

# GROWING OUR STAFF

It is all about the people. Even as we pursue our mission and steadily fulfil our vision, we never forget that it is our people who will define our success as the nation's tax revenue authority.

We believe in investing in the people who work with us and for us. By improving their skill set and honing their individual capabilities, we hope that they can offer more to the taxpayers they serve – be it in service delivery or quality of tax advice. But improved performance and productivity, on their own, do not suffice. The desire to serve is the fuel that drives us to achieve excellence in all areas of our work, and IRAS works ceaselessly to build a culture of service. Equally important, we foster a culture of innovation so that we will be motivated to always find new and better ways to get our job done.

**In IRAS, we work as one, and grow as one. By providing pathways to successful and fulfilling careers, we ensure that our staff will stay the course to partner us on our journey into the future.**





### **Staff Training**

In IRAS, we constantly review staff training policies and make improvements to build capabilities and competence. For FY2006/07, S\$2.9 million was invested in staff training. This amounted to 3.0% of the payroll. The average learning man-days per employee for FY2006/07 was 10.9 days, an improvement from last year's average figure of 10.1 days.

In addition, we continued to encourage staff to develop themselves through eLearning. In FY2006/07, about 50 staff benefited from Civil Service College's eLearning courses of "Knowledge Creation, Innovation and Change" and "Managing Change for Public Service". We have also launched an e-Orientation Programme to complement the quarterly orientation sessions conducted for new recruits. This e-Learning programme covers important corporate information such as employee guidelines, the staff union, as well as PS21 initiatives.

### **Learning and Innovation**

Our 2nd annual Learning and Innovation Festival held in June 2006 drew active participation from our staff. There were talks on innovation and entrepreneurship, and the Innovation Award Ceremony was held to commend staff for contributing their innovative suggestions. This spirit of continuous learning and innovation is evidenced by the 126 projects completed with cost savings of S\$589,701.

A new initiative, Time for Innovation, was launched in FY2006/07, where time was dedicated for staff to come together as a division to participate in activities planned by the division's Innovation Activists. The ideas generated from these sessions were then submitted to the Staff Suggestion (SSS) Database. For FY2006/07, the SSS implementation rate was 75.0% with an average 1.6 SSS raised per officer.

### **Organisation Climate Survey (OCS)**

The biennial OCS was conducted in January 2007. It is an important platform to assess staff's perception on the organisation's development and initiatives, and

acts as a gauge to measure staff's commitment to the organisation's directions and values.

The survey results enabled us to benchmark IRAS against other public and private organisations, in terms of employee opinion on the various organisational dimensions and suggested areas for improvement.

### **Review of Accredited Tax Specialists Scheme**

The Accredited Tax Specialists (ATS) Scheme raises the status and standing of our tax specialists and encourages more young officers to join the ranks of tax specialists. The scheme was enhanced this year after obtaining inputs from staff. Among other things, the changes aim to encourage more learning and sharing of knowledge among tax specialists. We also made changes to the designations of our tax specialist jobs to reflect more clearly the seniority and technical nature of these jobs, and introduced an annual allowance of S\$2,400 for all ATS. During the year, 16 more officers joined the ranks of ATS, bringing the total to 70 ATS.

### **New Performance Appraisal and Rewards System**

From FY2007/08 onwards, we will implement a new Performance Appraisal and Rewards System to make our appraisal system more open and transparent, and to tie rewards more directly to performance. Under the new system, an officer's performance grade will translate directly to the increment and performance bonus he receives. Training workshops have been organised for supervisors to prepare them for the change.

### **Work-Life Balance**

Since May 2006, IRAS has introduced more flexible working hours by allowing staff to start work at 9.00 a.m. should that suit their personal arrangements better. Our organisation has also made the staff benefits scheme more flexible by extending the amount previously allowed as travel allowance to be used for training, personal

development and health related activities.

In the year, we performed exceedingly well in the area of sports and games. Record-breaking achievements were attained in both the biennial Inter-Statutory Board Games (ISBG) and the annual Public Service STAR Games (PSIG). In the ISBG 2006, we were placed at the fifth position out of 33 statutory boards.

At IRAS, we have a very active Inland Revenue Recreation Club (IRRC) that takes charge of organising recreational and social activities for our staff. One major event organised by the IRRC during the year was the Dinner and Dance at Meritus Mandarin Hotel in December 2006, with the theme being "TV Mania". It was a night filled with entertainment and laughter, with guests being treated to a salsa dance performance by IRAS staff and ballades by past "Talentine" winners.

Trips were also organised for staff by the IRRC. The trips include visits to a local animal farm, a museum, "The Battle Box", and a bird's nest factory. There was also a 3-day-2-night overseas trip to Kuala Lumpur where staff visited the Perdana Putra and the scenic Putra Lake district. Not only were these trips fun, educational and relaxing, they also provided excellent opportunities for socialising and bonding between staff and their families.

The active and healthy lifestyle of our staff was evident from the encouraging participation rate in the "Walk@Marina Bay" organised by Civil Service Club in December 2006, where 168 IRAS staff registered for the event.

### **Manpower Position**

As at 31 March 2007, our staff strength stood at 1,600. Staff turnover rate for FY2006/07 is 5.8% for permanent staff. 14 female officers were on the part-time scheme during the year.

## Recognising Excellent Staff and Partners

At IRAS, we have an excellent team of competent and committed staff working hard to fulfil our Vision of being the leading tax administration in the world. Awards such as the PS21 Star Service Award, the National Day Award and the MOF STAR Service Award recognises the select group of officers who have gone beyond the call of duty in their contributions to our organisation.

### Recipients of National Day Award

Name of Staff	Designation/Branch	Award
Mr James Khor Ngiap Long	Assistant Commissioner, Individual Income Tax Division	Public Administration Medal (Silver)
Mrs Low-Chua Pik Sim	Tax Specialist, Tax Policy & Ruling	Commendation
Mdm Tan Sok Peng	Manager, Goods & Services Tax – Wholesale Trade	Efficiency
Mrs Tay Beng Choo	Manager, Processing Centre	Efficiency

### Recipients of MOF Star Service Award

Name of Staff	Designation/Branch
Miss Chin Sau Hing	Tax Officer, Contact Centre
Mrs Ong Sock Eng	Senior Tax Officer, Individual Income Tax – Self-Employed
Mr Lim Khee Hock	Senior Tax Officer, Compliance Service
Mrs Chan Siew Luan Susan	Tax Officer, Filing Compliance

### Recipients of PS21 Star Service Award

Name of Staff	Designation/Branch
Miss Chin Sau Hing*	Tax Officer, Contact Centre
Mrs Ong Sock Eng	Senior Tax Officer, Individual Income Tax – Self-Employed
Mr Lim Khee Hock	Senior Tax Officer, Compliance Service

\* Miss Chin Sau Hing is the recipient of the 'Distinguished' STAR Service Award

## Recipients of IRAS Travel Award

Name of Staff	Designation/Branch	Award
Mr Tan Teck Beng	Tax Officer, Intelligence	Gold
Mr Tan Chong Seng	Senior Tax Officer, Individual Income Tax – Ruling & Estate Duty	Silver
Mrs Loh P H Helen	Senior Tax Officer, Electronic Interface	Silver
Mr Woo Fook Chuen	Assistant Manager, Property Tax – Residential	Silver
Mrs Teo-Yeow Nyoon Yin	Manager, Payment Enforcement	Silver
Miss Yoke Swee Lan	Senior Tax Officer, Individual Income Tax – Foreigner & Clearance	Bronze
Mrs Wong-Chua Soon Tee	Tax Officer, Contact Centre	Bronze
Mrs Ramlah bte Ibrahim	Goods & Services Tax - General	Bronze
Mrs Ng-Lee Yeow Khiang	Manager, Revenue Accounting	Bronze

## Recipients of IRAS Quality Service Award

Name of Staff	Designation/Branch
<b>January – March 2007</b>	
Ms Ho Choy Kheng	Assistant Manager, Goods & Services Tax – Large Business
Miss Teo Ching Ling	Tax Officer, Contact Centre
Ms Julieana bte Elias	Tax Officer, Individual Income Tax – Employee
Mdm Zahara bte Abdul Rahman	Assistant Administrative Officer, Corporate Tax – General
Ms Margaretha Desy Susanty	Tax Officer, Property Tax – Residential
Miss Bahvani d/o Sivarajoo	Assistant Manager, Payment Enforcement
Mrs Wong-Lim Hong Huay	Assistant Accounts Officer, Revenue Accounting
Mr Nallaperumal Deverpiran	Principal Infocomm Specialist, Infocomm Operations
Miss Yit Ka Yin Annie	Senior Internal Auditor, Internal Audit

## Recipients of IRAS Quality Service Award (cont'd)

### Name of Staff

### Designation/Branch

#### October - December 2006

Mr Yam Tee Meng	Tax Auditor, Goods & Services Tax – Wholesale Trade
Ms Nazieah bte Mohd Saleh	Taxpayer Services Officer, Taxpayer Services Management
Mr Wong Yew Mun	Senior Tax Officer, Individual Income Tax – Self-Employed
Mdm Rohani bte Hashim	Senior Assistant Administrative Officer, Corporate Tax – Rulings, Charities, Clubs, Private Lottery, Trust
Mr Yeo Peng Khoon Patrick	Senior Valuer, Property Tax – Commercial
Ms Lim Geok Suan	Senior Tax Officer, Compliance Service
Miss Surainah bte Abdullah	Assistant Processing Officer, Processing Centre
Miss Teng Mui Kia	Infocomm Officer, Infocomm Operation
Ms Yong Yin Ching	Senior Administration Officer, Finance & Administration

#### July - September 2006

Mr Abdul Jalil bin Anwari	Tax Officer, Goods & Services Tax – General
Mr Tham Kok Hoe	Tax Officer, Contact Centre
Miss Lai Lan Fah	Senior Tax Officer, Individual Income Tax – Ruling & Estate Duty
Mdm Maimunah bte Omar	Assistant Administrative Officer, Corporate Tax – General
Ms Lee Wei Hwee	Senior Valuation Officer, Property Tax – Industrial
Mrs Ooi Soon Mee	Senior Tax Officer, Payment Enforcement
Miss Norliah bte Mohamed Sarkani	Tax Officer, Revenue Accounting
Ms Chong Sook Yee	Infocomm Specialist, Infocomm Service
Miss Lee Hui Leng	Senior Corporate Planning Officer, Corporate Planning

## Recipients of IRAS Quality Service Award (cont'd)

### Name of Staff

### Designation/Branch

#### April - June 2006

Miss Tay Hwee Ling Junie	Senior Tax Auditor, Goods & Services Tax – Large Business
Mr Lum Hong Ching Felix	Acting Manager, Intelligence
Mr Lim Wai Keong	Senior Tax Officer, Individual Income Tax – Foreigner & Clearance
Ms Tan Lee Eng	Principal Tax Auditor, Corporate Tax – Field Audit
Miss Chan May Ling Judy	Tax Officer, Property Tax – Residential
Miss Te Slow Ling	Senior Tax Officer, Compliance Service
Miss Sofiyah bte Mohammad Sofiyan	Tax Officer, Electronic Interface
Mr Ow Yaw Wei	Infocomm Specialist, Infocomm Operation
Miss Usha Raneer Chandradas	Senior Legal Officer, Legislation

Just as we recognise our staff for their excellent service delivery, we also acknowledge the importance of good service from our suppliers and service providers. We thank them for their commitment and excellent work rendered for the past year, and certainly look forward to a stronger partnership this coming financial year.

## Outstanding Suppliers for 2006/07

### Supplier

### Services Rendered

The Hongkong and Shanghai Banking Corporation Limited	Cheque Receipting Services
Multron Systems Pte Ltd	Maintenance of Fire Alarm System
Singapore Post Ltd	Collection of Tax
Min Hwa Envelope Manufacturers Pte Ltd	Supply of Envelopes
Qmatic System (S) Pte Ltd	Enhancement and Maintenance of Queue System
NCS Pte Ltd	Application Software Engineering Services
Kodak Singapore Pte Ltd	Maintenance of Scanners