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

Future Workforce – Strategic Approach

Evelyn Khoo, Singapore
20 Sep 2022

Our journey: digital transformation and workforce transformation

1992

IRD to IRAS
An Efficient Tax Authority

A Service Organisation
Where taxpayers are valued customers

1998

2005

A Partner of Taxpayers
In Nation Building, Economic Development & Inclusive Growth

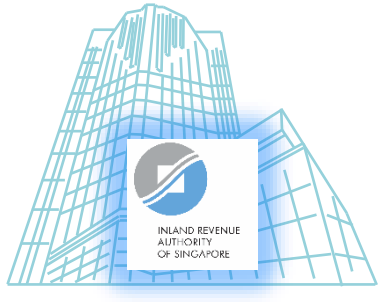
An Enabler to the Community
LEveraging Analytics, Design & Digitalisation

2016

LEA:D

Secured first ever Public Service Workforce Transformation Award

2022



Celebrating 30 years as a statutory board!
Trusted partner of taxpayers in nation building

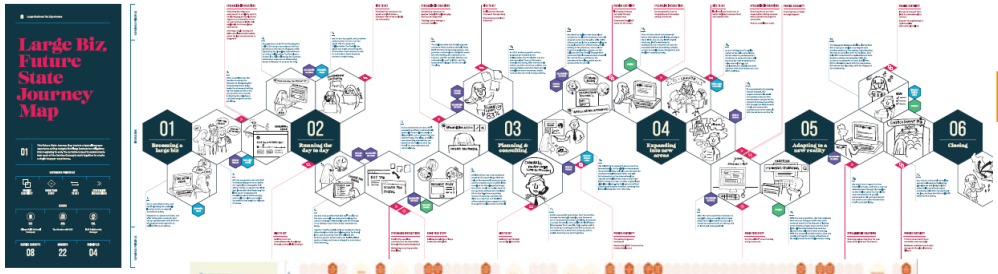
Transformation Objectives & Desired Outcomes

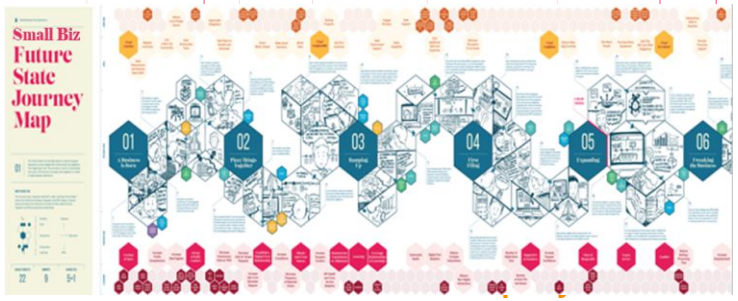
Guiding Principles

Adopt a Whole-of-Government Approach | Ensure a Stakeholder/ Staff-Centric Experience | Maintain Effective Governance & Processes

Started our LEA:D transformation journey early by understanding our taxpayers' needs

Embarked on service design projects based on lifecycles of key taxpayer segments





Individuals/ Property owners

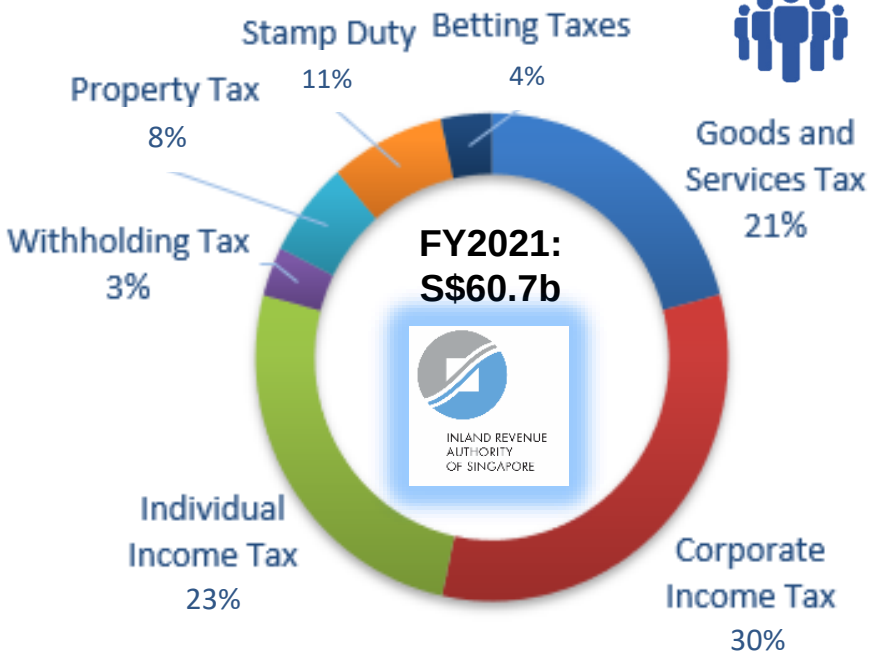
Customer Journey Maps/ future experiences were created

Importance of a future-ready workforce

Key driving forces

- **Changing economy and new biz models**
- **Fast changing technologies**
- **Rising taxpayers' expectations**
- **Changes in fiscal & tax policies**
- **International tax developments**

Substantial resources were also allocated to render support to COVID-related/ other schemes; IRAS is now the centre for enterprise disbursement



~ 2,000 Staff

Enterprise disbursements

FY21: Disbursed **$5.94bil to over 130,000 businesses/ employers** (for JSS, WCS & JGI)

Disbursed **$1.1bil cash grant to over 140,000** tenants & owner-occupiers (for Rental Support Scheme)

Need for a holistic, "whole system" perspective

To support Transformation Strategic Priorities :

In order to achieve our transformation objectives and desired outcomes, we have 4 strategic priorities to guide our action plans:

Anticipate Needs, Co-Create & Customise Solutions
- Collaborate & co-create with community by default
- Customise information, service delivery & compliance treatment

Connect Digitally
- Be 100% digital
- Integrate tax seamlessly
- Build smart & agile IT systems

Use Data Intelligently
- Think data first
- Embed analytics in processes & systems
- Gain insights for smarter decision-making

Build an Adaptable & High-Performing Workforce
- Inculcate culture of innovation & experimentation
- Build capabilities to excel in a digital workplace
- Collaborate in cross-functional teams

LEARNING, SKILLS ACQUISITION ⟷ **STAFF SELF-ASSESSMENT/ NEEDS DIAGNOSIS + ORGANISATION NEEDS** ⟷ **DEVELOPMENT OPPORTUNITIES** e.g. job rotation

What these efforts entail, inter alia :

Job profile	Competency benchmarks	Competency assessment	Course identification/ registration	Digital learning	Learning data
		Jobs	Competencies		

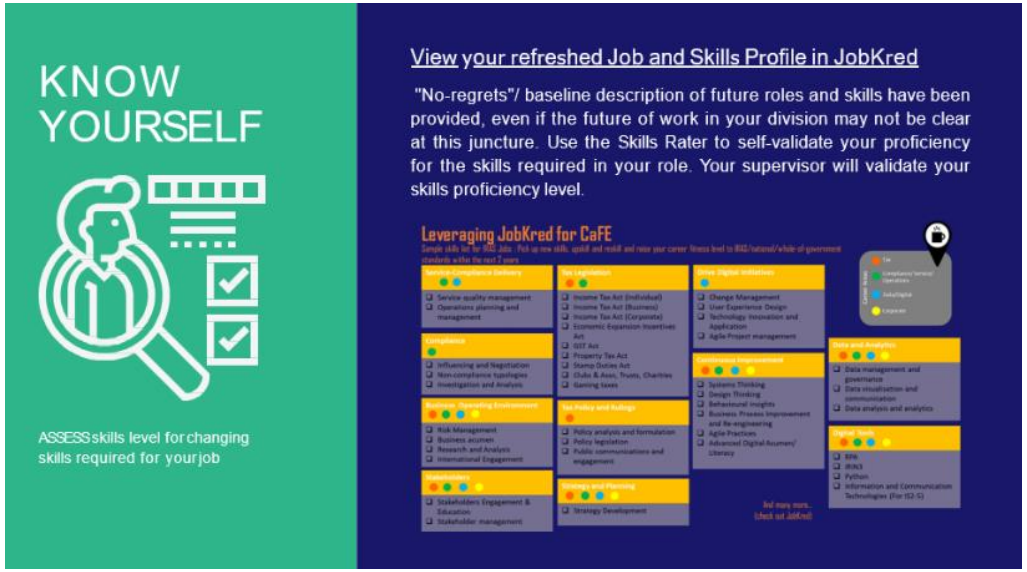
Strategic Thrust #1:
ENABLING AND EMPOWERING using AI

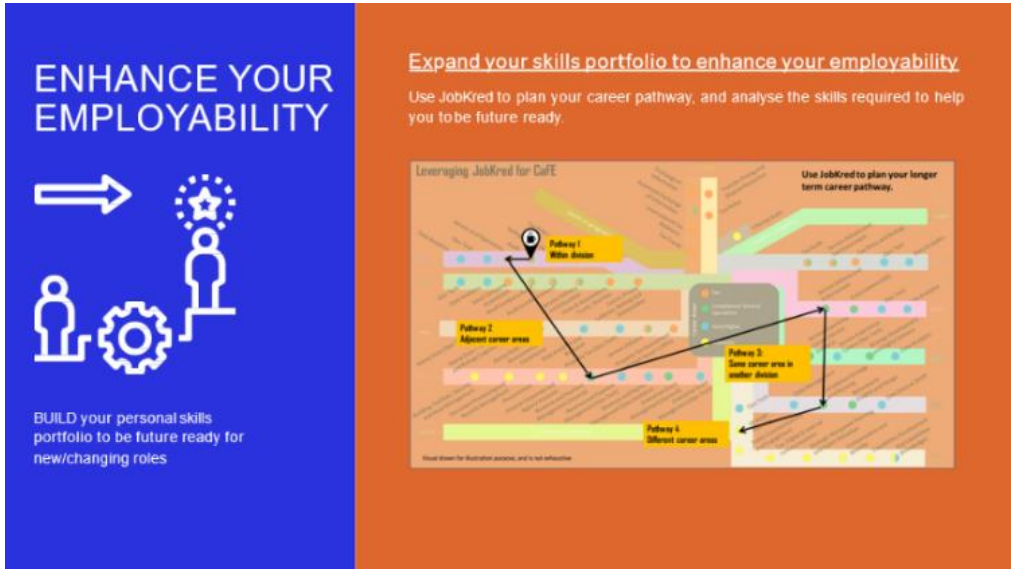
Harnessing the democratization of learning *and empowering purpose-driven learning*

- **buy and build**
- **lead the way**

IRAS' investments include:

- AI-powered skills profiling platform - a tool for every officer that prompts proactive learning and development, adaptability and deployability through job adjacency features
- CAFÉ (career fitness exploration guide) etc resources for staff and supervisors
- the practice and promulgation of Leadership Principles – enable and power, harness diverse views, support one another
- Ongoing interventions and engagement efforts to drive use and conversations
- etc





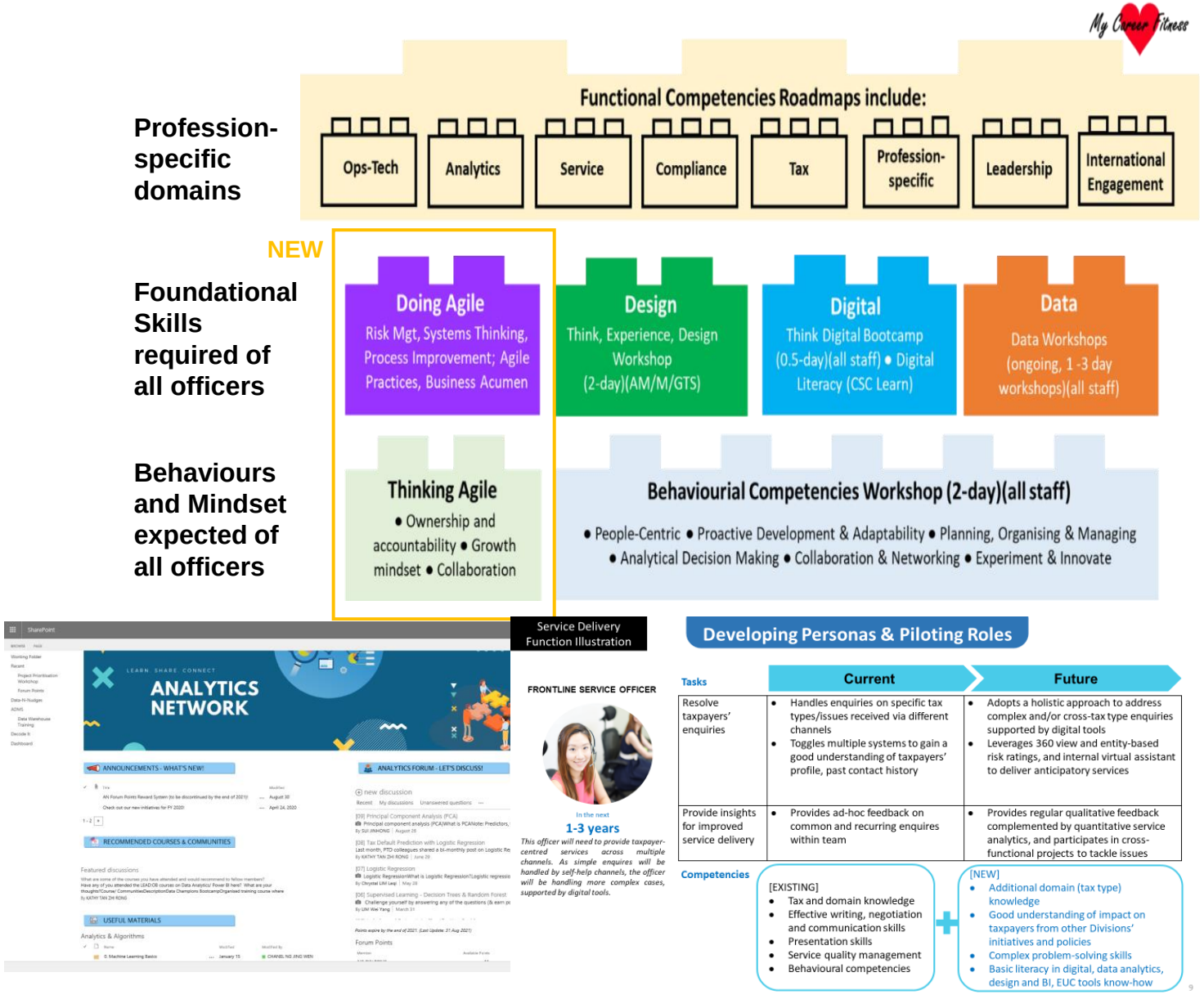
Strategic Thrust #2: FUTURE-DRIVEN SKILLING

Driving the acquisition of functional *and future-ready skills and use*

- **deliver future tax admin experiences as "no need for service is the best service"**
- **(the how) learn by doing**

IRAS' investments include:

- BC workshops for all staff
- BC X AGILE training in-progress
- Building Communities of Practice – in FY21, 385 IRAS officers were engaged in COPs in the areas of Analytics, BI and Design or RPA
- ~280 IRAS officers have completed advanced skills certifications through the Digital Skills Incentive
- Future envisioning of jobs, and changes to work >>> HR work has also changed (next slide)
- etc



Spotlight : driving transformative experiences >>> Q: what are skills needs?

Individual Taxpayers

8-Page Income Tax Return → 2-Page Income Tax Return → Digital Filing + No-Filing Service (NFS)

GST-Registered Businesses

Paper GST return → e-Filing + Seamless filing solution via accounting software + Simplified GST return for Overseas Vendor Registration Pay-Only regime

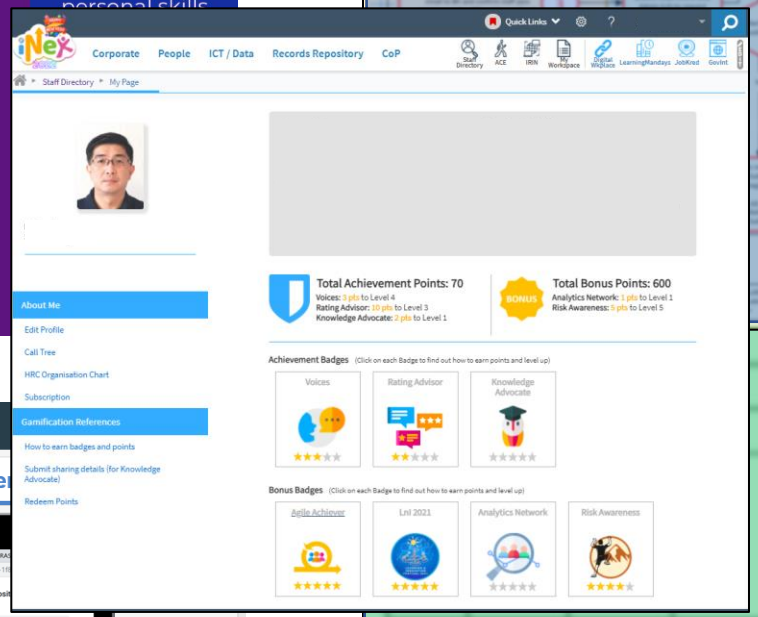
Corporate Taxpayers

7-page Form C for all companies → 3-page Form C-S for small companies with ≤ $5m annual turnover + e-Filing of forms → Form C-S (Lite) for companies with ≤ $200k annual turnover + Seamless filing solution via accounting software

Property Owners

Paper bills → Interactive Property Tax Bills (i-Bills) → Single notification for taxpayers with multiple properties

Illustration: the new face of "~~HR~~" with 3D1A project skills



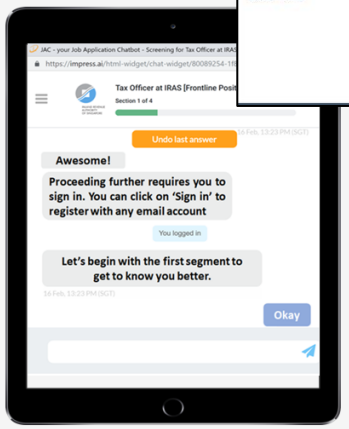
DIGITAL BRANDING FOR RECRUITMENT: IRAS

Promote Millennial Experience | Develop Content | Identify Digital Channels | Deliver

To deliver the modern, digital experience when applying for jobs

Job Application Chatbot (J.A.C)
Impress AI

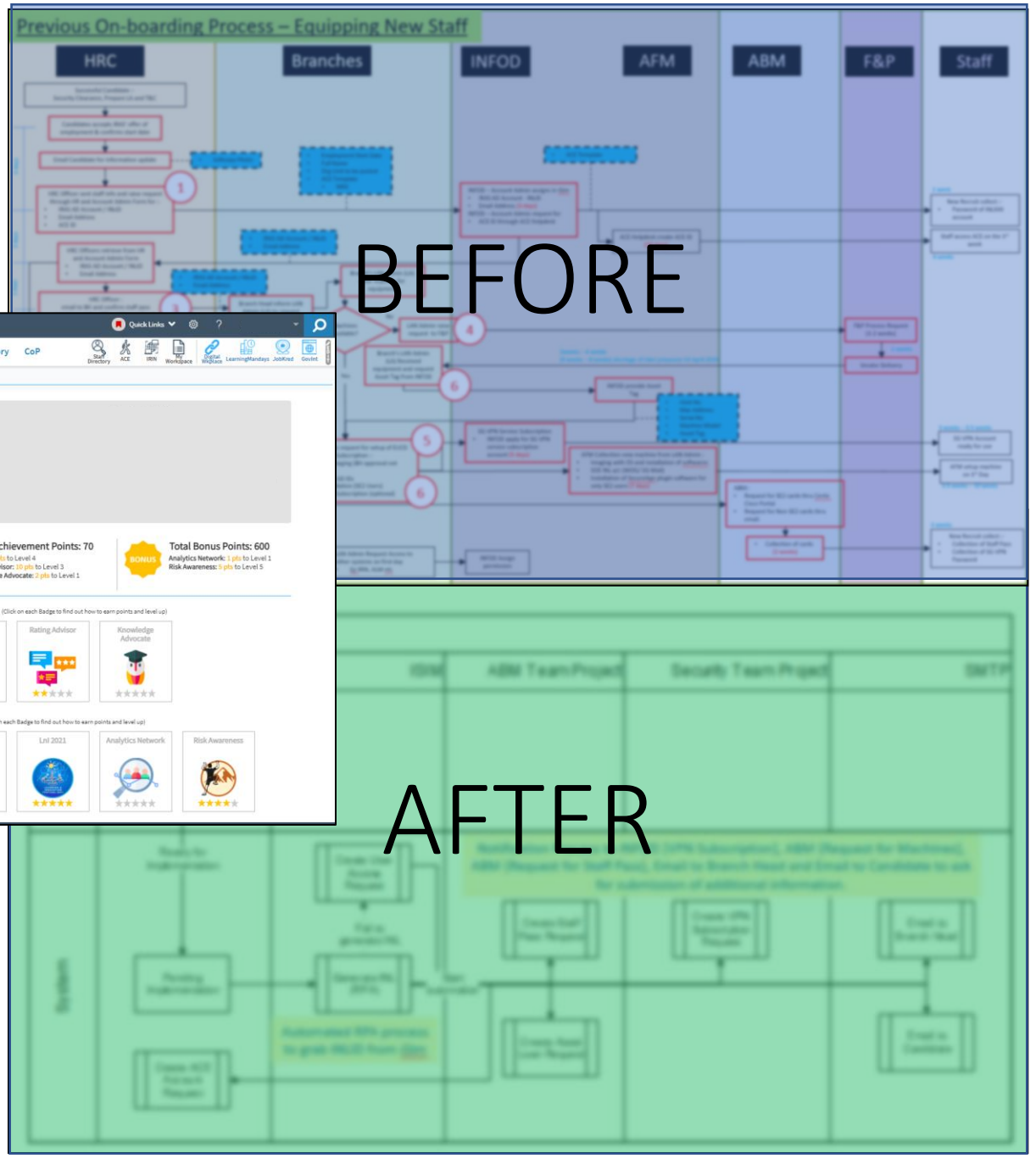
Chatbots that autonomously screen, interview, engage, and shortlist candidates 24/7



BETTER ASSESS CANDIDATES' SUITABILITY
through machine-learning enabled Chatbot; automatic response scoring to assess job fit

ENHANCED EXPERIENCE FOR CANDIDATES
24/7 interaction with candidates; the Chatbot can answer FAQs about IRAS

CREATING A MILLENNIAL-READY EXPERIENCE



Strategic Thrust #3: BRINGING SWP TO LIFE

strategic workforce planning *and designing requisite interventions*

- **be agile + Agile**
- **drive focus on what matters**

Formulating top-down perspectives

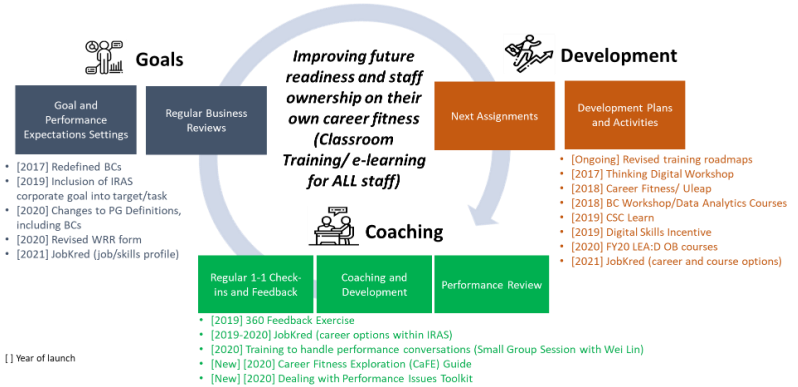
- Conducted thematic analysis based on key functional areas and org capabilities, and identified areas of workforce change
- Also considered other tax admins and comparable govt agencies.

INLAND REVENUE AUTHORITY OF SINGAPORE

Projection Template

Forging alignment on future work and workforce

- Consultations on workforce outcomes, change deltas, and requisite interventions e.g. job redesign, rotations, and addressing key challenges



How learning and needs have to come together to drive performance

Refining bottom-up Whole-of-IRAS picture with departments

Some key organisation statistics …

98% overall satisfaction by individual taxpayers (2021 Taxpayer Survey)

Cost of tax collection fell

0.69 cents for every dollar collected (0.82 cents in previous year)

Tax arrears also decreased

0.64% of net tax assessed (0.72% in previous year)

Employee engagement increased

2021 Employee Engagement Survey: 87% engagement rate (5% higher from 2018 and 3% above public service norms)

…and Workforce Transformation has been ongoing:

My Career Fitness

JobKred

Being Agile

Competent & Adaptable Workforce

Empowered Employees

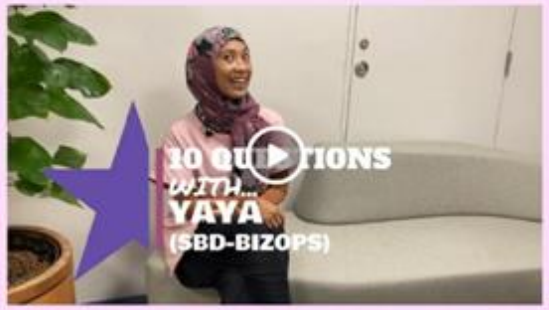
WT pilots/ job trials

Corporate Goals in relation to People :

Enhance Organisational and Staff Productivity and Agility
Achieve a high level of Staff Competence, Ownership and Satisfaction

Looking forward: building future-readiness is an ongoing journey

10 Questions with Eugene



10 Questions with Yaya

10 Questions with CIR

GET FIT Principles

Didn't manage to check out the Agile@IRAS Showcase?

You can learn more about the featured projects here.

It is not the strongest species that survive, nor the most intelligent, but those most responsive to change.

- Charles Darwin

Thank You