

## “Enhanced Productivity Programme : 2002 - 03” Booklet

### Report on EPP Savings – Inland Revenue Department

Total value of EPP savings in 2002-03 : **\$25.114 m**, equivalent to **2.0%** of total recurrent baseline expenditure in that year that is subject to EPP. Total EPP savings (as a percentage of recurrent baseline expenditure subject to EPP) achieved by 2002-03 on a **cumulative** basis is **5.0%**.

Category	Savings (\$m)	EPP Measures in 2002-03	Safeguards for Quality Service
<b>PE/PRE</b>	1.237	<ul style="list-style-type: none"> <li>• Savings from deletion of posts in 2001-02</li> </ul> <p><i>Savings :</i> Deletion of the following posts in different months of 2001-02.</p> <ul style="list-style-type: none"> <li>1 Tax Inspector I (4 months)</li> <li>2 Supervisors of Typing Services (1 for 6 months, 1 for 7 months)</li> <li>1 Senior Typist (4 months)</li> <li>2 Typists (1 for 2 months, 1 for 3 months)</li> <li>2 Typists (1 for 3 months, 1 for 4 months)</li> <li>1 Typist (1 month)</li> <li>5 Assistant Clerical Officers (3 for 2 months, 2 for 3 months)</li> <li>6 Assistant Clerical Officers (2 for 2 months, 1 for 3 months, 3 for 4 months)</li> <li>3 Assistant Clerical Officers (1 for 1 month, 2 for 2 months)</li> <li>1 Clerical Assistant (1 month)</li> </ul>	
	1.678	<ul style="list-style-type: none"> <li>• Make use of computer application to streamline work procedures and reduce manpower requirement in the Support &amp; Project Groups A, B &amp; C of the Profits Tax Unit.</li> </ul> <p><i>Savings:</i> Deletion of the following posts in 2002-03</p> <ul style="list-style-type: none"> <li>2 Assistant Taxation Officers</li> <li>5 Assistant Clerical Officers (3 for 12 months, 2 for 9 months)</li> </ul> <p>Corresponding reduction in overtime allowance</p>	<p>We shall provide adequate and up-to-date computer training to the staff to ensure they can fully operate the computer application. Supervisors will monitor the staff performance under the revised work procedures to safeguard the quality and quantity of output.</p>
	0.368	<ul style="list-style-type: none"> <li>• Enhance office automation to result in proliferation of computerized IR &amp; IRC forms and implement the multi-skilling scheme of the supporting staff to reduce the demand for typing services.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <ul style="list-style-type: none"> <li>1 Senior Typist</li> <li>1 Typist</li> </ul>	<p>We have formulated key performance indicators to maintain the efficiency of typing services.</p>

Category	Savings (\$m)	EPP Measures in 2002-03	Safeguards for Quality Service
PE/PRE	0.145	<ul style="list-style-type: none"> <li>Reshuffle the duties of the Receipt/Dispatch Team of the General Section to achieve optimum utilization of manpower.</li> </ul> <p><i>Savings :</i> Deletion of the following post in 2002-03</p> <p>1 Clerical Assistant</p>	We have formulated key performance indicators to maintain the service quality of receipt/dispatch service.
	0.291	<ul style="list-style-type: none"> <li>Simplify the filing work in the Profits Tax Unit through the use of computer application.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>2 Clerical Assistants</p>	Regular and surprise inspections will be carried out by different levels of supervisors to ensure output is maintained at a reasonable level, and file sequences and file movement are in order. Staff feedback will be collected regularly for assessment on service quality.
	0.176	<ul style="list-style-type: none"> <li>Rationalize the establishment in the PSC Section, of which the workload has reduced due to the downturn of speculative transactions in the property market.</li> </ul> <p><i>Savings :</i> Deletion of the following post in 2002-03</p> <p>1 Assistant Clerical Officer</p>	We shall monitor the workload regularly and increase the manpower by redeployment when need arises in order to safeguard the service quality.
	0.703	<ul style="list-style-type: none"> <li>Streamline work procedures by enhancement of the computer system and redesigning the returns used by the Assessing Groups.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>4 Assistant Clerical Officers</p>	Savings are generated from the streamlining of existing procedures which will not affect the service quality.
	1.162	<ul style="list-style-type: none"> <li>Rationalize the manpower of the Typing Pools to match the reduction in demand for typing services by the Assessing Groups.</li> </ul> <p><i>Savings :</i> Deletion of the following posts in 2001-02</p> <p>8 Typists</p>	Savings are generated from the reduced demand for typing services which will not affect the service quality.

Category	Savings (\$m)	EPP Measures in 2002-03	Safeguards for Quality Service
PE/PRE	0.598	<ul style="list-style-type: none"> <li>Streamline work procedures with enhancement of computer functions relating to return and assessment processing.</li> </ul>	Duties have been re-shuffled and shared by the other TOs and service quality will not be affected.
		<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>2 Taxation Officers</p>	
	1.598	<ul style="list-style-type: none"> <li>Reduce the manpower required in filing and retrieval of correspondences related to employers' returns with the increase in filing of returns by electronic means.</li> </ul>	Supervisors will enhance the monitoring duties and check computer output regularly to safeguard service quality.
		<p><i>Savings :</i> Deletion of the following posts in 2001-02</p> <p>11 Clerical Assistants</p>	
	4.449	Reduction of overtime allowance upon streamlining of office procedures and enhancement of computer applications.	
		<ul style="list-style-type: none"> <li>Streamline work procedures in the Assignment Section of the Stamp Office.</li> </ul>	Duties will be re-shuffled among staff in the Assignment Section to achieve optimum utilization of manpower to maintain the service standard.
		<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>2 Assistant Clerical Officers</p>	
0.321	<ul style="list-style-type: none"> <li>Rationalize staff requirement in response to a shift from in-person payment and payment by post to e-payment.</li> </ul>	We shall maintain service quality by flexible deployment of staff and hiring of seasonal temporary staff during peak season if necessary.	
		<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>1 Assistant Clerical Officer 1 Clerical Assistant</p>	

Category	Savings (\$m)	EPP Measures in 2002-03	Safeguards for Quality Service
PE/PRE	0.620	<ul style="list-style-type: none"> <li>Reshuffle duties of counter staff in Kowloon Sub-Office and streamline work procedures in Business Registration Office as a result of the Business Registration System Rewrite Project.</li> </ul>	We shall maintain service quality by flexible deployment of staff and hiring of seasonal temporary staff during peak season if necessary.
		<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>1 Clerical Officer 1 Assistant Clerical Officer 1 Clerical Assistant</p>	
	0.702	<ul style="list-style-type: none"> <li>Computerize some working steps of the Inspectorate Teams.</li> </ul>	Staff will be provided with adequate training to perform the computerized jobs and supervisors will enhance monitoring to safeguard service quality.
	1.859	<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>3 Tax Inspector (II)</p> <p>Reduction of overtime allowance upon streamlining of office procedures.</p>	
	2.792	<ul style="list-style-type: none"> <li>Reshuffle duties and convert 2 Investigation Sections into 2 Field Audit Sections.</li> <li>Streamline work procedures in the 2 Anti-Tax Avoidance Sections.</li> <li>Streamline work procedures to reduce the requirement for typing services in the Field Audit and Investigation Unit.</li> </ul>	<p>The quality of service as well as the performance output of an Investigation Section and a Field Audit Section are more or less the same. The conversion will result in cost reduction but will have no impact on the overall performance of the Sections.</p> <p>The working steps have been reduced without affecting the output.</p> <p>This only reflects the reduction of requirement and will not affect the service quality.</p>
0.439	<p><i>Savings :</i> Deletion of the following posts in 2002-03</p> <p>1 Typist 4 Assessors</p> <ul style="list-style-type: none"> <li>Re-engineer work process to dispense with certain manual procedures in handling computer inputs and outputs in the Computer Section.</li> </ul>	<p>Staff of different teams will be pooled or reshuffled to form special task forces to cater for seasonal workload of different teams at different times of the year. Automation through greater use of IT will enhance operational efficiency without sacrificing the service quality.</p>	

Category	Savings (\$m)	EPP Measures in 2002-03	Safeguards for Quality Service		
PE/PRE	0.123	<ul style="list-style-type: none"> <li>Streamline work procedures in the Internal Audit Section.</li> </ul> <p><i>Savings :</i> Deletion of the following post in 2002-03</p> <p>1 Taxation Officer</p> <p><i>Additional Requirement :</i> Creation of 1 Assistant Taxation Officer post in 2002-03</p>	<p>The duties will be passed to the Assistant Taxation Officer to be created. The supervisor will closely monitor the performance of the Assistant Taxation Officer to safeguard service quality.</p>		
	3.462			<ul style="list-style-type: none"> <li>Reduction in acting allowance by reviewing the arrangements regarding acting appointments.</li> </ul>	<p>The quality of service will not be affected because the performance of staff during acting period, irrespective of any acting allowance payable, will count towards the annual performance appraisal exercise.</p>
	<i>Subtotal</i>			23.074	
DE/OC	0.464	<ul style="list-style-type: none"> <li>Rationalize the temporary staff requirement</li> </ul>	<p>All levels of supervisory staff will closely monitor the delivery of service to safeguard the service quality.</p>		
	1.576			<ul style="list-style-type: none"> <li>Scrutinize maintenance schedules of existing computer equipment to ensure value for money and exercise stringent control on the use of computer consumables to avoid wastage.</li> </ul>	<p>We shall call for ad-hoc maintenance service on a need basis for computer equipment to be phased out and closely monitor the consumption of computer consumables to cope with the need and ensure service quality will not be affected.</p>
	<i>Subtotal</i>			2.040	
<b>Total</b>	<b>25.114</b>				

PE : Personal Emoluments i.e. Staff salaries and allowances

PRE : Personal Related Expenses i.e. Costs related to the employment of staff other than pay and allowances. e.g. pensions, staff housing

DE : Departmental Expenses i.e. The day to day operating expenses of departments. e.g. fuel, traveling expenses and furniture

OC : Other Charges i.e. Significant expenditure peculiar to a particular department's operation