



DEVELOPING COMPETENT STAFF



THE YEAR IN REVIEW

We believe that it is only through our people, that we can achieve Our Vision. Everyone matters. With our firm commitment to training and development, we are building a strong, dedicated team which is highly competent and responsive to taxpayers' needs.

Through various initiatives, IRAS continually improves the competencies and skills of our staff to maximise their potential, and serve the nation and taxpayers better.



IRAS views the development of its staff a continuing and critical process. Through the different initiatives we have implemented, we hope to build upon the competencies of all our staff, moulding together a team of competent staff.

For the FY2005/06, S\$3.1 million was invested in staff training. This amounted to 3.2% of the payroll, an increase from the 2.9% spent in the last FY. The average learning man-days per employee for FY2005/06 was 10.1 days, which is also an improvement from last year's average figure of 10 days.

A wide range of courses tailored to bridging competency gaps is made available to all our staff. Staff continue to share their knowledge with their peers upon returning from these courses, via sharing sessions or through articles in our Knowledge Management (KM) repository. These forms of sharing have the two-fold benefit of reinforcing what officers pick up from the course, while enriching their fellow officers. For FY2005/06, more than 1,000 eLearners were registered. Staff have the flexibility of choosing and attending the online courses under our eLearning system, according to their own schedules.

We feel that the training efforts made are important, as each of our staff served an average of 1,451 taxpayers for the financial year.

New Individual Competency Assessment (ICA) Framework for FY2005/06

In our efforts to enhance the competency of our staff, a new Individual Competency Assessment (ICA) Framework was implemented in FY2005/06. The new framework uses the competency-based model to identify the competencies required in the organisation,

which are grouped into two groups; namely the Behavioural Competencies, and Functional Competencies. The former is differentiated by job levels, and the latter by the types of jobs. This provides for more clarity on competency requirements and developmental gaps, from which staff and their supervisors can work on to bridge.

ACCA Approved Employer Status

IRAS gained accreditation for the Association of Chartered Certified Accountant (ACCA) Approved Employer Status in November 2005. The award recognises the quality of IRAS' training and development systems. IRAS is the first government body in Singapore recognised by the ACCA for its support for the continuing professional development of our qualified tax professionals. Staff members belonging to the ACCA now need not submit their annual continuing professional development returns to the association.

The accreditation also benefits all IRAS staff, as they are able to access ACCA's online knowledge library, even without the ACCA membership.

Learning and Innovation

Our inaugural Learning and Innovation Festival drew an overwhelming response, with 93.0% of all staff participating in the various activities organised in August 2005. The aim of the festival is to promote continuous learning and innovation amongst staff.

Indeed, the spirit of continuous learning and innovation is very much alive in our staff. This is evidenced by the 1,230 staff suggestions and 101 QAC (Quality Action Circle) projects that were completed in FY2005/06. The savings brought about by the ingenuity and creativity of our staff totalled S\$252,125.

External recognition for our efforts in improving productivity came in the form of the MOF Power Suggestion (Gold) Award. In the 2005 MOF ExCel Convention, our staff also brought home three Best IQT/WITS awards.

BUILDING A TEAM OF COMMITTED STAFF

IRAS prides itself on its team of committed staff. We believe in offering a competitive package to reward and motivate our staff. For FY2005/06, we have further enhanced our schemes of service and benefits package to cater to the capabilities, and diverse needs, of our staff. All this is done with the aim of achieving a healthy work-life balance.

2005 IRAS Scheme of Service (IS)

To provide a competitive environment with greater advancement opportunities, IRAS' previous five schemes of service were amalgamated into a single scheme on 1 September 2005. The rationale for the consolidation was to allow for career progression for all staff based on their individual capabilities, unhampered by scheme of service or academic qualifications.

TOTAL STAFF STRENGTH: 1,704
 (includes contract staff,
 but excludes seconded staff)

DISTRIBUTION OF STAFF BY JOB LEVEL

JOB LEVEL	PERCENTAGE
Junior Officers	13%
Officers/ Senior Officers	71%
Managers/ Specialists and above	16%
TOTAL	100%

DISTRIBUTION OF STAFF BY QUALIFICATION

QUALIFICATION	PERCENTAGE
Degree and above	42.8%
Diploma	30.1%
'A' Level and below	27.1%
TOTAL	100%

DISTRIBUTION OF STAFF BY AGE

AGE	PERCENTAGE
Age 30 and below	38.4%
Age 31 to 40	25.9%
Age 41 to 50	24.4%
Age 51 and above	11.3%
TOTAL	100%

STAFF TURNOVER RATE

YEAR	PERCENTAGE
FY2003/04	3.9%
FY2004/05	4.8%
FY2005/06	4.7%

As an employer of choice, IRAS offers staff balanced work-life. We believe that greater staff satisfaction ultimately translates into higher job productivity and better service.



Collective Agreement 2006

The new IRAS Staff Collective Agreement 2006 was concluded and signed by IRAS Management and the IRAS Staff Union (IRASSU) on 24 January 2006.

One of the new initiatives introduced under the Collective Agreement is the Flexi-Benefits Scheme. Under this scheme, staff are given the flexibility to claim 85% of the costs incurred, subject to a specified amount, for various activities and purposes such as vacations, self-development, and health activities and products.

Pro-Family Environment

In line with the Civil Service's practice of promoting a family-friendly work environment, several activities were organised for the benefit of staff members and their loved ones.

Our Family Day celebration, with the theme "Tribal Heartbeat", was held at Pasir Ris Park on 12 November 2005. The numerous activities for the young and young-at-heart, lent a carnival atmosphere to the proceedings, entertaining staff and guests throughout the day.

Our staff continued to enjoy the benefits of having a childcare centre within our premises, with 68 IRAS staff enrolling their children in the Learning Vision Pre-School Centre. Ten officers within our ranks enjoyed the flexibility of part-time work, to balance their careers and well-being of their children below eight years old.

Other family-friendly measures introduced in this financial year include time-off for spouse hospitalisation. Our pro-family environment was recognised with the 2005 Singapore Family Friendly Employer Award.

Healthy Living

From night cycling to Scrabble competitions to scenic nature walks on Pulau Ubin, there is a host of recreational activities to suit everyone's preference here at IRAS. Events catering to our staff's diverse tastes are organised on a regular basis, in line with our belief that all staff should lead a healthy lifestyle, working hard and playing hard.

In FY2005/06, our staff benefited from the setting up of a "Measure Me Corner", where they assess their health and fitness levels, with stations measuring indicators like body fat percentage and blood pressure.

The chairperson of our Staff Well Being (SWB) Committee 2004/05, Assistant Commissioner of Corporate Tax Division, Mrs Sabina Cheong, was awarded the Singapore Health Promoter Award. This award recognises passionate individuals who promote a healthy lifestyle at the workplace. The organisation also received the Singapore H.E.A.L.T.H Award (Platinum) for our continuing efforts in promoting a healthy lifestyle.

RECOGNISING EXCELLENT STAFF AND PARTNERS

At IRAS, we believe that with our commitment to training and development, all our staff are competent and responsive to taxpayers' needs. However, special mention must be given to officers who have gone beyond the call of duty in their contributions to our organisation. To this select group of officers, we applaud you for your efforts in driving IRAS to fulfill its Vision of being the leading tax administration in the world.

RECIPIENTS OF NATIONAL DAY AWARD

Name of Staff	Designation/ Branch	Award
Mr Ng Keat Seng	Deputy Commissioner, Business Group	Public Administration Medal (Gold)
Mrs Cheong Hwee Bin Sabina	Assistant Commissioner, Corporate Tax Division	Public Administration Medal (Silver)
Mrs Lee Leng Kiong	Director, Corporate Communications	Public Administration Medal (Bronze)
Mr Teo Sze Leong	Principal Tax Investigator, Investigation	Commendation Medal
Mrs Chong-Gan Kim Choo	Acting Manager, Corporate Tax - General	Efficiency Medal
Miss Ang Cheng Guay	Manager, Individual Income Tax - Foreigner & Clearance	Efficiency Medal
Miss Lee Lay Har	Manager, Contact Centre	Efficiency Medal

RECIPIENTS OF MOF STAR SERVICE AWARD

Name of Staff	Designation/ Branch
Mrs Jamaliah Raub	Senior Tax Officer, Filing Compliance
Mrs Chan Siew Luan Susan	Senior Assistant Administrative Officer, Filing Compliance
Mdm Noor Samsiah Bte Osman	Tax Officer, Individual Income Tax - Foreigner & Clearance
Miss Judy K Seaym	Senior Tax Officer, Goods & Services Tax - General
Ms Lim Lay Ling	Tax Officer, Goods & Services Tax - General
Miss Wee Pei Hsia Yvonne	Tax Officer, Contact Centre
Miss Lim Hsu Wei Jaina	Tax Officer, Contact Centre
Ms Ng Siew Geok	Tax Officer, Contact Centre

RECIPIENTS OF PS21 STAR SERVICE AWARD

Name of Staff	Designation/ Branch
Mrs Jamaliah Raub	Senior Tax Officer, Filing Compliance
Ms Ng Siew Geok	Tax Officer, Contact Centre

RECIPIENTS OF IRAS TRAVEL AWARD

Name of Staff	Designation/ Branch	Award
Mdm Yeo Wei Kuen	Manager, Taxpayer Services Management	Gold
Miss Che Rose Binte Awang	Senior Assistant Administrative Officer, Filing Compliance	Silver
Mr Meera Sahib Bin Aspar	Assistant Administrative Officer, Finance & Administration	Silver
Miss Foo Jock Thoo	Manager, Compliance Services	Silver
Ms Komalavalli Pakirisamy	Senior Tax Officer, Individual Income Tax - Foreigner & Clearance	Silver
Mrs Kiew-Toh Eng Ngor	Manager, Corporate Tax - Rulings, Charities, Clubs, Private Lottery, Trust	Silver
Ms Rajeswari Dorairaj	Assistant Personnel Officer, Personnel	Bronze
Mrs Wang-Cheng Ah Tah	Assistant Administrative Officer, Goods & Services Tax - General	Bronze
Mr Toh Beng Huat	Senior Tax Auditor, Goods & Services Tax - Wholesale Trade	Bronze
Mrs Chan Bee Har	Assistant Manager, Individual Income Tax - Foreigner & Clearance	Bronze
Ms Khoo Keng Guan Penny	Assistant Manager, Property Tax - Valuation & Stamp Duty	Bronze
Mr Nallaperumal Deverpiran	Senior InfoComm Specialist, ISP Office	Bronze

RECIPIENTS OF IRAS QUALITY SERVICE AWARD

Name of Staff	Designation/ Branch
Jan - Mar 2006	
Mdm Tan Siew Hua	Assistant Manager, Revenue Accounting
Mrs Hong Hai Lian Irene	Senior Assistant Administrative Officer, Filing Compliance
Mdm Ismayati Bte Ismail	Assistant Administrative Officer, Corporate Tax - General
Miss Ho Lee Yam	Tax Officer, Property Tax - Residential
Ms Lau Meow Siam Sandy	Senior Tax Auditor, Individual Income Tax - Employee (Specialised)
Mr Lim Ming Siang	Senior Tax Auditor, Goods & Services Tax - Wholesale Trade
Miss Ng Simin	Tax Officer, Contact Centre
Ms Soon Yang Lin	Assistant Administrative Officer, Corporate Communications
Ms Zuraida Bte Hodri	Senior Assistant Administrative Officer, InfoComm Operations
Oct - Dec 2005	
Miss Yeo Yan Peng Michelle	Tax Officer, Goods & Services Tax - General
Miss Chin Sau Hing	Tax Officer, Contact Centre
Miss Victoria Gayathri d/o T	Tax Officer, Individual Income Tax - Employee
Miss Quek Puay Kiang	Tax Specialist (Accredited), Corporate Tax - Large Corporation
Miss Sharifah Fatimah Bte Rahman	Assistant Administrative Officer, Property Tax - Valuation & Stamp Duty
Ms Lim Kah Buay	Assistant Manager, Payment Enforcement
Miss Chua Mary	Senior Assistant Administrative Officer, Processing Centre
Mr Satyanarayana Rao Ullas	Principal InfoComm Officer, InfoComm Service
Ms Mak Oi Leng	Tax Specialist (Accredited), Tax Policy and Ruling

RECIPIENTS OF IRAS QUALITY SERVICE AWARD cont'd

Name of Staff	Designation/ Branch
Jul - Sep 2005	
Mr Sim See Choon	Senior Tax Auditor, Goods & Services Tax - Large Business
Miss Toh Guat Ling	Senior Tax Officer, Contact Centre
Mr Choo Sin Min	Senior Tax Officer, Individual Income Tax - Self-Employed
Mr Tan Lee Kwang Anthony	Principal Tax Officer, Corporate Tax - General
Mrs Khoo-Ng Siew Guat	Assistant Administrative Officer, Property Tax - Residential
Miss Phua Lee Wah	Senior Assistant Administrative Officer, Compliance Service
Mdm Khalidzah Bte Aman	Assistant Administrative Officer, Revenue Accounting
Mr Goh Wei Hao	Senior IT Analyst Programmer, Information Systems Planning
Ms Lee Hwee Kiang	Senior Internal Auditor, Internal Audit
Apr - Jun 2005	
Ms Tan Hwee Ling	Tax Auditor, Goods & Services Tax - General
Miss Goo Li Ling	Senior Tax Investigator, Investigation
Miss Tan Shet Ni	Principal Tax Officer, Ruling & Estate Duty
Mrs Lim Chew Ngo	Senior Assistant Administrative Officer, Corporate Tax - Rulings, Charities, Clubs, Private Lottery, Trust
Ms Yan Lai Shan	Senior Valuation Officer, Property Tax - Industrial
Mdm Mariana Bte Mohamed Maksudi	Senior Assistant Administrative Officer, Filing Compliance
Miss Lee Yee Chaun	Senior Tax Officer, Electronic Interface
Mr Wong Boon Kang Amos	Senior IT Analyst Programmer, Information Systems Planning
Ms Lydia Chandra Gnanamuthu	Assistant Librarian, Training & Knowledge Management

Just as we recognise our staff for their excellent service delivery, we also acknowledge the importance of good service from our suppliers. A strong partnership with our suppliers and service providers is vital in the fulfilment of our mission. We recognise these companies for their contributions with the annual Outstanding Supplier Awards.

OUTSTANDING SUPPLIERS FOR 2004/05

Supplier	Services Rendered
Oce (Singapore) Pte Ltd	Maintenance of Laser Printers
NCS Pte Ltd	Maintenance of Network Infrastructure Maintenance of an e-Filing System for Form IR21 Facilities Management Services
The Hongkong and Shanghai Banking Corporation Limited	Cheque Receipting Services
Singapore Post Ltd	Collection of Tax
Toh-Shi Printing Singapore Pte Ltd	Income Tax Forms
Multron Systems Pte Ltd	Fire Alarm System