



BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

# The 3rd Belt and Road Initiative Tax Administration Cooperation Forum

—Enhancing Tax Administration Capacity Building in  
the Post-pandemic Era

19-21 September 2022  
Algiers Algeria



3rd BRITACOF 19-21 September 2022, Algiers Algeria  
BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

# Future Workforce – Strategic Approach

Evelyn Khoo, Singapore  
20 Sep 2022

# Our journey: digital transformation and workforce transformation

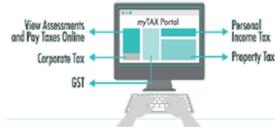


1992

**IRD to IRAS**  
An Efficient Tax Authority

**A Service Organisation**  
Where taxpayers are valued customers

1998



2005

**A Partner of Taxpayers**  
In Nation Building,  
Economic Development  
& Inclusive Growth

**An Enabler to the Community**  
LEveraging Analytics,  
Design & Digitalisation

2016



**Secured first ever Public Service Workforce Transformation Award**

2022



**Celebrating 30 years as a statutory board!**  
Trusted partner of taxpayers in nation building

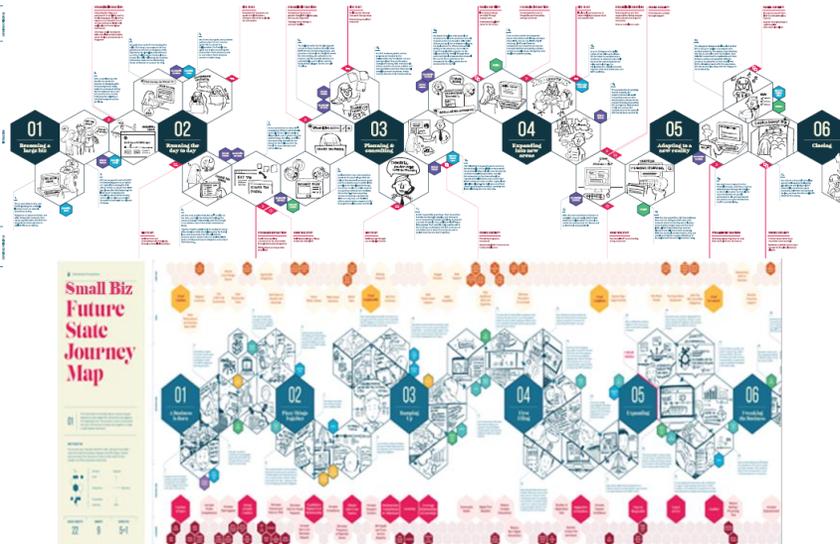
Transformation Objectives  
& Desired Outcomes



Guiding Principles

- Adopt a Whole-of-Government Approach
- Ensure a Stakeholder/Staff-Centric Experience
- Maintain Effective Governance & Processes

*Started our LEA:D transformation journey early by understanding our taxpayers' needs*  
Embarked on service design projects based on lifecycles of key taxpayer segments



4. CORRESPONDENCE WITH IRAS BY EMAIL



5. SUCCESSFUL APPEAL AND SATISFACTION



*Customer Journey Maps/ future experiences were created*

# Importance of a future-ready workforce

Key driving forces

Changing economy and new biz models

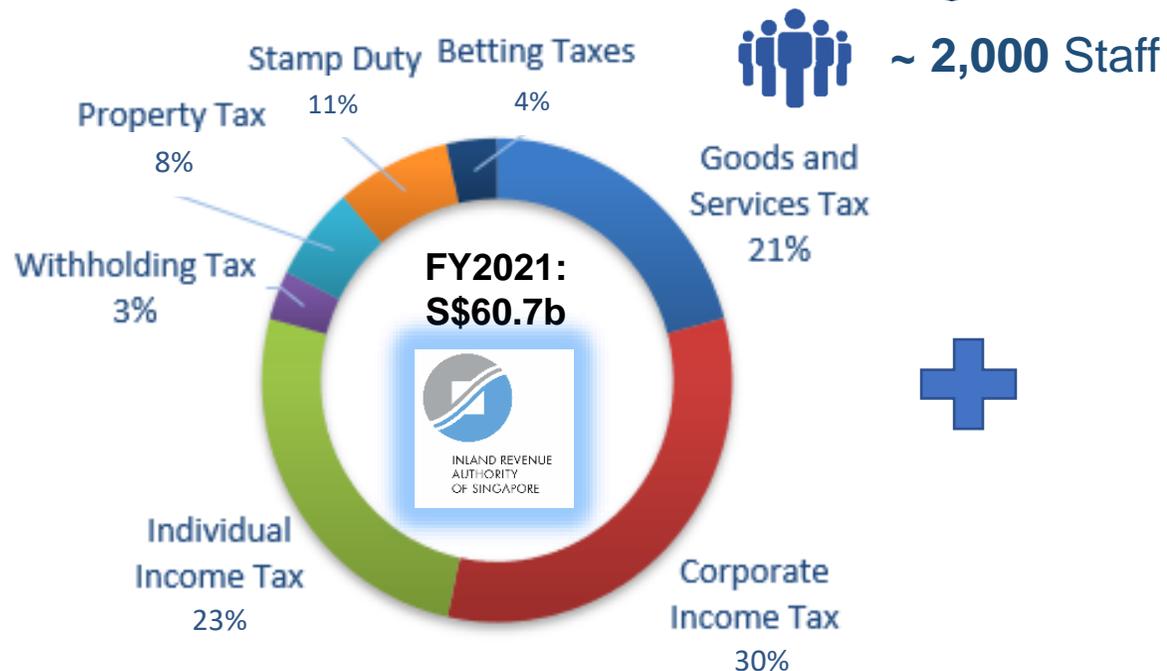
Fast changing technologies

Rising taxpayers' expectations

Changes in fiscal & tax policies

International tax developments

Substantial resources were also allocated to render support to COVID-related/ other schemes; IRAS is now the centre for enterprise disbursement



## Enterprise disbursements



FY21: Disbursed **\$5.94bil** to over **130,000** businesses/ employers (for JSS, WCS & JGI)



Disbursed **\$1.1bil cash grant** to over **140,000** tenants & owner-occupiers (for Rental Support Scheme)

# Need for a holistic, “whole system” perspective



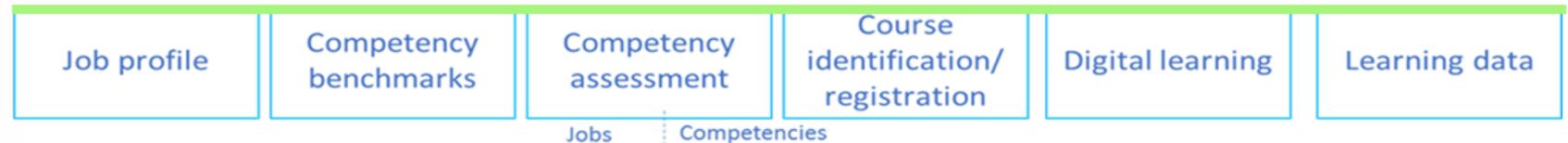
## To support Transformation Strategic Priorities :

In order to achieve our transformation objectives and desired outcomes, we have 4 strategic priorities to guide our action plans:

- △ Anticipate Needs, Co-Create & Customise Solutions**
  - Collaborate & co-create with community by default
  - Customise information, service delivery & compliance treatment
- ⊙ Connect Digitally**
  - Be 100% digital
  - Integrate tax seamlessly
  - Build smart & agile IT systems
- \* Use Data Intelligently**
  - Think data first
  - Embed analytics in processes & systems
  - Gain insights for smarter decision-making
- + Build an Adaptable & High-Performing Workforce**
  - Inculcate culture of innovation & experimentation
  - Build capabilities to excel in a digital workplace
  - Collaborate in cross-functional teams



What these efforts entail, inter alia :



# Strategic Thrust #1: ENABLING AND EMPOWERING using AI

## Harnessing the democratization of learning *and empowering purpose-driven learning*

- **buy and build**
- **lead the way**

### IRAS' investments include:

- AI-powered skills profiling platform - a tool for every officer that prompts proactive learning and development, adaptability and deployability through job adjacency features
- CAFÉ (career fitness exploration guide) etc resources for staff and supervisors
- the practice and promulgation of Leadership Principles – enable and power, harness diverse views, support one another
- Ongoing interventions and engagement efforts to drive use and conversations
- etc

*My Career Fitness*

Actively keep up-to-date with skills & knowledge. Be agile to do new work.

**UNSURE OF HOW TO GO ABOUT SELECTING YOUR ONLINE COURSES?**

The skills required for my preferred jobs in IRAS are related to...

My career interests are in...

**Data Analytics!** → **AI FOR EVERYONE** @Coursera

**Digital!** → **DIGITAL SKILLS - UX** @FutureLearn

**Design, Behavioural Insights!** → **DESIGN THINKING FOR INNOVATION** @Coursera

## KNOW YOURSELF

ASSESS skills level for changing skills required for your job

[View your refreshed Job and Skills Profile in JobKred](#)

"No-regrets" baseline description of future roles and skills have been provided, even if the future of work in your division may not be clear at this juncture. Use the Skills Rater to self-validate your proficiency for the skills required in your role. Your supervisor will validate your skills proficiency level.

### Leveraging JobKred for CaFE

Sample skills list for 'Job 2025'. This is not a skills, agent and model and rate your career fitness level to 100% (average) whole of government (includes whole of IRAS 21 roles)

Service quality management	Income Tax Act (Individual)	Change Management
<ul style="list-style-type: none"> <li>Service quality management</li> <li>Operational planning and management</li> </ul>	<ul style="list-style-type: none"> <li>Income Tax Act (Individual)</li> <li>Income Tax Act (Business)</li> <li>Income Tax Act (Corporate)</li> <li>Economic Expansion Incentives Act</li> <li>GST Act</li> <li>Property Tax Act</li> <li>Stamp Duties Act</li> <li>Gifts &amp; Donations, Charities, Gaming Taxes</li> </ul>	<ul style="list-style-type: none"> <li>User Experience Design</li> <li>Technology Innovation and Application</li> <li>Agile Project management</li> </ul>
Influencing and Negotiation	Policy analysis and formulation	Systems Thinking
<ul style="list-style-type: none"> <li>Influencing and Negotiation</li> <li>Non-compliance Strategies</li> <li>Investigation and Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Policy analysis and formulation</li> <li>Policy Negotiation</li> <li>Public communication and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Design Thinking</li> <li>Behavioural insights</li> <li>Business Process Improvement and Re-engineering</li> <li>Agile Practices</li> <li>Advanced Digital Academy/ Literacy</li> </ul>
Risk Management	Strategy Development	Sales management and governance
<ul style="list-style-type: none"> <li>Risk Management</li> <li>Business process</li> <li>Research and Analysis</li> <li>International Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Development</li> </ul>	<ul style="list-style-type: none"> <li>Sales management and governance</li> <li>Data visualization and communication</li> <li>Data analysis and analytics</li> </ul>
Stakeholder Engagement & Education	Stakeholder management	Change Management
<ul style="list-style-type: none"> <li>Stakeholder Engagement &amp; Education</li> <li>Stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>Change Management</li> <li>Skills</li> <li>Partners</li> <li>Administration and Communication Technologies (IRAS 21)</li> </ul>

Full story map, click on job/role

## ENHANCE YOUR EMPLOYABILITY

BUILD your personal skills portfolio to be future ready for new/changing roles

[Expand your skills portfolio to enhance your employability](#)

Use JobKred to plan your career pathway, and analyse the skills required to help you to be future ready.

### Leveraging JobKred for CaFE

Use JobKred to plan your longer term career pathway.

Visual story for distribution purposes, and to help understand

# Strategic Thrust #2: FUTURE-DRIVEN SKILLING

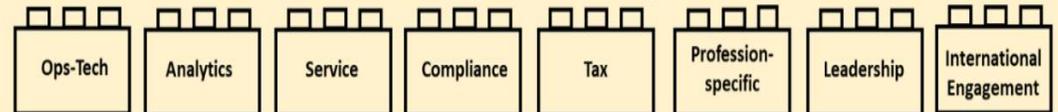
Driving the acquisition of functional *and* future-ready skills *and* use

- deliver future tax admin experiences as “no need for service is the best service”
- (the how) learn by doing

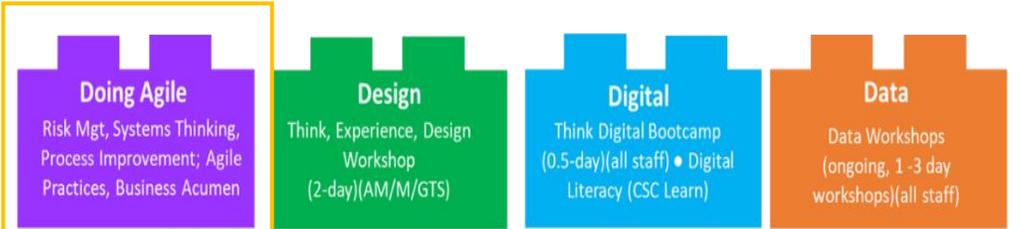
IRAS’ investments include:

- BC workshops for all staff
- BC X AGILE training in-progress
- Building Communities of Practice – in FY21, 385 IRAS officers were engaged in COPs in the areas of Analytics, BI and Design or RPA
- ~280 IRAS officers have completed advanced skills certifications through the Digital Skills Incentive
- Future envisioning of jobs, and changes to work >>> HR work has also changed (next slide)
- etc

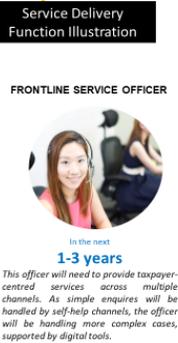
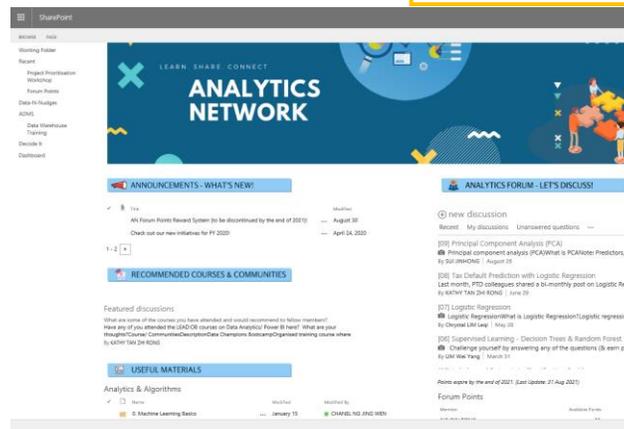
Professional-specific domains



Foundational Skills required of all officers



Behaviours and Mindset expected of all officers



### Developing Personas & Piloting Roles

Tasks	Current	Future
Resolve taxpayers' enquiries	<ul style="list-style-type: none"> <li>• Handles enquiries on specific tax types/issues received via different channels</li> <li>• Toggles multiple systems to gain a good understanding of taxpayers' profile, past contact history</li> </ul>	<ul style="list-style-type: none"> <li>• Adopts a holistic approach to address complex and/or cross-tax type enquiries supported by digital tools</li> <li>• Leverages 360 view and entity-based risk ratings, and internal virtual assistant to deliver anticipatory services</li> </ul>
Provide insights for improved service delivery	<ul style="list-style-type: none"> <li>• Provides ad-hoc feedback on common and recurring enquiries within team</li> </ul>	<ul style="list-style-type: none"> <li>• Provides regular qualitative feedback complemented by quantitative service analytics, and participates in cross-functional projects to tackle issues</li> </ul>
Competencies	<p>[EXISTING]</p> <ul style="list-style-type: none"> <li>• Tax and domain knowledge</li> <li>• Effective writing, negotiation and communication skills</li> <li>• Presentation skills</li> <li>• Service quality management</li> <li>• Behavioural competencies</li> </ul>	<p>[NEW]</p> <ul style="list-style-type: none"> <li>• Additional domain (tax type) knowledge</li> <li>• Good understanding of impact on taxpayers from other Divisions' initiatives and policies</li> <li>• Complex problem-solving skills</li> <li>• Basic literacy in digital, data analytics, design and BI, EUC tools know-how</li> </ul>

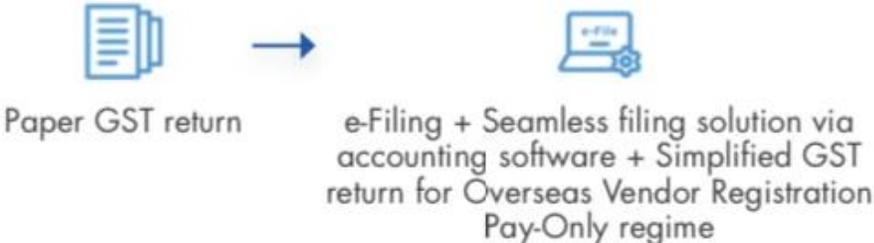
**Spotlight : driving transformative experiences >>> Q: what are skills needs?**



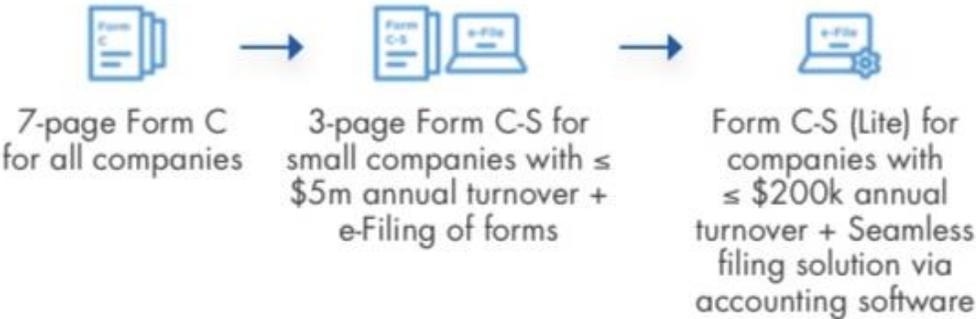
**Individual Taxpayers**



**GST-Registered Businesses**



**Corporate Taxpayers**



**Property Owners**



# Illustration: the new face of "HR" with 3D1A project skills

**CALL TO ACTION!**

**KNOW YOURSELF**

VIEW skills required against your job profile

**BENCHMARK YOURSELF**

PREPARE FOR possible adjacent jobs and skills in demand

**PURPOSEFUL LEARNING**

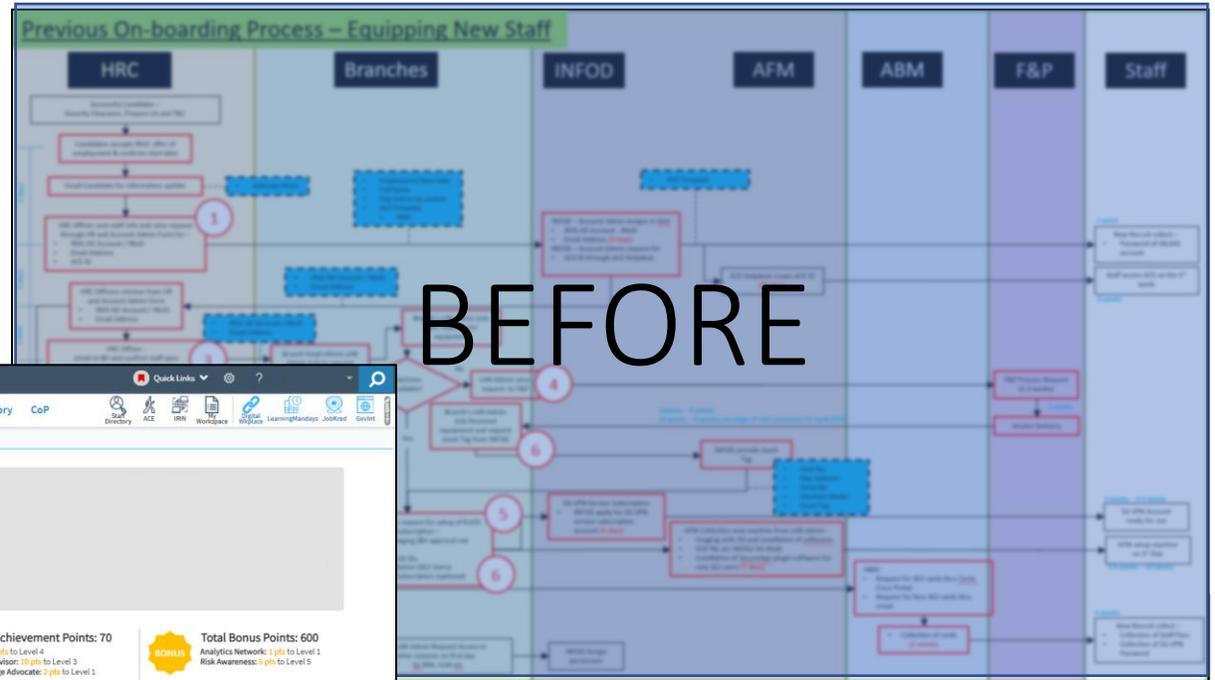
IDENTIFY courses to address your skills gaps

**ENHANCE YOUR EMPLOYABILITY**

BUILD your personal skills

*My Career Fitness*

Powered by **JobKred**



The screenshot shows a user profile page in the iNex system. The user's name is [REDACTED]. The page displays various metrics and badges:

- Total Achievement Points: 70**
  - Voices: 3 pts to Level 4
  - Rating Advisor: 20 pts to Level 3
  - Knowledge Advocate: 1 pts to Level 1
- Total Bonus Points: 600**
  - Analytics Network: 1 pts to Level 1
  - Risk Awareness: 6 pts to Level 5

Below these are sections for **Achievement Badges** (Voices, Rating Advisor, Knowledge Advocate) and **Bonus Badges** (Elite Achiever, Lnt 2021, Analytics Network, Risk Awareness).

## DIGITAL BRANDING FOR RECRUITMENT: IRAS

Promote Millennial Experience | Develop Content | Identify Digital Channels | **Deliver**

*To deliver the modern, digital experience when applying for jobs*

### Job Application Chatbot (J.A.C) Impress AI

Chatbots that autonomously screen, interview, engage, and shortlist candidates 24/7

**BETTER ASSESS CANDIDATES' SUITABILITY**

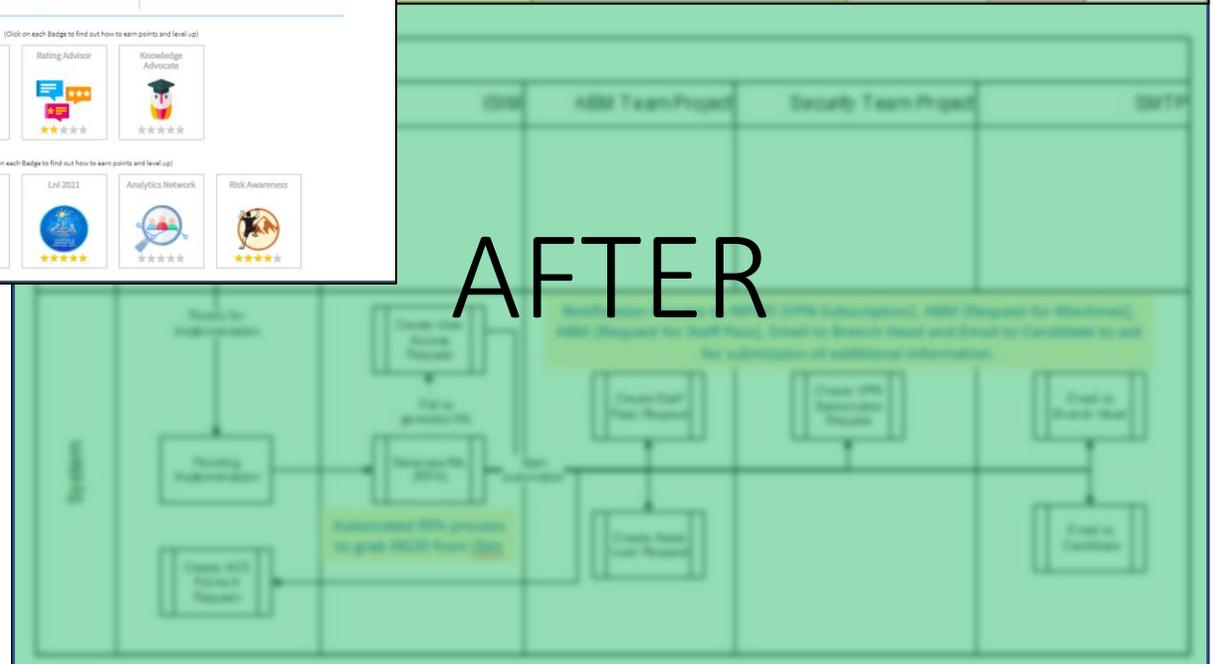
*through machine-learning enabled Chatbot; automatic response scoring to assess job fit*

**ENHANCED EXPERIENCE FOR CANDIDATES**

*24/7 interaction with candidates; the Chatbot can answer FAQs about IRAS*

The chatbot interface shows a friendly conversation: "Awesome! Proceeding further requires you to sign in. You can click on 'Sign in' to register with any email account." It then prompts the user to "Let's begin with the first segment to get to know you better."

**CREATING A MILLENNIAL-READY EXPERIENCE**



# Strategic Thrust #3: BRINGING SWP TO LIFE

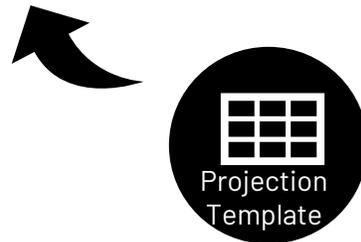
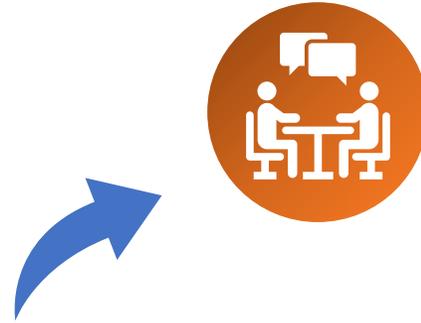
strategic workforce planning *and designing requisite interventions*

- be agile + Agile
- drive focus on what matters



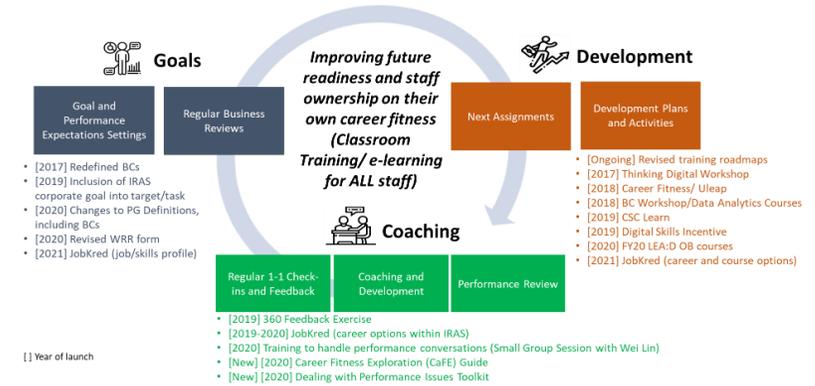
## Formulating top-down perspectives

- Conducted thematic analysis based on key functional areas and org capabilities, and identified areas of workforce change
- Also considered other tax admins and comparable govt agencies.



## Forging alignment on future work and workforce

- Consultations on workforce outcomes, change deltas, and requisite interventions e.g. job redesign, rotations, and addressing key challenges



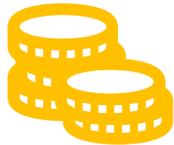
*How learning and needs have to come together to drive performance*

## Refining bottom-up Whole-of-IRAS picture with departments

# Some key organisation statistics ...

**98%** overall satisfaction by individual taxpayers (2021 Taxpayer Survey)

## Cost of tax collection fell



**0.69 cents** for every dollar collected (0.82 cents in previous year)

## Tax arrears also decreased



**0.64%** of net tax assessed (0.72% in previous year)

## Employee engagement increased



**2021 Employee Engagement Survey: 87% engagement rate** (5% higher from 2018 and 3% above public service norms)

...and Workforce Transformation has been ongoing:



WT pilots/ job trials

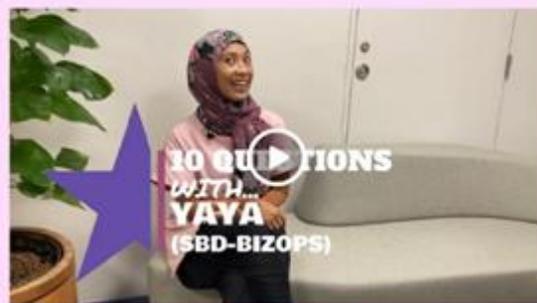
## Corporate Goals in relation to People :

Enhance Organisational and Staff Productivity and Agility  
Achieve a high level of Staff Competence, Ownership and Satisfaction

# Looking forward: building future-readiness is an ongoing journey



10 Questions with Eugene



10 Questions with Yaya



10 Questions with CIR



GET FIT Principles



**Didn't manage  
to check out  
the Agile@IRAS  
Showcase?**

**You can learn  
more about the  
featured projects  
here.**

*It is not the strongest species that survive, nor the most intelligent, but those most responsive to change.*

**- Charles Darwin**



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**Thank You**