



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



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Life-long Learning of Tax Officials

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PART ONE

Introduction



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INTRODUCTION



Training

- Help tax officials upgrade their knowledge and capabilities needed for current and future work.
- Most common and effective means of enhancing tax administration capacity.
- The Inland Revenue Department (IRD) has established a comprehensive training and development system.
- This presentation aims to share IRD's experience in formulating the Departmental Training and Development Plan (T&D Plan).



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PART TWO

Training Objectives



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TRAINING OBJECTIVES



IRD is committed to providing ample training opportunities in different areas to achieve the following objectives:-

1

To enable staff to acquire the necessary knowledge, skills and attitude to meet operational requirement and changing circumstances

2

To assist and facilitate in realisation of career development of individual officers as well as manpower succession plan of IRD

3

To promote a lifelong learning culture



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PART THREE

Training Committee



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TRAINING COMMITTEE



- Responsible for formulation of training policy and strategy, setting objectives for T&D Plan, deciding and approving training budget and use of departmental training fund.
- Chaired by Deputy Commissioner (Operations). Members include Deputy Commissioner (Technical), Assistant Commissioners and Chief Assessor of the functional Units of IRD, and Departmental Training Manager.
- A Chief Assessor of each Unit is assigned as the Unit's Training Representative to oversee job-related training and co-ordinate training activities with the Departmental Training Manager.



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PART FOUR

Training & Development Plan



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Formulating and Implementing the Plan



01

Understand Training & Development Needs

02

Map out Plans

03

Design and Provide Training

04

Conduct Regular Job-rotations

05

Promote Continuous Self-learning



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MAP OUT PLANS DESIGN AND PROVIDE TRAINING



Organise structured training programmes and customised training courses based on training needs

SCOPE

- Tax, accounting, management, language proficiency, communication skills, innovation and technology applications, integrity, etc

TRAINER

- In-house senior officers
- Civil Service College
- External professional / academic institutions

MODE

- Classroom-based
- Web-based
- Hybrid training



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TRAINING PROGRAMMES



- Induction Training
- Assistant Assessors Training Course
- On-the-job Training
- Continuing Professional Education (CPE) Programmes
- Management Skills, Communication Skills, Customer Service and Language Training
- Overseas Training & National Studies
- Specialised trainings, such as those on policy and public administration, for senior and experienced officers for career development and succession



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REGULAR JOB-ROTATIONS



- Develop officers' different skill sets and broaden their job experience
- Enhance job satisfaction
- Strengthen foundation for career advancement



PROMOTE CONTINUOUS SELF-LEARNING



- Provide tools for self-learning
- Grant training and study leave
- Reimburse examination and training course fees



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PART FIVE

Review & Evaluation



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REVIEW & EVALUATION

Training programme is reviewed
and evaluated regularly

1

Training Committee meets regularly
to monitor the training activities

2

Feedback received from
participants of training programmes



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PART SIX

Conclusion



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CONCLUSION



- Training plays an essential role in enhancing tax administration capacity.
- It is challenging for tax officials to acquire latest professional knowledge and improve their working skills in the post-pandemic era.
- IRD recognises the on-going challenge and is aware that a lifelong learning system is crucial to overcome the challenges.



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THANKS