



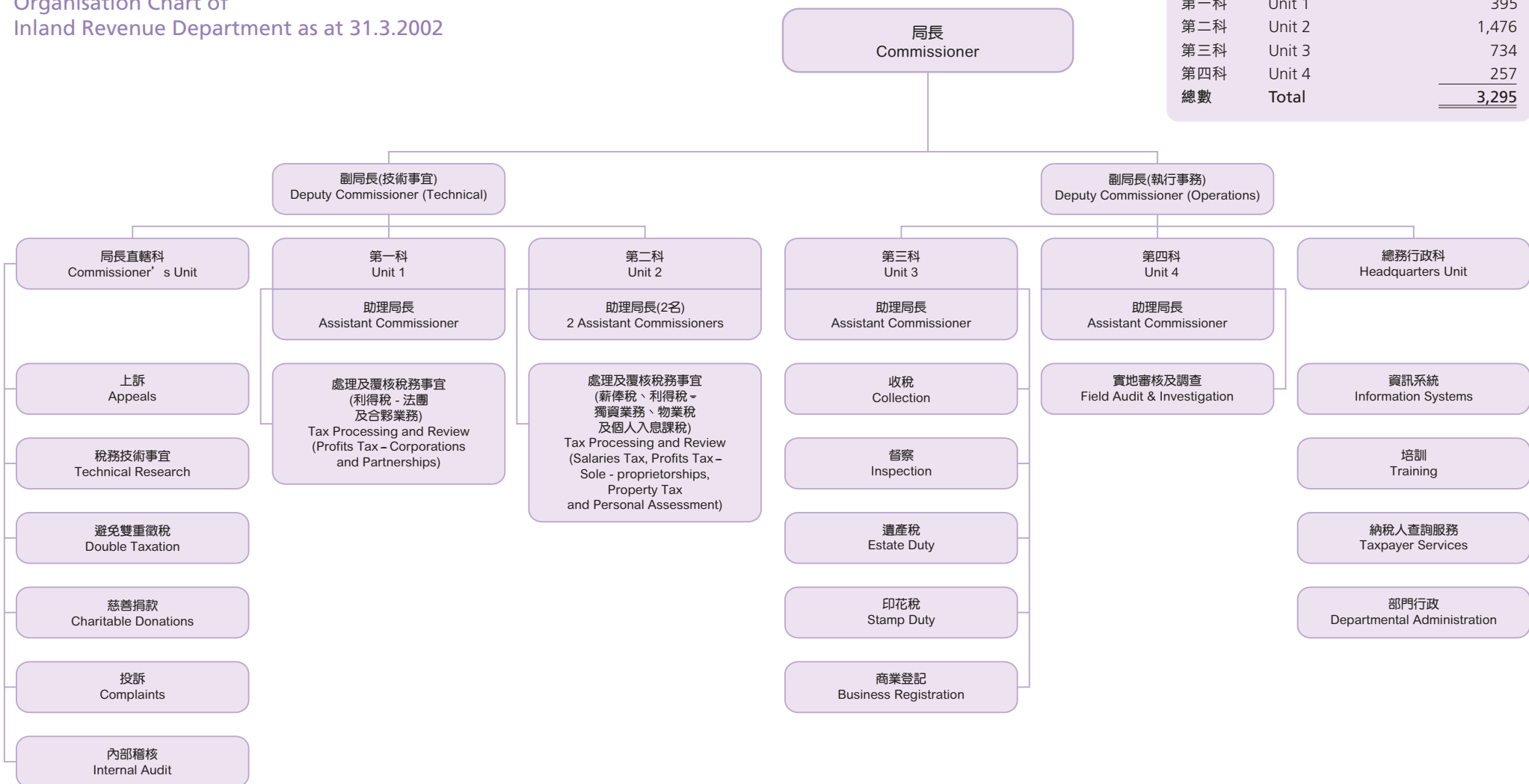
稅務局組織圖

2002年3月31日狀況

Organisation Chart of
Inland Revenue Department as at 31.3.2002

整體編制 Overall Establishment

		職員數目 No. of Staff
局長直轄科	Commissioner's Unit	68
總務行政科	Headquarters Unit	365
第一科	Unit 1	395
第二科	Unit 2	1,476
第三科	Unit 3	734
第四科	Unit 4	257
總數	Total	3,295



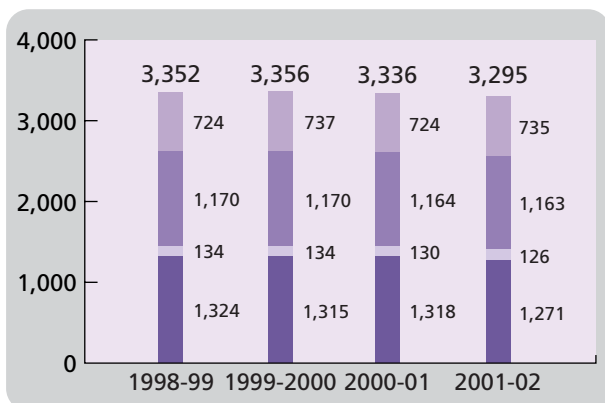


編制

本局的最高管理層由局長、兩名副局長和五名助理局長組成。

截至2002年3月31日，本局的編制共有6個科別和3,294個常額職位(包括25個首長級職位)和1個編制以外的首長級職位。屬部門職系人員(即評稅主任、稅務主任及稅務督察)的職位有2,024個，他們負責處理稅務事宜，其餘1,271個職位屬共通/一般職系人員，他們為本局提供行政、資訊科技和文書的支援(圖39)。

圖39 職員編制
Figure 39 Staff Establishment



- 專業評稅主任 Assessing Officers (Professional)
- 稅務主任 Taxation Officers
- 稅務督察 Tax Inspectors
- 共通/一般職系人員 Common/general grade officers

Establishment

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

As at 31 March 2002, the Department had an establishment of 3,294 permanent posts (including 25 posts for directorate officers) and 1 supernumerary directorate post in 6 Units. Of the total, 2,024 posts were for departmental grades officers (namely Assessors, Taxation Officers and Tax Inspectors), who were required to perform duties directly concerned with taxation. The remaining 1,271 posts were for common / general grades officers, who provided 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 1:1.2.



圖40 專業人員年歲分析(以實際人數計算)
Figure 40 Age Profile of Professionals (on Strength Basis)

年歲組別 Age Group	男性 Male		女性 Female		總數 Total	
25歲以下 Below 25	4	(1%)	16	(4%)	20	(3%)
25歲至不足35歲 25 to below 35	89	(27%)	140	(35%)	229	(31%)
35歲至不足45歲 35 to below 45	126	(38%)	173	(44%)	299	(41%)
45歲至不足55歲 45 to below 55	106	(32%)	68	(17%)	174	(24%)
55歲及以上 55 and over	8	(2%)	0	(0%)	8	(1%)
合共 Total	333	(100%)	397	(100%)	730	(100%)

附註： 在2002年3月31日正放取離職前休假的員工不包括在圖40內。
Note: Officers who were on terminal leave as at 31 March 2002 had not been included in Figure 40.

本局大部分的專業人員年齡都在45歲以下 (圖40)，而男女專業人員的比例則為1比1.2。

員工晉升和變動

過去一年，本局有41名部門職系人員和20名一般職系人員獲得晉升。獲聘或調往本局的員工有157名，而離開本局的員工則有179名。

培訓及發展

本局深知培訓的重要性，並致力於提供充足的培訓機會給全局員工。各種培訓形式包括講座、工作會議、內部研討會，以及往外地或在本港進行的課程。在過去一年，本局用作培訓及發展的日數合共20,684人日，較上一年度增加了約28%。

Staff Promotions and Turnover

In 2001-02, 41 departmental grades officers and 20 general grades officers were promoted. 157 officers were recruited by or transferred to the Department. During the year, 179 officers left the Department.

Training and Development

The Department fully appreciates the importance of training and continues to provide ample training opportunities in different areas for its staff. These include in-house seminars and training courses, on-the-job training, briefings on operational needs and also courses held both locally and overseas. During 2001-02, staff training and development amounted to 20,684 man-days, representing an increase of 28% as compared with the previous year.



入職訓練

本局培訓組為新入職的助理評稅主任開辦為期兩年的稅務法例及執行課程，並為新加入本局的各職系職員舉辦迎新講座及其他入職培訓課程。

專業培訓課程

專業培訓講座繼續受到本局人員支持。過去一年，本局舉辦了9個專業培訓講座，共有1,898名職員參加。

講座的主題包括：

- 遺產稅：法例上的運作及最新發展
- 「常見的財務及衍生工具」
- 「最佳推動力」視像研討會
- 「改善評稅主任職系考勤報告」研討會
- 人力資源管理：一個持續的挑戰
- 上海市提供的稅務優惠
- 電子化的美國稅務局
- 公事上使用中文的常見問題
- 內地稅制及其發展方向

本局並安排未能參加講座的職員觀看錄影帶。

除了專業培訓課程外，本局亦鼓勵和贊助員工參加由專業和學術團體舉辦的研習課程。過去一年，共有51名人員獲本局贊助修讀有關課程。



Induction Training

The Department's Training Section conducts a two-part taxation law and practice course with formal examinations for the newly appointed Assistant Assessors. Induction courses are also provided for all grades of staff upon their joining the Department.

Continuing Professional Education

The in-house Continuing Professional Education (CPE) Programme maintained its popularity and high attendances in the year. Nine seminars were held during the year with a total attendance of 1,898.

The topics of the seminars included :

- Estate Duty: the law, the practice and recent developments
- An introduction to some common financial instruments and derivatives
- Video seminar on "The Best of Motives"
- Improvements to the Performance Management System for the Assessor Grade
- Human resource management - A continuous challenge
- Tax incentives in Shanghai
- E-Government at the US Internal Revenue Service
- Common errors in the use of Chinese in official writing
- Tax system in China and its future developments

Video sessions were arranged for those who could not attend the seminars.

Besides the CPE Programme, the Department also encourages and sponsors officers to attend seminars and courses organized by academic and professional institutes. During



海外訓練

環球經濟加速了一體化，本局專業人員需要處理更多國際性的議題，本局特別加強了員工在稅管跨國層面的認識。

過去一年，本局有19名專業人員前往加拿大、韓國、馬來西亞、星加坡、英國及美國修讀海外課程。此外，有1名人員參加了北京清華大學的課程，而另1名人員則修讀了中山大學的專題研習課程。2名人員更前往安徽省的合肥與黃山和湖南省的長沙與株州，作「熟悉內地事務」的探訪。



在2001年11月，本局在馬來西亞吉隆坡正式成為了亞洲稅務管理與研究組織(SGATAR)的成員。該組織由十二個亞太區稅局組成，為成員提供討論稅務議題的場合。



此外，本局和庫務局及經濟合作及發展組織(OECD)合作，於2002年4月在香港舉辦一個稅務條約談判技巧訓練課程，並邀鄰近亞洲的國家及地區派員參加。

2001-02, 51 officers were sponsored by the Department to attend such activities.

Overseas Training

The accelerated integration of the world economies requires our professional officers to deal with many new global issues. The Department has put emphasis on the international dimension of our tax administration.

During 2001-02, 19 professional officers attended overseas courses in Canada, Korea, Malaysia, Singapore, the United Kingdom and the United States of America. In addition, 1 officer attended a course at Tsinghua University in Beijing and 1 officer attended a course at Zhongshan University in Zhongshan. 2 officers went on familiarization visits to Anhui Province (Hefei and Huangshan) and Hunan Province (Changsha and Zhuzhou) respectively.

In November 2001, the Department became a full member of the Study Group on Asian Tax Administration and Research (SGATAR) in Kuala Lumpur, Malaysia. SGATAR is an organization composed of 12 tax authorities of Asian and Pacific countries and regions, providing a forum to discuss tax issues.

Furthermore, a regional tax treaty negotiation training workshop, co-organized by the Department, the Finance Bureau and the Organization for Economic Cooperation and Development (OECD), has been scheduled to be held in Hong Kong in April 2002 with participants from other countries and regions in Asia.



其他訓練

本局職員亦參加了各種訓練課程，包括普通話、英語會話、中文寫作技巧、報告寫作技巧、人力資源管理、顧客服務技巧和電腦課程等。這些課程是由本局、公務員培訓處及其他機構所舉辦的。



員工關係與福利

溝通是確保歸屬感與效率的重要基礎，如能成功維繫本局上下，大家意見相通，員工會倍覺親切，局內運作也更具效率，服務更為完善。



「稅務局協商委員會」

委員會定期開會，由副局長(執行事務)擔任主席，成員包括局內各員工協會和團體的代表。管方與員工會就共同關心的各類事務交換意見，主要涉及的事務包括招聘、晉升、為職業前途的調職、培訓、工作環境、員工福利，以及公務員事務事宜。

Other Training

Other training courses provided to our colleagues include Putonghua and English language training, the use of Chinese in official writing, report writing skills, human resources management, customer service skills and computer applications etc. Some of these courses were conducted in-house while some were organized by the Civil Service Training and Development Institute and other organizations.

Staff Relations and Welfare

Maintaining effective communication and sharing of views with staff at all levels is of utmost importance in ensuring a sense of belonging and maximizing the Department's operational efficiency in the provision of quality service.

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. The Committee holds its meetings regularly where staff and management exchange their views on a wide range of topics of mutual concern. The major issues include recruitment, promotion, career posting, training, working environment, staff welfare and service-wide matters. The DCC meeting is an effective forum for the sharing of views within the Department.



「一般職系協商委員會」

一般職系協商委員會自1999年6月成立以來，一直為本局文書和秘書職系員工提供溝通渠道，藉以跟管方討論職系的相關事務。委員會會議讓他們能夠向管方及公務員事務處一般職系處表達意見，向來深受文書和秘書職系員工歡迎。

「會見員工計劃」

會見員工計劃在1996至97年度開始推行，目的是進一步加強高層管理人員與非首長級人員之間的溝通。員工與管方會見時，可以在輕鬆的氣氛下討論大家關心的問題，交換意見。



「稅務局員工建議書計劃」

計劃自成立以來，員工紛紛提出了富建設性的改善建議，當中很多已付諸實行，成效令人鼓舞。2001至02年度，建議書計劃共收到16份建議，主題十分廣泛，大部分以提高工作效率、改善顧客服務為重點。局方頒發了現金獎給8位參賽員工，以表揚他們的貢獻和努力。



The General Grades Consultative Committee (GGCC)

The Committee was formed in June 1999 and provides a formal channel for clerical and secretarial grades staff in the Department to discuss matters relating to their grades with the management. Staff members of the clerical and secretarial grades have made good use of the GGCC meetings to pass on their concerns to the management as well as to the General Grades Office of the Civil Service Bureau.

The "Meet-the-Staff Programme"

With the objective of further enhancing communication between the senior management and staff, the "Meet-the-Staff Programme" was launched in 1996-97. At the meetings under the Programme, staff meet the management and share their views on issues of their concern in a less formal atmosphere.

The IRD Staff Suggestion Scheme

Since its establishment, the Staff Suggestion Scheme has attracted from staff a great number of constructive improvement ideas. Many of the suggestions have been implemented with rewarding results. During 2001-02, a total of 16 suggestions were received. The ideas covered a wide range of topics and mainly focused on improvement of operational efficiency and betterment of customer service. Eight of the officers concerned were granted cash awards in recognition of their contributions and efforts.



「優質服務計劃」

第一屆為期一年的優質服務計劃已在2001年年中結束。2001年11月，局方再度展開第二屆計劃。一如上屆，參賽的改善計劃和建議性質不限，以便激發創意。只要是對本局有裨益，能夠節省資源，和/或令顧客更稱心滿意的建議，都一律歡迎。不同科別的同事組成了多個優質服務小組參賽，在2002年4月至2003年3月期間推行各項改善建議。



「稅聲」

“稅聲”依舊每季出版一期，刊登員工和各科管理層的來稿，報導各項服務事宜和康樂活動，為管方與員工多提供一個溝通途徑。

「稅務局一般員工福利基金」

稅務局一般員工福利基金是由一群員工在1972年主動志願成立的，資金來自自願捐獻。基金提供的免息貸款和補助金雖然數目不大，但能夠即時提供援助，以濟燃眉之急，紓緩突發的經濟困難。



The Excellent Service Programme

Upon completion of the first one-year Excellent Service Programme in mid 2001, the Department has launched the second programme in November 2001. Again, there is no specific restriction on the nature of the improvement projects and proposals as creative thinking is encouraged and all proposals yielding benefits and savings to the Department and/or resulting in greater customer satisfaction are welcome. Excellent Service Teams comprising staff of different operational units have been formed under the competition programme for the implementation of a number of improvement proposals from April 2002 to March 2003.

The Inland Revenue Department Newsletter

The departmental newsletter continues to be published quarterly. With articles and contributions from staff and unit management, the newsletter disseminates information of service-related matters and recreational activities. It serves as another communication channel between management and staff.

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. Funds were collected on a voluntary donation basis. Though the interest-free loans and grants released are not great amounts, the IRGSWF provides a quick source of relief to help staff with unexpected financial difficulties.



「長期服務公費旅遊獎勵計劃」

在2001至02年度，共有39位資深員工和他們的配偶獲頒長期服務公費旅遊獎勵計劃的免費旅遊獎項。

「稅務局體育會」

稅務局體育會在本年度繼續為同事、他們的家屬及朋友舉辦了多姿多采的體育、社交和康樂活動。其中包括「稅務局同樂日」、周年晚會、粵曲晚會、多項課程和講座、戶外活動及體育項目等。所有活動均深受同事們歡迎。

體育會亦參加其他團體舉辦的公益活動和體育比賽，包括「公務員同心協力為公益」，香港會計師公會慈善步行和足球比賽，港深足球、網球和釣魚四角賽等，並榮獲多項大獎。



The Long Service Travel Award Scheme

In 2001-02, 39 long-serving officers were granted awards of free travel, together with their spouses, under the Long Service Travel Award Scheme.

The IRD Sports Association

Throughout the year, the IRD Sports Association continued to organize a wide range of sports, social and recreational activities for colleagues, their families and friends. They included Fun Fair, Annual Dinner, Cantonese Opera Song Concert, various courses and talks, outings, sporting events, etc. All activities were well attended by colleagues.

The Association also participated in a number of charitable and sports activities held by other organizations, including We Serve, We Share - Civil Service for the Chest contests, the HKSA Charity Walk, the HKSA Football Competition and the Hong Kong Shenzhen Football, Tennis and Fishing Competitions. We are most pleased to have won several top awards.