Assessors (the mentees) to broaden their perception about the Department such as the organisation structure, work, connection and culture, and help them integrate into the civil service.

Staff Relations and Welfare

The Department attaches great importance to staff relations and welfare. We strive to maintain effective communication, and promote co-operation and mutual trust between the management and staff at all levels which help enhance the Department's operational efficiency and productivity.

The Departmental Consultative Committee

The Departmental Consultative Committee provides a formal and effective platform for the management and staff to exchange views on matters of mutual concern such as recruitment, promotion, career posting, training, working environment, staff welfare, office security and safety. The Committee is chaired by the Deputy Commissioner (Operations) and composed of representatives from all staff unions / associations and staff groups in the Department.

The General Grades Consultative Committee

The General Grades Consultative Committee, chaired by the Departmental Secretary and composed of representatives from the clerical and secretarial grades, allows the general grades staff members to discuss with the management issues of specific interest to their grades.

The "Meet-the-Staff Programme"

First launched in 1996-97, the "Meet-the-Staff Programme" enables the senior management of each Unit and staff of different sections / groups to exchange ideas face to face on departmental and service-wide issues in an open and relaxed manner. It serves to supplement the formal consultative channel and effectively enhances communication between staff and the management.

The IRD Staff Suggestions Scheme

In 2016-17, 2 out of 12 suggestions made through the IRD Staff Suggestions Scheme were granted cash awards and certificates of commendation in recognition of their contributions on enhancing operational efficiency and quality of services of the Department.

The Inland Revenue Department Newsletter

The Departmental Newsletter, published every 4 months, serves as another channel of communication between staff and the management promoting a sense of belonging in the Department. Articles are contributed by unit management for disseminating service-related issues, staff movement, staff welfare, information technology, environmental and green issues, occupational health and safety matters, etc., and by staff who are keen to share their leisure activities and hobbies. The Newsletter also provides a regular roundup on the recreational activities organised by the IRD Sports Association as well as volunteer activities arranged by the IRD Volunteer Team.



The Inland Revenue General Staff Welfare Fund

Established in 1972, the Inland Revenue General Staff Welfare Fund operates on funds donated by staff on a voluntary basis. It aims to provide within a short time small amount of interest free loan, as an additional and quick emergency relief, to help staff in unexpected financial hardship. The Fund is managed by a Governing Committee, chaired by the Departmental Secretary and composed of staff representatives from the Departmental Consultative Committee, the General Grades Consultative Committee and the IRD Sports Association. The Claims Sub-committee, formed under the Governing Committee, considers and approves applications for financial assistance submitted by staff.

Commissioner's Commendation Letter Scheme

In 2016-17, 44 officers who had provided outstanding service for a long period of time were awarded the Commissioner's Commendation Letter. The presentation ceremony was held in March 2017.



Secretary for the Civil Service's Commendation Award 2016

In 2016, 2 Senior Assessors and 1 Senior Clerical Officer were awarded the Secretary for the Civil Service's Commendation in recognition of their exceptionally meritorious and consistently outstanding performance. The presentation ceremony was held in November 2016.



The Long and Meritorious Service Travel Award Scheme

In 2016-17, 25 officers with long and meritorious service were granted awards of overseas travel under the Long and Meritorious Service Travel Award Scheme.

The IRD Sports Association



The mission of Sports Association is to promote the intellectual, social and athletic interests of its members. It aims at providing a platform for our colleagues to mingle outside the office and hence fostering a sense of belongings among them. A wide range of activities including interest classes, workshops, luncheon talks, outings and annual dinner were organised by the Association throughout the year. All the activities were well received by our colleagues, their family members and friends.

Apart from the above comprehensive array of activities, various kinds of sports competitions were also organised by the Association. Not only were the competitions a showcase of our members' talents in sports, they were also excellent occasions for promoting a healthy lifestyle. In the Corporate Games 2016 organised by the Leisure and Cultural Services Department, our members won several prizes in the table tennis and tennis competitions, including the championship of tennis women's singles.





Moreover, the IRD Volunteer Team under the auspices of the Association continued to participate actively in numerous charitable events and community works. In 2016-17, our colleagues participated in a variety of voluntary services, recording a total of 2,551 service hours. In recognition of the Department's continuous efforts in caring for the community, the Hong Kong Council of Social Service awarded the "10 Years Plus Caring Organisation Logo" to the Department. This marked the 12th consecutive year in which the Department was granted the award.

On the charity front, the Association actively took part in various fund-raising activities such as "Medecins Sans Frontieres Day", "ORBIS World Sight Day Pin Campaign" and "World Vision – Skip-A-Meal". With the generous support of our colleagues, the results of the fund-raising activities were all very encouraging. In the "ORBIS World Sight Day Pin Campaign", the Department won the championship of the "Organisation with the Most Participants" .

