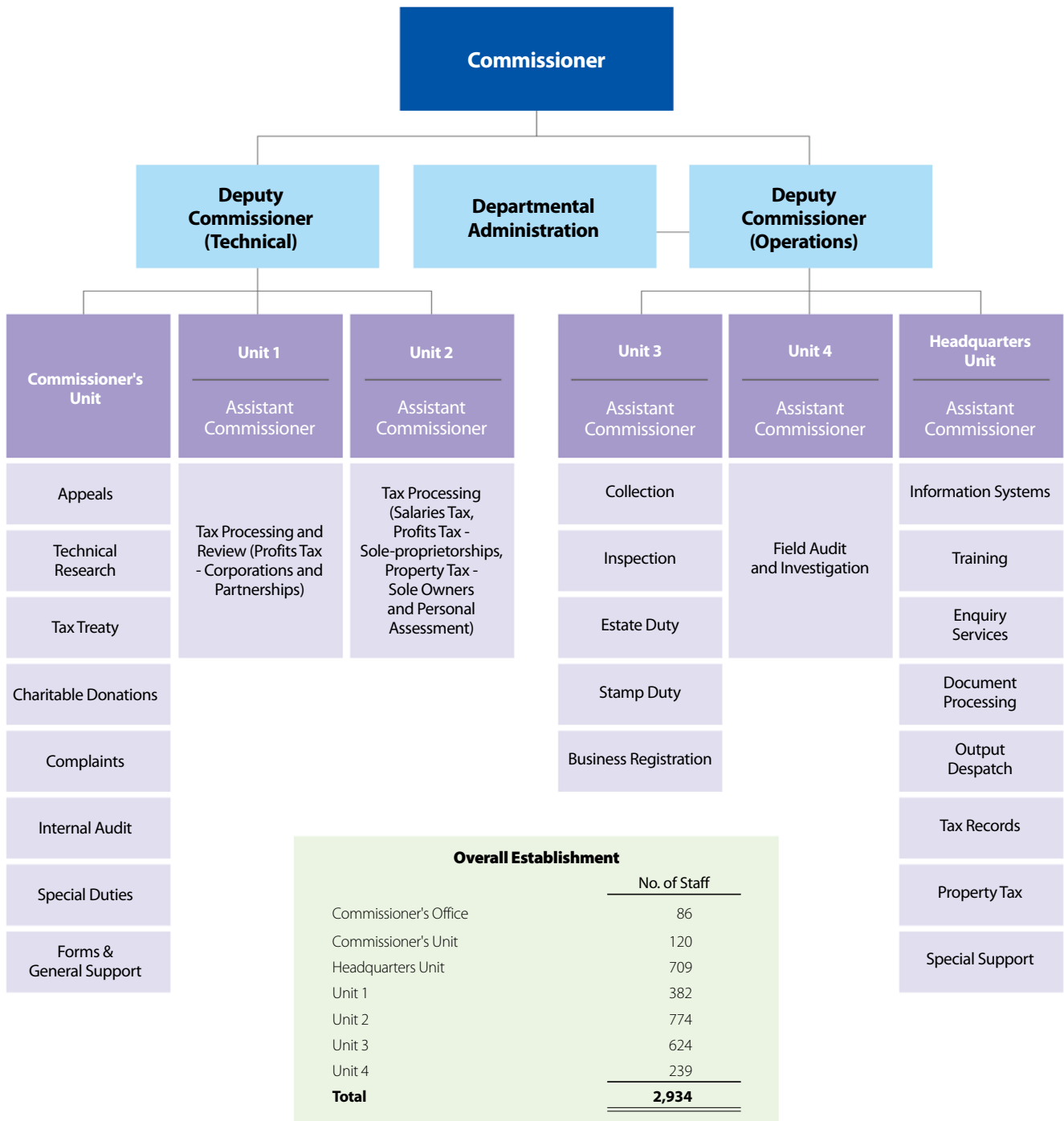


chapter 9

Human Resources

Organisation Chart of the Inland Revenue Department as at 31.3.2022



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 31.3.2022)



Mr LEUNG Kin-wa
Deputy Commissioner (Operations)



Mr TAM Tai-pang
Commissioner



Mr CHAN Sze-wai, Benjamin
Deputy Commissioner (Technical)



Mr WONG Kai-cheong, Tony
Assistant Commissioner
(Headquarters Unit)



Miss CHAN Shun-mei
Assistant Commissioner
(Unit 1)



Ms WONG Ki-fong, Jenny
Assistant Commissioner
(Unit 2)



Ms LEUNG Wing-chi
Assistant Commissioner
(Unit 3)



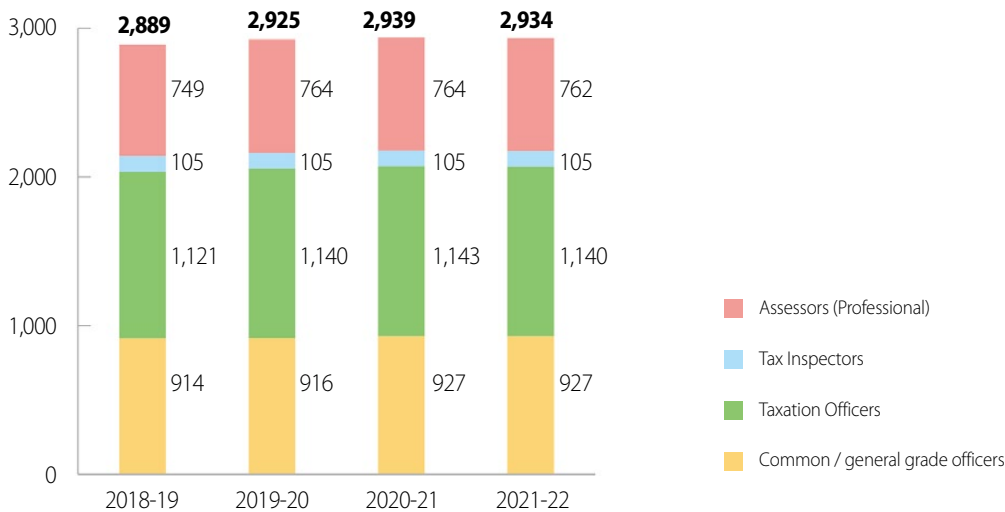
Ms TSUI Nin-mei
Assistant Commissioner
(Unit 4)



Miss MAN Wai-ming
Departmental Secretary

As at 31 March 2022, the Department had an establishment of 2,934 permanent posts (including 28 directorate posts) in the Commissioner's Office and the six Units of the Department. Of the total, 2,007 posts were in departmental grades (namely Assessor, Tax Inspector and Taxation Officer grades), performing duties directly concerned with taxation. The remaining 927 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 1:1.8.

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

Age Group	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
Below 25	1	(0.4%)	19	(4%)	20	(2.7%)
25 to below 35	92	(35.9%)	166	(35.3%)	258	(35.5%)
35 to below 45	33	(12.9%)	108	(22.9%)	141	(19.4%)
45 to below 55	91	(35.6%)	135	(28.7%)	226	(31.1%)
55 and over	39	(15.2%)	43	(9.1%)	82	(11.3%)
Total	256	(100%)	471	(100%)	727	(100%)

Staff Promotions and Turnover

In 2021-22, a total of 57 departmental grade officers and 11 common / general grade officers were promoted. Among them, 8 were in directorate rank. 180 officers joined the Department, of which 142 were new appointees and 38 were officers transferred from other grades / departments. A total of 273 officers (including 39 transferred to other departments) left the Department.

Training and Development

Staff are the Department's valuable assets. We recognise the importance of offering 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, information technology, etc. are offered to staff members. The training programmes of 2021-22 continued to be affected by the local epidemic. In 2021-22, our staff received training for a total of 6,899 man-days, which was equivalent to about 2.35 man-days per officer.

The major training activities conducted for our staff during 2021-22 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 the International Taxation
- Course on Mainland Taxation
- Written and spoken English courses
- Chinese official writing course
- Investigation skills training programme
- Information security training programme

Workshops

- Leadership and teamwork workshop
- Mentorship workshop
- Performance appraisal workshops on English writing skills
- Performance management workshop
- Workshop on customer service skills on the telephone
- Workshop on effective Putonghua for quality services
- Workshop on emotional wellness
- Workshop on fundamental management skills
- Workshop on how to handle taxpayers with special needs
- Workshop on leading innovation and change
- Workshop on negotiation skills

- Workshop on problem solving and decision making
- Workshop on promotion of racial equality
- Workshop on replying to complaints

Continuing Professional Education

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

- Updates on Profits Tax issues
- Financial Reporting Updates and Cloud Reporting Template for Tax Filing
- Taxation of Financial Instruments and Foreign Exchange Differences
- Updates on Salaries Tax Issues

Speakers for one of the seminars were outside experts and others were staff members. Three of the CPE seminars were e-seminars and uploaded onto the Department's Intranet . A total of 69 staff members attended the face-to-face seminar and 1,798 staff members had viewed the e-seminars.

Courses in Overseas

By participating in overseas training programmes, our professional officers can broaden their horizons and acquire the necessary knowledge to cope with new and complex global issues. In 2021-22, the Department continued to deploy information and communication technology to facilitate officers to participate in distance learning during the epidemic. In the past year, 140 officers attended virtual training and e-learning courses on different issues.

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 web-based learning portal "CLC Plus" of the Civil Service College and providing financial support to officers to attend seminars and courses organised by academic and professional institutes. Training materials and information are uploaded onto the Department's 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 in place 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 2021-22, 2 out of 7 suggestions made through the IRD Staff Suggestions Scheme were granted cash awards and certificates of commendation in recognition of the relevant staff's 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 2021-22, 52 officers who had provided outstanding service for a long period of time were awarded the Commissioner's Commendation Letter.

Secretary for the Civil Service's Commendation Award 2021



In 2021, a Taxation Officer was awarded the Secretary for the Civil Service's Commendation in recognition of her exceptionally meritorious and consistently outstanding performance. The presentation ceremony was held in November 2021.

The Long and Meritorious Service Travel Award Scheme

In 2021-22, 26 officers with long and meritorious service were granted awards under the Long and Meritorious Service Travel Award Scheme.

Visit of the Secretary for Financial Services and the Treasury

The Secretary for Financial Services and the Treasury, Mr HUI Ching-yu, Christopher, visited the Department on 9 December 2021. Mr HUI met with the senior management as well as representatives of IRD Assessing Officers' Association to exchange views on matters of mutual concern.





The IRD Sports Association

The objects of the IRD Sports Association are to promote intellectual, social and athletic interests of its members. To achieve these objects, the Association held a wide variety of recreational and sports events to foster a healthy and balanced lifestyle, as well as to enhance the friendship and solidarity among colleagues.

In 2021-22, the Association organised a number of diverse activities, including luncheon talks, a bowling competition, photograph sharing activities, online games and amusement activities etc. Colleagues could relax themselves and get practical information through joining the activities. All activities were well received and supported by colleagues.

The IRD Volunteer Team showed their on-going commitment and concern for the community by taking part in various voluntary services. During the year, 154 volunteers participated in a number of voluntary works and provided 610 community service hours in total. During the period when the local epidemic was stable, the IRD Volunteer Team visited the elders in the community and distributed prevention materials and food to them as support. The Team also assisted charities in serving the disabled, teenager, children and abandoned dogs. To recognise the Department's continuous dedication to care for the community, the Hong Kong Council of Social Service awarded the "15 Years Plus Caring Organisation Logo" to the Department. This marked the 17th consecutive year in which the Department was granted the award as a caring organisation.

The Association also actively participated in charitable fund-raising activities including "Medecins Sans Frontieres Day", "ORBIS World Sight Day" and "World Vision – Skip-A-Meal". With colleagues' generosity and support, nearly \$200,000 donation was received during the year. The Association was awarded the "Organisation with the Most Participants" in both "ORBIS World Sight Day" and "World Vision – Skip-A-Meal" and the 2nd runner up in "The Largest Amount of Total Donation" in "World Vision – Skip-A-Meal" this year.