

realising aspirations with our staff

At the heart of IRAS are people who answer a special calling to take on a critical mission that makes all the difference to the present and future of our nation. The complex and highly demanding task of revenue collection calls for a special sense of diligence and dedication, and an undying urge to perform and excel.

The drive to learn, to change and to grow separates those who are successful, from those who are not. IRAS makes it a priority to construct an environment

where its people enjoy every opportunity to be the best they can be. This demands that we constantly review the past, assess the present and plan for the future. We are continually evolving our training programmes, appraisal and reward systems, and work-life initiatives that all combine to enable our people to carve a meaningful career within IRAS and in the process make a significant contribution to the nation.

As the times change, so will the nation and its people. With the spirit of learning and innovation already deeply embedded in us as an organisation, we will confidently keep in step as we move forward as one.





As at 31 March 2008, our staff strength stood at 1,654. Staff turnover rate for FY2007/08 is 7.3% for permanent staff.

STAFF TRAINING

In IRAS, we constantly review staff training policies and build up our capabilities and competence. For FY2007/08, S\$3.7 million was invested in staff training. This amounted to 2.9% of the payroll, a slight decrease from the 3.0% spent in the last FY. The average learning man-days per employee for FY2007/08 was 12.8 days, an improvement of 1.9 days from last year's average figure of 10.9 days.

LEARNING AND INNOVATION

IRAS' spirit of continuous learning and innovation is evidenced by the completion of 140 learning and innovation projects with cost savings of S\$649,841. At IRAS, we appreciate and recognise staff innovation through awards such as Commissioner's Award, Most Innovative Branch Award, Monthly Top Suggestor Award and Friend of Innovation Award.

We celebrated IRAS' 15th year as a statutory board on 1 September 2007 with the theme, "6 Decades of Learning & Innovation... A Future without Limit". We held our "Learning and Innovation Festival" in conjunction with the IRAS Day celebrations. One of the activities lined up

was “Creating a New Staff Suggestions Scheme (SSS) record for IRAS” on 29 August 2007. IRAS staff participated enthusiastically and set a new record of 511 new ideas generated in just 15 hours.

While a lot of ideas are generated during the course of our work, we also see the benefit of a time dedicated towards innovation and the generation of ideas, hence the birth of the “Time for Innovation” as part of our Learning and Innovation initiative.

Under this initiative, staff would set aside a dedicated time to gather together in order to critically re-examine work processes. A brainstorming session would be conducted to build on the innovative ideas generated during this time. These ideas are captured in our SSS database and Projects database. For FY2007/08, the SSS implementation rate was 68% with an average of 2.0 suggestions contributed per officer.

IRAS won “Most Improved Agency Award” at the Ministry of Finance Productivity Day held on 28 September 2007. We have also competed with twelve other projects’ exhibits and emerged as winner for the “High Impact Award” for “No Return No Filing” project done by the Individual Income Tax Division. In addition, we also bagged

the Best Project (Bronze) Award at the PS21 ExCEL Convention on 1 November 2007 for the same project.

MAKEOVER@RH - A NEW WORK ENVIRONMENT

Following up from our space rationalisation study conducted in FY2006/07, we have embarked on an 18-month “Makeover@RH” project, with the motto “Reuse, Recycle and Refresh”. The objectives are to optimise use of space and resources, and to re-design our office layout for a more open, conducive and vibrant environment.

Staff from various Divisions took turns to move to temporary office spaces while their new office areas were being renovated. More than half of the staff participated in designing their new work environment by voting for the colours of the carpet, workstations and wall pictures and suggesting names for the meeting rooms. After the makeover, office areas were refurbished in vibrant colours, with the addition of breakout areas and open pantries. We have also refreshed the Basement 1 lobby and converted some parts of that level into training facilities.

As part of the exercise, the Taxpayer Services Centre was also refurbished with a new waiting area that boasts of more computer terminals and workstations to better meet taxpayers’ needs.

REVIEW KNOWLEDGE MANAGEMENT

Knowledge Management (KM), an organisation-wide initiative introduced in 2003, is the key to IRAS achieving the next quantum leap in organisational excellence through building a knowledgeable and competent workforce. KM directly contributes towards IRAS’ corporate goal of staff competence and promotes a learning and sharing culture.

As part of continuous improvement, in FY2007/08, IRAS embarked on a journey to review its KM implementation together with an external consultant. Results showed that IRAS had made significant progress in our KM journey. A revised framework, together with some recommendations, was put in place. Through the various KM activities, we will ensure the integration of KM practices and processes into day-to-day work so as to reap the benefits of KM.



ACCREDITED TAX SPECIALISTS SCHEME

The Accredited Tax Specialist (ATS) Scheme is a framework covering the accreditation of tax specialists in Income Tax, Goods and Services Tax and Property Tax. The ATS Scheme provides recognition to tax officers who have attained a high level of technical competency. It puts in place a structure for tax specialists to continually upgrade, share their technical knowledge, and contribute to the technical development of other tax officers in IRAS.

17 officers were accredited as ATS during the year, bringing the total number of ATS to 87. We also reviewed and improved the career progression of tax specialists.

NEW PERFORMANCE APPRAISAL AND REWARDS SYSTEM

In FY2007/08, we implemented a new Performance Appraisal and Rewards System (PARS). With PARS, we have enhanced the transparency of our appraisal system and tied rewards more directly to performance. With this, an officer's performance grade will translate directly to the increment and performance bonus he receives.

ORGANISATIONAL CLIMATE SURVEY

Through the Organisational Climate Survey (OCS) conducted in 2007, we have identified areas that

we can improve on. Efforts were made to close gaps identified in this OCS so as to increase staff satisfaction. For instance, to further enhance the quality of leadership, workshops were conducted for supervisory staff. Another follow-up included engaging supervisors in the process of setting individual officers' Key Performance Indicators (KPI) and performance targets. Qualitative measures were also put into staff's individual KPIs to balance the emphasis between quality and quantity.

WORK-LIFE BALANCE

At IRAS, we believe that work-life integration is important for the physical, emotional and mental well being of staff. Our philosophy of work-life balance drives our programmes and facilities catered for staff and their families. Programmes and activities such as Family Day, Fun & Fitness Day, and lunchtime talks on nutrition, health, finance, and so on, were organised throughout the year.

In June 2007, IRAS was awarded the Work-Life Excellence Award by Employers Alliance. Besides the award, we are proud to share our work-life balance initiatives, flexible work and flexible benefits schemes through a book published for HR practitioners titled "Work-Life Integration and Achieving".



This year, IRAS has also appointed our own Work-Life Advocates and Ambassadors (WLAs) to facilitate and drive the organisation towards a work environment that is conducive to work and personal life. The ambassadors work closely with other committees in IRAS to synergise work-life policies and programmes. One of the new initiatives launched this year is encouraging all meetings on Fridays to end before 4:00 p.m. This is so that staff will be able to leave office on time to spend time with their family and friends.

FY2007/08 was an exciting year on the sporting front for IRAS.

The biennial Revenue Games with Inland Revenue Board of Malaysia (IRBM) was revived after a hiatus of more than ten years. The Revenue Games 2008 was hosted by IRBM, from 18 to 21 January, in Kuantan, Pahang. There was a mix of competitive and friendly games. Our 100-strong sports contingent, led by the Commissioner, fought hard and performed better than at the previous Revenue Games. We emerged victorious for four out of ten games, namely golf, netball, basketball and badminton. Kudos to all sports teams for their commitment and effort in training for this event.

External and internal events and tournaments organised by Inland Revenue Recreation Club

Sports Committee were also well received and supported by IRAS staff. Amidst strong competition at the annual Public Service STAR Games, our participating staff fought hard and did IRAS proud at netball, cross-country and dragonboat. At the Constituency Sports Clubs Reservoir Run, our runners achieved third runner-up in the Women's Open event and second runner-up in the Women's Senior event.

The biennial IRAS Family Day 2007 with the fun theme, "Jungle Madness", was held at the Singapore Zoo on 3 November 2007. An overwhelming 1,692 staff and family members turned out for the activities-packed day. IRAS staff and their family members were entertained with stage acts such as Bhangra Dance, Hip Hop Dance Stunts, Flame of the Forest Performance and a Martial Arts and Qigong show.

To cater to the vast interests of IRAS staff, we organised recreational day trips such as World War II Trail to Changi Museum, Bukit Chandu and Labrador Secret Tunnel and visits to the Otah Factory, Crocodile Farm, Aquarium Fish Farm, Prawn Farm and Wheat Grass Farm.

In another initiative to encourage our staff to stay healthy and active, IRAS launched the Circuit Express Programme on 18 February 2008. Staff

formed groups of ten to 12 to engage in a series of circuit exercises using the equipment in the gym, with guidance from a trainer. The healthy mindset of IRAS staff was evident from the take-up rate for the new programme, with available circuit training slots being taken up by staff within three days of the launch.



RETIREMENT OF SENIOR MANAGEMENT

During the year, two of our most senior deputy commissioners, Mr Alan Ow and Mr Ng Keat Seng retired.

After 37 years of dedicated service to the Inland Revenue Department (IRD) and IRAS, Mr Alan Ow retired on 30 November 2007. Mr Ow oversaw the Individual Income Tax Division and the Taxpayer Services Division, and was also the Chief Executive Officer of the Tax Academy of Singapore (TAS). His deep knowledge and experience in tax policy and administration has been invaluable in guiding IRAS through its many phases of development. He will continue to sit on TAS' Board of Directors after he steps down as its CEO to strengthen training and professional development programmes for the tax community.

Mr Ng Keat Seng, who retired on 11 April 2008, oversaw the Corporate Tax Division (CTD) and the Tax Policy & International Tax Division. Over the years, Mr Ng had made major contributions to improving our income tax policies and practices and developing our tax treaty framework. He has stayed on to provide tax advice and consultancy on a part-time basis after his retirement.



Mr Alan Ow

Mr Ng Keat Seng

RECOGNISING EXCELLENT STAFF AND PARTNERS

IRAS staff constantly strive to improve our skills and knowledge, in order to deliver excellent service to taxpayers. Special mention must be given to a select team of officers whose dedication to excellence is publicly recognised through prestigious awards such as the PS21 Star Service Award and the National Day Award.

RECIPIENTS OF NATIONAL DAY AWARD

Name of Staff	Designation/Branch	Award
Mr Wilson Ong Joon Lim	Assistant Commissioner, Goods and Services Tax	Public Administration Medal (Silver)
Mrs Wee-Poh Lai Khim	Director, Infocomm	Public Administration Medal (Bronze)
Mr Ernest Lee Kian Meng	Director, Organisation Excellence	Commendation Medal
Miss Chua Li Tiam Sally	Manager, Revenue Accounting	Efficiency Medal
Miss Foo Jock Thoo	Manager, Compliance Service	Efficiency Medal

RECIPIENTS OF PS21 STAR SERVICE AWARD

Name of Staff	Designation/Branch
Mr Abdul Jalil Bin Anwari	Senior Tax Officer, Good & Services Tax – General
Mr Tham Kok Hoe	Tax Officer, Contact Centre



RECIPIENTS OF IRAS TRAVEL AWARD

Name of Staff	Designation/Branch	Award
Miss Quek Puay Kiang	Acting Group Specialist, Corporate Tax – Large Corporation	Silver
Mrs Cheng-Lim Peck Choo	Senior Tax Officer, Compliance Services	Silver
Mdm Lim Siew Hiok	Assistant Manager, Property Tax – Residential	Silver
Ms Ng Siew Geok	Tax Officer, Contact Centre	Silver
Mdm Badariah Bte Mohammed Lani	Senior Assistant Processing Officer, Processing Centre	Bronze
Miss Neo Soen Hwa	Senior Assistant Admin Officer, Goods and Services Tax – General	Bronze
Ms Chia Soo Chern	Assistant Manager, Revenue Accounting	Bronze
Mrs Ong Eng Teck	Assistant Manager, Infocomm Service	Bronze
Miss Tan Mui Hoon	Senior Tax Officer, Filing Compliance	Bronze
Miss Tay Hwee Ling Junie	Assistant Manager, Goods and Services Tax – General	Bronze
Mrs Choo Lai Chun	Manager, Internal Audit	Bronze
Ms Tan Hwee Kian Christine	Manager, Human Resource	Bronze

RECIPIENTS OF IRAS QUALITY SERVICE AWARD

Name of Staff	Designation/Branch
January – March 2008	
Ms Tey Pei Wing	Tax Officer, Revenue Accounting
Mr Jimmy Chun-Hung Oei	Senior Tax Specialist, International Tax
Miss Goh Sher Chin Karen	Principal Tax Officer, Corporate Tax – General
Mr Mohammad Fauzi Bin Rohman	Tax Officer, Filing Compliance
Miss Lee Siew Foong Carina	Senior Tax Officer, Goods and Services Tax – General
Ms Lim Ai Nee Lillian	Senior Tax Auditor, Individual Income Tax – Ruling and Compliance
Miss Eow Sze Hui Amy	Senior Infocomm Officer, Infocomm Application
Miss Loo Winna	Valuer, Property Tax – Commercial
Mr Sundaresan Shanmuganath	Tax Officer, Contact Centre

Name of Staff	Designation/Branch
October – December 2007	
Mrs Goh-Teo Peck Hoon	Senior Assistant Processing Officer, Processing Centre
Miss Lee Siew Chin	Senior Human Resource Officer, Human Resource
Mr Tan Chyi Ming Clement Nicholas	Seconded Officer, Ministry of Trade and Industry
Ms Foo Siang Hui	Tax Officer, Payment Enforcement
Miss Dohadwala Natasha Najmuddin	Assistant Manager, Goods and Services Tax – Large Business
Mdm Aminah Bte Bakar	Senior Assistant Admin Officer, Individual Income Tax – Self-Employed
Mr Yap Mia Kai	Senior Infocomm Specialist, Infocomm Technology & Planning
Ms Yeo Swee Hoon Rachel	Valuation Officer, Property Tax – Residential
Ms Zahara Bte Johari	Assistant Admin Officer, Contact Centre



RECIPIENTS OF IRAS QUALITY SERVICE AWARD (CONT'D)

Officers

Designation/Branch

July – September 2007

Ms Neo Chai Chin	Assistant Manager, Revenue Accounting
Mdm Fazuiah Bte Kamaruddin	Assistant Organisation Excellence Officer, Organisation Excellence
Miss Lee Voon Kee	Tax Specialist, Corporate Tax – General
Mrs Cheng-Lim Peck Choo	Senior Tax Officer, Compliance Service
Ms Ong Poh Moi Susan	Senior Tax Auditor, Goods and Services Tax – Wholesale Trade
Miss Yeo Lay Heok	Senior Tax Officer, Individual Income Tax – Foreigner & Clearance
Miss Lee Zhenzhen	Infocomm Officer, Infocomm Infrastructure & Operations
Miss Er Kim Thoe	Valuation Officer, Property Tax – Industrial
Mr Teo Sze Leong Richard	Acting Manager, Goods and Services Tax – Wholesale Trade

Officers

Designation/Branch

April – June 2007

Mr Teo Thiam Yeong	Tax Officer, Electronic Interface
Ms Lam Lee Yong	Senior Admin Officer, Finance & Administration
Miss Han Wee Eng	Tax Specialist (Accredited), Corporate Tax – Large Corporation
Miss Woo Hwee Geok	Senior Tax Officer, Filing Compliance
Mrs Lim Soon Kiat	Tax Officer, Goods and Services Tax – General
Miss Tan Wang Cheu	Senior Tax Officer, Individual Income Tax – Employee (Specialised) & Estate Duty
Mr Jong Chun Hong	Infocomm Specialist, Infocomm Application
Mdm Siti Siah Bte Sumani	Assistant Admin Officer, Property Tax – Valuation & Stamp Duty
Mr Velayutham S/O Kuppusamy	Tax Officer, Contact Centre

Partnering our staff to deliver excellent services are our suppliers and service providers who rendered us support. The good service from our suppliers and service providers has ensured the smooth running of our operations. We thank them for their commitment and excellent work provided for the past year, and look forward to a stronger partnership in the new financial year.

OUTSTANDING SUPPLIERS FOR FY2007/08

Supplier	Services Rendered
AXS Infocomm Pte Ltd	Provision of NETs Kiosks Services
CrimsonLogic Pte Ltd	Maintenance of e-Stamping Front End System
DBS Bank Ltd	Processing of Tax Refund
Singapore Post Ltd	Collection of Tax
The Hongkong and Shanghai Banking Corporation Limited	Cheque Receipting Services

