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
Life-long Learning of Tax Officials

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01 Introduction
02 Training Objectives
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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).
PART TWO

Training Objectives
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
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.
PART FOUR
Training & Development Plan
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
Learning direction or suitable programmes identified by the Training Committee

Staff’s views on training needs collected through periodic “Meet the Staff” sessions

Training needs identified through periodic appraisal review

Evaluation results obtained from participants of training programmes

Understand Training & Development Needs
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
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
• Develop officers’ different skill sets and broaden their job experience
• Enhance job satisfaction
• Strengthen foundation for career advancement

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

Review & Evaluation
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
PART SIX
Conclusion
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.
THANKS