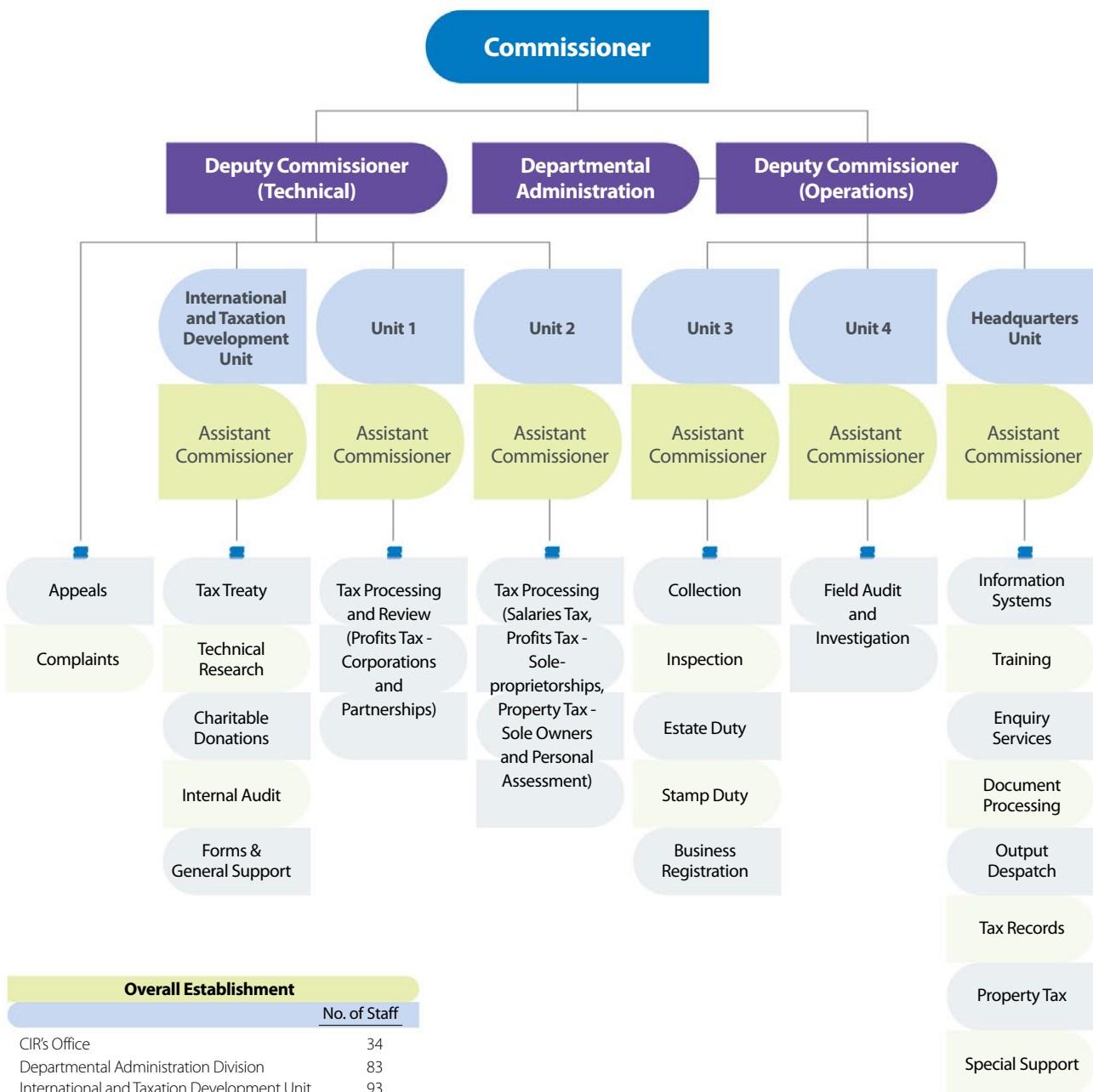


## chapter 9

# Human Resources

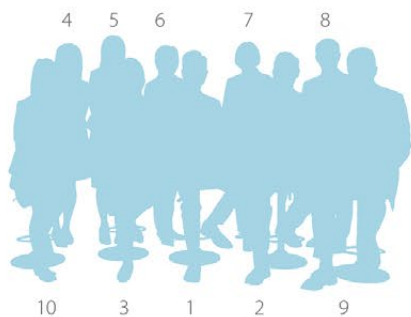
### Organisation Chart of the Inland Revenue Department as at 31.3.2025



# Establishment

The Commissioner, the two Deputy Commissioners and the six 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 31.3.2025)



- 1

**Mr CHAN Sze-wai, Benjamin**  
Commissioner
- 2

**Mr LEUNG Kin-wa**  
Deputy Commissioner  
(Operations)
- 3

**Miss CHAN Shun-mei**  
Deputy Commissioner  
(Technical)
- 4

**Ms LAM Pui-kuen**  
Assistant Commissioner  
(International and Taxation Development Unit)
- 5

**Miss HUI Chiu-po**  
Assistant Commissioner  
(Unit 1)
- 6

**Ms WONG Pui-ki**  
Assistant Commissioner  
(Unit 2)
- 7

**Ms LEUNG Wing-chi**  
Assistant Commissioner  
(Unit 3)
- 8

**Mr NG Man-kwan**  
Assistant Commissioner  
(Unit 4)
- 9

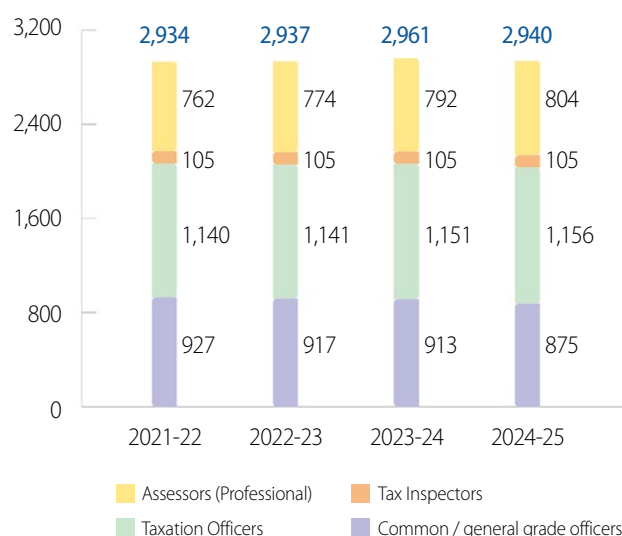
**Mr WONG Kai-cheong, Tony**  
Assistant Commissioner  
(Headquarters Unit)
- 10

**Miss WONG So-san, Suzanne**  
Departmental Secretary

As at 31 March 2025, the Department had an establishment of 2,940 permanent posts (including 29 directorate posts) in the Commissioner's Office and the six Units of the Department. Of the total, 2,065 posts were in departmental grades (namely Assessor, Tax Inspector and Taxation Officer grades), performing duties directly concerned with taxation. The remaining 875 posts were in common / general grades, providing administrative, information technology and clerical support services (**Figure 35**).

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 35 Staff establishment**



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

Age Group	Male		Female		Total	
Below 25	2	(0.7%)	22	(4.4%)	24	(3.1%)
25 to below 35	115	(41.7%)	195	(38.8%)	310	(39.9%)
35 to below 45	51	(18.5%)	124	(24.7%)	175	(22.5%)
45 to below 55	55	(19.9%)	97	(19.3%)	152	(19.5%)
55 and over	53	(19.2%)	64	(12.8%)	117	(15.0%)
<b>Total</b>	<b>276</b>	<b>(100%)</b>	<b>502</b>	<b>(100%)</b>	<b>778</b>	<b>(100%)</b>

## Staff Promotions and Turnover

In 2024-25, a total of 63 departmental grade officers and 6 common / general grade officers were promoted. Among them, 3 were in directorate rank. 230 officers joined the Department, of which 197 were new appointees and 33 were officers transferred from other grades / departments. A total of 200 officers (including 50 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. In 2024-25, our staff received training for a total of 9,774 man-days, which was equivalent to about 3.32 man-days per officer.

The major training activities conducted for our staff during 2024-25 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 Mainland Taxation
- Written and spoken English courses
- Chinese official writing course
- Information security training programme



### *Workshops*

- Mentorship workshop
- Performance management workshop
- Workshop on blockchain essentials
- Workshop on data and statistics analytics with Artificial Intelligence ("AI")
- Workshop on effective Putonghua for quality services
- Workshop on emotional wellness
- Workshop on empowering communication for performance appraisal in English
- Workshop on fundamental management skills
- Workshop on generative AI, text analytics and natural language processing with financial technology
- Workshop on negotiation basics
- Workshop on motivating staff for performance
- Workshop on problem solving and decision making
- Workshop on quality service
- Workshop on replying to complaints
- Workshop on using mediation skills to handle conflicts in workplace

### *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:

- Updates on Hong Kong Accounting Standards
- Appeal cases update 2024

- Latest practice on taxation of charitable organisations
- Updates on Profits Tax issues
- Exploring intangible assets: a transfer pricing perspective
- Recent development on AI technology
- Introduction and the latest updates on Anti-Money Laundering and Counter-Financing of Terrorism
- Annual updates on Salaries Tax issues
- Environmental, social and governance (ESG) code and disclosure requirements in Hong Kong
- An overview of big data analytics and cryptocurrency
- Amalgamation of companies and transfer or succession of certain capital assets



Speakers for five of the seminars were outside experts and others were staff members. Two of the CPE seminars were e-seminar and uploaded onto the Department's Intranet. A total of 1,347 staff members attended the face-to-face seminars and 1,561 staff members had viewed the e-seminars.

### ***Courses in the Chinese Mainland and 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 2024-25, the Department has sent 31 professional officers to the Chinese Mainland, Japan, Korea, Malaysia, Singapore and Thailand to attend training courses on different subjects and 13 to the Chinese Mainland for national studies courses. Also, the Department deployed information and communication technology to facilitate officers to participate in distance learning. In 2024-25, 31 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 2024-25, 3 out of 9 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 of 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 Subcommittee, formed under the Governing Committee, considers and approves applications for financial assistance submitted by staff.

### *Commissioner's Commendation Letter Scheme*

In 2024-25, 41 officers who had consistently provided outstanding service were awarded the Commissioner's Commendation Letter.



### *The Long and Meritorious Service Travel Award Scheme*

In 2024-25, 20 officers with long and meritorious service were granted awards under the Long and Meritorious Service Travel Award Scheme.

## **The IRD Sports Association**



The IRD Sports Association aims to promote the intellectual, social and athletic interests of its members. The Association strives to serve as a platform for colleagues to mingle, and to foster better relationship and sense of belonging to the Department. To achieve these objects, the Association organised a wide range of social and recreational activities to encourage colleagues to establish a healthy lifestyle and maintain a balance between work and life, as well as to foster friendship and solidarity among colleagues in 2024-25. These activities include luncheon talks, lantern festival riddles, night squid fishing, local day trips and visits, which were well received and supported by colleagues. An Annual Dinner filled with joy and happiness was also held in December 2024 with more than 600 colleagues and guests to join the celebration.





To encourage members to do exercises regularly and demonstrate their talents in sports, the Association also held various kinds of sports competitions during the year, including badminton, bowling, table tennis, tennis and basketball competitions.

The IRD Volunteer Team under the auspices of the Association continued to participate actively in numerous charitable events to extend care and love to the needy. The IRD Volunteer Team serves a wide range of targets, which included the elderly, disabled people, teenagers, children and ethnic minorities. Throughout the year, the IRD Volunteer Team participated in 14 charitable events recording a total of 992 service hours. To recognise the Department's continuous dedication to care for the community, the Hong Kong Council of Social Service continued to recognise the Department as a Caring Organisation with the "15 Years Plus Caring Organisation Logo" during the year. Since 2005, the Department had been recognised as a Caring Organisation by the Hong Kong Council of Social Service for 19 consecutive years.



On the charity front, 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 the generous support of our colleagues, a total of over \$144,000 was raised during the year. The Association was awarded the Championship in "Organisation with the Most Participants" in "ORBIS World Sight Day" and was the 1st runner up in "The Largest Amount of Total Donation" and 2nd runner-up with the Most Participants in "World Vision – Skip-A-Meal" this year.

