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
Future Workforce – Strategic Approach

Evelyn Khoo, Singapore
20 Sep 2022
Our journey: digital transformation and workforce transformation

A Service Organisation
Where taxpayers are valued customers

An Enabler to the Community
LEveraging Analytics, Design & Digitalisation

Secured first ever Public Service Workforce Transformation Award

1992
IRD to IRAS
An Efficient Tax Authority

1998

2005
A Partner of Taxpayers
In Nation Building, Economic Development & Inclusive Growth

2016

2022

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

Transformation Objectives & Desired Outcomes

Guiding Principles

Taxpayer-Centred Experiences
Socially Responsible Taxpaying Community
Empowered & Future-Ready People
Smart Digital Workplace

Shared Taxpaying Values

Customer Journey Maps/ future experiences were created

Embarked on service design projects based on lifecycles of key taxpayer segments

Started our LEA:D transformation journey early by understanding our taxpayers’ needs

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**FY2021:**

<table>
<thead>
<tr>
<th>Revenue Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Income Tax</td>
<td>30%</td>
</tr>
<tr>
<td>Individual Income Tax</td>
<td>23%</td>
</tr>
<tr>
<td>Withholding Tax</td>
<td>3%</td>
</tr>
<tr>
<td>Property Tax</td>
<td>8%</td>
</tr>
<tr>
<td>Stamp Duty</td>
<td>11%</td>
</tr>
<tr>
<td>Betting Taxes</td>
<td>4%</td>
</tr>
<tr>
<td>Goods and Services Tax</td>
<td>21%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

**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)**

**Key driving forces**

- **Changing economy and new biz models**
- **Fast changing technologies**
- **Rising taxpayers’ expectations**
- **Changes in fiscal & tax policies**
- **International tax developments**

**Importance of a future-ready workforce**

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

**~ 2,000 Staff**
Need for a holistic, “whole system” perspective for the workforce

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 for seamless delivery
  - 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:

<table>
<thead>
<tr>
<th>LEARNING, SKILLS ACQUISITION</th>
<th>STAFF SELF-ASSESSMENT/NEEDS DIAGNOSIS + ORGANISATION NEEDS</th>
<th>DEVELOPMENT OPPORTUNITIES e.g. job rotation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job profile</td>
<td>Competency benchmarks</td>
<td>Course identification/registration</td>
</tr>
<tr>
<td>Competency assessment</td>
<td></td>
<td>Digital learning</td>
</tr>
<tr>
<td>Learning data</td>
<td></td>
<td>Learning data</td>
</tr>
</tbody>
</table>
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
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

Strategic Thrust #2: FUTURE-DRIVEN SKILLING
Spotlight: driving transformative experiences >>> Q: what are skills needs?

Individual Taxpayers
- 8-Page Income Tax Return
- 2-Page Income Tax Return
- Digital Filing + No-Filing Service (NFS)

GST-Registered Businesses
- Paper GST return
- e-Filing + Seamless filing solution via accounting software + Simplified GST return for Overseas Vendor Registration Pay-Only regime

Corporate Taxpayers
- 7-page Form C for all companies
- 3-page Form C-S for small companies with ≤ $5m annual turnover + e-Filing of forms
- Form C-S (Lite) for companies with ≤ $200k annual turnover + Seamless filing solution via accounting software

Property Owners
- Paper bills
- Interactive Property Tax Bills (i-Bills)
- Single notification for taxpayers with multiple properties
Illustration: the new face of “HR” with 3D1A project skills
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

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

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

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
Thank You