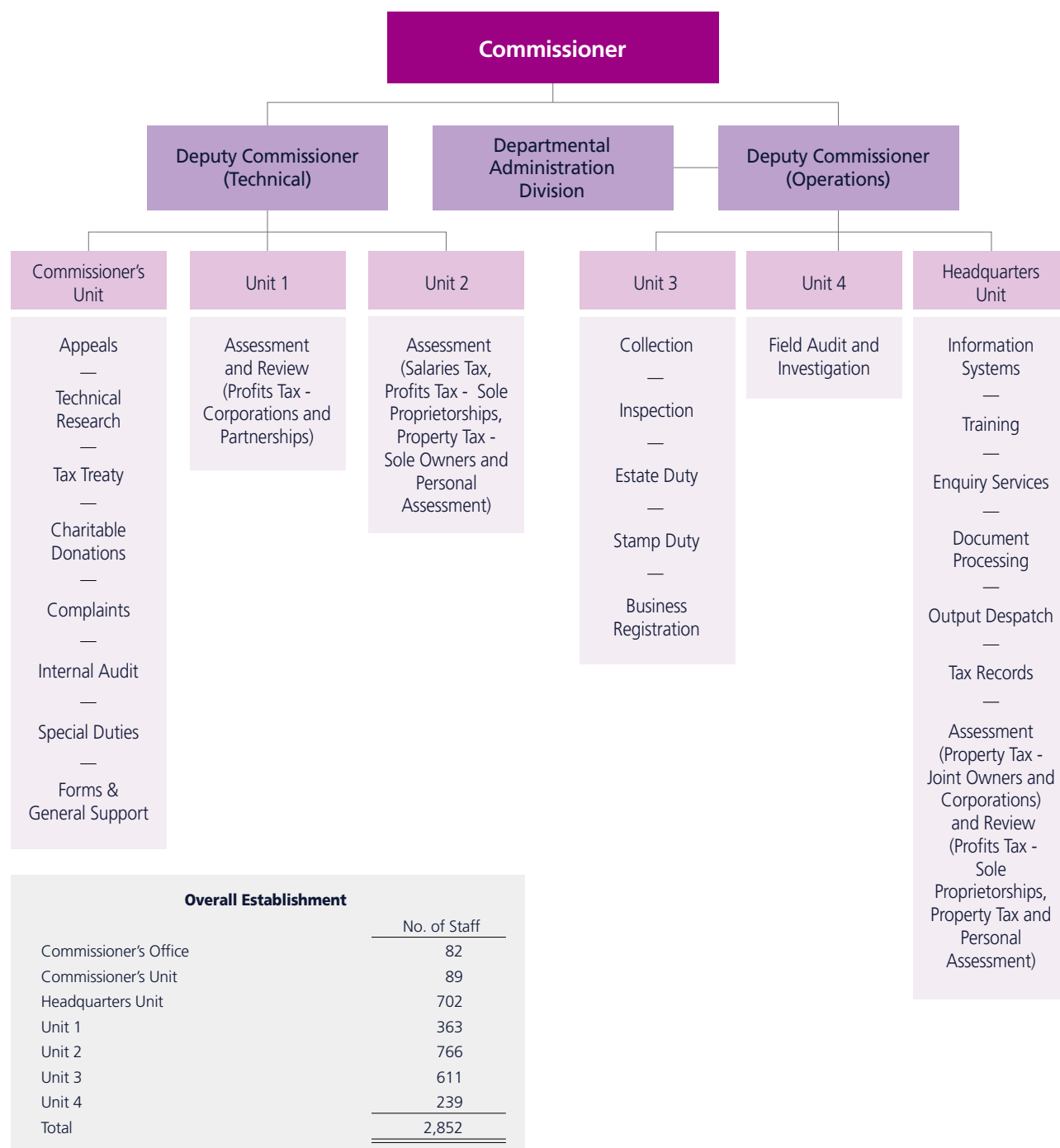


8 Human Resources

Organisation Chart of the Inland Revenue Department as at 31.3.2018



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 31.3.2018)



Mr YIM Kwok-cheong
Assistant Commissioner
(Unit 1)

Ms FONG Wai-hang
Assistant Commissioner
(Unit 2)

Ms TSE Yuk-yip
Assistant Commissioner
(Unit 3)

Mr CHIU Sai-ming
Assistant Commissioner
(Headquarters Unit)

Ms CHAN Fung-kuen
Assistant Commissioner
(Unit 4)

Mr CHIU Kwok-kit
Deputy Commissioner
(Technical)

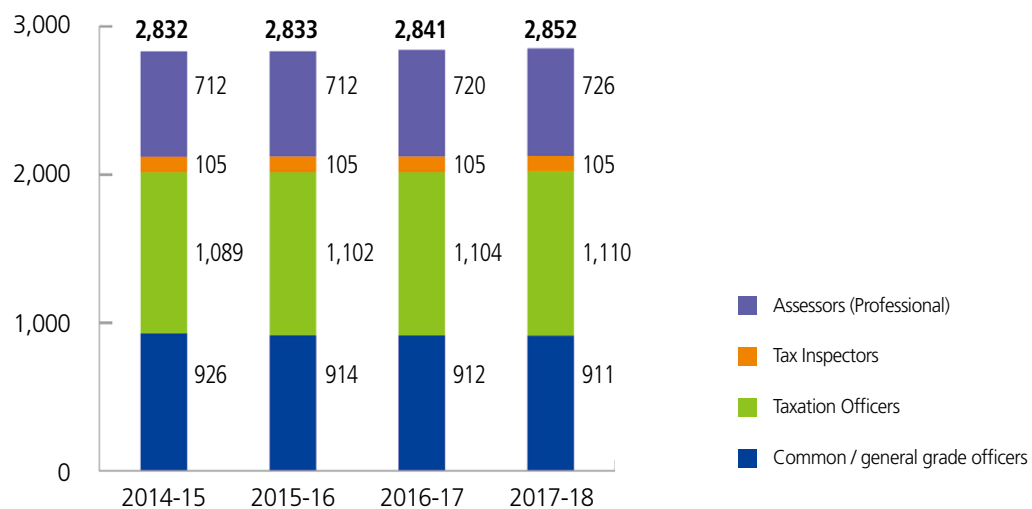
Mr WONG Kuen-fai
Commissioner

Mr TAM Tai-pang
Deputy Commissioner
(Operations)

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

As at 31 March 2018, the Department had an establishment of 2,852 permanent posts (including 27 directorate posts) in the Commissioner's Office and the 6 Units of the Department. Of the total, 1,941 posts were in departmental grades (namely Assessor, Tax Inspector and Taxation Officer grades), performing duties directly concerned with taxation. The remaining 911 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	23	(8%)	14	(3%)	37	(5%)
25 to below 35	71	(25%)	154	(35%)	225	(31%)
35 to below 45	40	(14%)	97	(22%)	137	(19%)
45 to below 55	108	(39%)	138	(31%)	246	(34%)
55 and over	39	(14%)	40	(9%)	79	(11%)
Total	281	(100%)	443	(100%)	724	(100%)

Staff Promotions and Turnover

In 2017-18, a total of 60 departmental grade officers and 17 common / general grade officers were promoted. Among them, 4 were directorate officers. 227 officers joined the Department, of which 127 were new appointees and 100 were officers transferred from other grades / departments. A total of 175 officers (including 37 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 2017-18, our staff received training for a total of 10,596 man-days, which was equivalent to about 3.72 man-days per officer.

The major training activities conducted for our staff during 2017-18 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 building resilience
- 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 handling confrontational situations in customer service

Continuing Professional Education

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

- Cross-border Transfer Pricing Issues between the Mainland and Hong Kong
- Intellectual Property in Hong Kong
- The Companies (Winding Up and Miscellaneous Provisions) (Amendment) Ordinance 2016 and Bankruptcy (Amendment) Ordinance 2016
- China's New Transfer Pricing Compliance Requirement
- International Tax Updates
- Listing in Hong Kong
- Tax Inspectors' Work on Prosecutions
- Hong Kong Tax concessions for Aircraft Leasing
- Belt and Road Initiative – Tax Implications in the Mainland and Hong Kong
- BEPS Updates
- Annual Update of Appeal Cases

Speakers for 3 of the seminars were staff members and others were experts from various fields. A total of 1,018 staff members attended these seminars. The video files of the CPE seminars were uploaded onto the Department's Intranet and a total of 1,017 staff members had viewed these video files.

Courses in the Mainland and Overseas

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 2017-18, 28 officers went to the Mainland, Korea, Malaysia, Singapore and Vietnam to attend training courses on different issues and 6 to universities in the Mainland for national studies courses and 1 to Beijing for foreign affairs studies programme.

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 2017-18, 7 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 that 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 2017-18, 4 out of 10 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 2017-18, 39 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 2018.



Secretary for the Civil Service's Commendation Award 2017

In 2017, 1 Senior Assessor and 1 Senior Taxation 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 2017.



The Long and Meritorious Service Travel Award Scheme

In 2017-18, 28 officers with long and meritorious service were granted awards of overseas travel under the Long and Meritorious Service Travel Award Scheme.

Visit of the Secretary for the Civil Service



The Secretary for the Civil Service, Mr. LAW Chi-kong, visited the Department on 7 August 2017. After meeting with the management for a brief update on our work, Mr. LAW made a tour to the Document Processing Centre and the Central Telephone Enquiry to learn more about their daily operation and services. Mr. LAW has also met with staff representatives of various grades to exchange views on matters of mutual concern.

Visit of the Secretary for Financial Services and the Treasury

The Secretary for Financial Services and the Treasury, Mr. James LAU, visited the Department on 5 September 2017. He was accompanied by the Under Secretary, Mr. CHAN Ho-lim, and Permanent Secretary (Treasury), Ms. LAU Yim. To understand more of our daily operations, Mr. LAU visited the Document Processing Centre, the Central Enquiry Counter and the Stamp Office after meeting with the senior management.



The IRD Sports Association

Founded with the object to promote the intellectual, social and athletic interests of its members, the Sports Association has established multiple platforms to foster friendship and sense of belonging among members. In 2017-18, the Association organised a wide variety of social and recreational activities including interest classes, workshops, luncheon talks, visits to the LegCo Complex and Marine Police Base, outings and cross-border trip, lantern festival riddles, bowling fun day and annual dinner. All the activities were well received by colleagues, their family members and friends and recorded high enrollment rates.



In addition, the Association held various kinds of sports competitions throughout the year to encourage members to exercise regularly and demonstrate their talents in sports. In May 2017, the Association was invited to participate in the "Five-point Invitational Competition" organised by the Hong Kong Institute of Certified Public Accountants and won the first runner-up in the badminton competition.

As in the past years, the IRD Volunteer Team under the auspices of the Association actively took part in charitable events and community works to extend our care and love to the needy. Throughout the year, 198 colleagues participated in various kinds of voluntary services delivering a total of 1,596 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 13th consecutive year in which the Department was granted the award.



On the charity front, the Association continued to participate 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. The Department also won the "Organisation with the Most Participants" award in the "ORBIS World Sight Day Pin Campaign".