

Tax administration
COUNTRY X
3 Year Rolling Training Plan
2000 – 2002

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1. Introduction

The Tax administration (TA) has prepared the following training plan. The plan sets out the training that the TA anticipates will be necessary to achieve its strategic goals in the medium term.

The plan is prepared as a rolling three-year plan with specific dates allocated to training courses for the first year. Training to be provided in the second and third years is described more generally. Specific dates for training in the second year will be established later in 2000.

The plan proposes that training will be provided from four primary sources. These are: -

- The TA's own Training Institute,
- The two long-term advisers within the TA¹,
- Training out-sourced from various providers in Country X, particularly in the areas of English Language Training, Computer training and Audit and Accounting training, and
- Training sourced abroad in the form of study visits to foreign tax administrations and participation in courses provided in other countries so that best practice may be observed first hand in operation in other countries.

The plan addresses all the issues involved in the provision of training within the TA. These are source, type and cost of training, the payment of training allowances, the need for additional training equipment and accommodation and study tours to other tax administrations in the region and beyond. An estimate of the total cost of all these items is included for the three years of the plan.

¹ The two long-term advisers are currently on 6-month contracts, which expire at the end of 2000. It is therefore not possible to plan for any training output from them post-2000.

2. Strategic Goals of the Tax administration

The strategic goals of the Tax administration are: -

- The acceptance and successful implementation of a new General Sales Tax Law (GST), which will substantially replace the existing tax on Production, Consumption and Services.
- The establishment of a new Large Taxpayer Unit which will deal with all the tax affairs of those taxpayers that will be registered under the new GST Law,
- The review, modernisation and implementation of a new Income Tax Law drafted on modern principles, and
- The phased introduction of a modern computer system that will provide real benefits to the Tax administration.

The Training Plan seeks to prepare the staff of the Tax administration for the successful achievement of these strategic goals by providing a mix of training from internal and external sources. The primary internal resources are the existing trainers within the Tax administration's Training Institute supported by the long-term advisers working within the Tax administration.

The TA recognises that the Training Institute cannot supply all the training needs of the Tax administration staff, particularly in view of the rapid changes occurring within the organisation with the consequent need for specialist training. It is therefore proposed that specialist training will be provided from external sources in three primary areas, English Language Training, Computer Training and Audit and Accounting Training. These are discussed in detail in the following section.

It will be possible for a large portion of the English Language and Computer training to be delivered outside the TA's training Institute. However it will be necessary to schedule some English Language Training and all of the out-sourced Audit and Accounting Training within the TA's training institute. This, coupled with the training already planned by the training institute, will demand the creation of additional training facilities. These are provided for within the plan.

3. External Training

External training will be concentrated in the following areas.

English Language Training

It is widely understood that English is the language of commerce. The TA has three primary reasons for teaching English to its staff and these are: -

- The need to communicate effectively with non-resident taxpayers and the branches and subsidiaries of foreign companies. Typically such taxpayers are amongst the largest in Country X and this training is particularly relevant to staff in the TA's Headquarters and in the proposed new Large Taxpayer Unit.
- The need to communicate effectively with external bodies such as international organisations (IMF, World Bank, UNDP, International Tax Bodies), aid agencies, advisers, etc and to absorb and adapt training materials and other references which are typically prepared in English.
- The need to participate in training courses, particularly overseas training courses, where a sound knowledge of English is a requirement of such training.

The TA proposes to source its ELT requirements from the premier source of such training in Country X, the British Council. The Tax administration has had a fruitful association with the British Council over the last two years and has been pleased with the level and standard of training provided by the Council and the willingness of the Council to adapt training materials to the business needs of the Tax administration.

It is proposed that ELT courses would be provided to three broad groups within the Tax administration with the greatest need to learn English. These are the senior managers in the headquarters, the staff of the Large Taxpayer Unit and the typists/secretarial staff.

These three groups would be divided into five classes. Two 48-hour courses for each class are planned for 2000. It is envisaged that 6 courses could be provided to each class in 2001 and 2002.

Computer Training

It is suggested that training as set out below would be undertaken in the second half of 2000. This training is suggested bearing in mind the current skills level and the expected requirements of the Tax administration as it prepares to embark on its computerisation strategy.

The training should be provided in City 1 and delivered by a Microsoft and Oracle certified training company using official Microsoft and Oracle courseware. Ideally there should be a dedicated training area where trainees can be trained away from the distractions of their normal working environment.

It should be noted that the training suggested below is aimed at increasing the general skills level within the Tax administration's IT department and therefore it is additional to the training provided as a result of the selection of the software package for the TA's computerisation programme.

Programmers and System operators

It is proposed to target the following courses at 9 staff members (5 programmers and 4 system operators). The duration of the courses is set out in the tables below.

Training on Microsoft Windows NT 4.0

	Course Name	Duration
1.	Networking Essentials	2 x 8 = 16 hrs.
2.	Administering Microsoft Windows NT 4.0	3 x 8 = 24 hrs.
3.	Supporting Windows NT 4.0 Core Technologies	5 x 8 = 40 hrs.
4.	Internetworking with Microsoft TCP/IP in Microsoft Windows NT 4.0	5 x 8 = 40 hrs.

The 'Networking Essentials' course will provide the programmers with the fundamentals of state of the art network technology.

The 'Administering Microsoft Windows NT' course will provide the students with the knowledge and skills necessary to perform post-installation and day-to-day administration tasks in a single domain or multiple domain environment.

The third course, 'Administering Microsoft Windows NT 4.0', will provide the skills necessary to install, configure, customise, optimise, network, integrate and troubleshoot Windows NT 4.0.

The fourth course will provide students with the knowledge and skills necessary to set up, configure, use and support transmission Control Protocol/Internet Protocol (TCP/IP) on Microsoft Windows NT operating system version 4.0.

In addition to the Windows NT 4.0 training it is suggested that the following Oracle based training be provided.

Training on Oracle RDBMS and Oracle Development Tools

	Course Name	Duration
1.	Relational Database Design	4 x 8 = 32 hrs
2.	Introduction to Oracle SQL & PL/SQL	5 x 8 = 40 hrs
3.	Triggers, Procedures and Packages for Oracle Developers and DBA's	2 x 8 = 16 hrs
4.	Developer 2000 : Forms 5 A	5 x 8 = 40 hrs
5.	Developer 2000 : Reports 3	3 x 8 = 24 hrs
6.	Developer 2000 : Forms 5 B	4 x 8 = 32 hrs
7.	Oracle8 Database Administration	5 x 8 = 40 hrs

It is anticipated that these courses will provide students with the following skills.

Relational Database Design

Provide students with the concepts of entity relation modeling, entity relation diagrams and produce final database design.

Introduction to Oracle SQL and PL/SQL:

At the end of the course, students should be able to create database structures to store, update, retrieve data in a relational database and perform computations with data. They should be able to display data from multiple tables and Nest queries and Develop and Debug PL/SQL programs, handle PL/SQL Errors and develop a structured approach to Systems Development.

Triggers, Procedures and Packages for Oracle Developers and DBA's

At the end of the course, students should be able to create PL/SQL program units, create procedures and functions, create packages, access Oracle supplied packages, create database triggers and manage procedures and functions.

Developer /2000: Build Forms 5 A

At the end of the course, students should be able to define Form Builder concepts, work in the Developer/ 2000 Environment, create a basic form document, customize the appearance of the form, create additional input items, modify forms using triggers, manage windows and canvases, create reusable objects and code.

Developer /2000: Build Forms 5 B

Participants should be able to create multiple-form applications and learn how to manage multiple transactions across modules. Participants should also practice enhancing their applications with custom menus, reports and charts. Participants should be able to design and build menu modules, create advance multiple-form applications, define data block sources, work with record groups.

Developer /2000: Build Reports 3

Participants should be able to create reports in a variety of styles such as matrix, tabular, mailing label, form and letter reports. They should also learn how to customize more complex reports, use report parameters and customize a parameter form, enhance reports with trigger code.

Oracle 8: Database Administration

Participants should be able to set up an Oracle database, add users, allocate storage for applications, enforce security, manage roles and resources, set up profiles for the users, enforce and maintain data integrity using triggers and constraints, load and reorganize data, grant database privileges, examine auditing.

Data entry staff

It is proposed to target the following courses at 18 staff members (data entry staff in headquarters and in 5 tax offices). The duration of the courses is set out in the table below.

Training on computer basics and Windows 95/98

	Course Name	Duration
1.	Computer Basics	2 x 8 = 16 hrs.
2.	Introduction to Microsoft Windows 95/98	3 x 8 = 24 hrs.
3.	Introduction to Office 97	5 x 8 = 40 hrs.

Computer Basics:

Introduction to Computers. Main components. Introduction to CPU, Memory and Hard Disk. Basic Networking

Windows 95/98:

Introduction to Windows 95/98. Installation and configuration of Windows 95. Configuring Desktop. Handling Files and Folders. Disk Maintenance. Configuring printers. Connecting to Networks. Multimedia. Introduction to outlook and Internet Browser

Office 97:

Introduction to Word, Excel and Power Point. Installation and configuration. Using Word, Excel and Power Point. Creating, Saving, Printing Files. Formatting text, using Tables and Formulas etc.

Audit and Accounting Training

The current level of audit skills is highly uneven throughout the Tax administration. Some auditors are highly qualified and experienced while others have a very low skills level and capabilities. It is necessary therefore to raise the standard for all auditors so that audit managers may be confident that all auditors have a minimum basic skills level. It is felt that this is best achieved by outsourcing audit and accounting training to a recognised training institution in Country X.

The training will be delivered in Arabic by professional accountants with training experience who are capable of raising the minimum skills level of auditors within the TA. It is likely that these trainers will be sourced from academic staff at the Universities in City 1 and City 2.

It is proposed that this training will be directed initially at three groups of about 40-50 students. The three groups would be composed of auditors employed in the Large Taxpayer Unit and auditors from the rest of the Tax administration. One group would be located in City 2 and would draw trainees from City 2, City 3 and City 5. The City 2 group is the only training group that will be in a position to draw on significant numbers of females. The TA will ensure that female auditors are placed on training courses wherever possible.

The audit training will be closely linked to the demands of the job and will be based around the Tax administration's audit manual. Two two-week courses are planned for each group in 2000 and three courses for each group will be delivered in 2001 and 2002.

After the first two two-week courses the large groups will be broken up into smaller groups of 25 trainees and the training will become more specialised.

During 2001 and 2002 the auditors will be trained specifically in the accounts and audit procedures relating to: -

- Industrial establishments
- Financial institutions, banks, insurance companies, etc.
- Petroleum companies
- Service establishments
- Unified accounting – Public and Private sector establishments

4. Projected Costing for Training, allowances and equipment

Training delivered by trainers from the Training Institute has already been provided for within the Tax administration budget. Therefore only training to be provided from external sources has been costed below.

English language Training

Group	Cost \$ per 48 hour course
Senior management – HQ 20 trainees	Figures removed for
Large Taxpayer Unit – 60 trainees	reasons of confidentiality
Typists/Secretarial – 15/20 trainees	
Total per course	

Computer Training

The courses listed below will be provided in 2000 and are a prerequisite for increasing the capacity of the TA's IT department to deal with the more widespread introduction of computers in advance of the new GST law and the establishment of the Large Taxpayers Unit.

Although most of the training in 2001 and 2002 will be centred on the new software package and will be provided by the software vendors, an amount equal to that provided for in 2000 has also been provided for computer training in these years. This is because of the likelihood of additional training being identified during the implementation of the new systems and a likely growth in numbers employed in the IT department with consequential additional training needs.

Course	Cost \$
Windows NT courses	Figures removed for
Oracle Database courses	reasons of confidentiality
Computer basics and MS Office courses	
Total	

Audit and accountancy training

During the first year of training class sizes will be quite large as the main task is to ensure that all auditors are brought up to a common minimum level.

First year costs

Group	Cost \$ per two week course
Large Taxpayer Unit. 40 trainees	Figures removed for
Remainder of TA: City 1 – 50 trainees City 2 – 50 trainees	reasons of confidentiality
Total	

In 2001 and 2002 the need will be for smaller and more specialised groups, hence the higher cost of this training in these years.

Later year costs

Group	Cost \$ per two week course
Approximately 25 students x 6	

Training allowances

Currently training allowances are paid for trainees engaged on in-house training courses. Generally training allowances are not paid to trainees engaged on out-sourced training courses such as English Language Training or Computer training. It is proposed to maintain this policy during the life of this training plan.

Training allowances are currently YRL1,000 per day per trainee for trainees who are trained in their city of residence. Trainees who have to travel to another city should receive an allowance of YRL 3,000 per day

An estimate of the cost of training allowances in a full year is provided below: -

Students x days x No of classes per annum² x YRL 1,000/3,000.

Audit training:	25 x 10 x 4 x 3 x 1,000	= 3,000,000	
	25 x 10 x 2 x 3 x 3,000	= 4,500,000	
Management training:	25 x 10 x 4 x 1,000	= <u>1,000,000</u>	= 8,500,000 = \$53,125

Equipment

The equipment, furniture and fittings currently available to the TA's training department is very old and in extremely poor condition. The TA urgently needs the following items in order to be able to effectively deliver the training proposed in this plan.

Item	Number	Cost \$
Chairs (with built-in writing platforms)	100	
Projector	1	
Television and VCR (combined)	1	
Computers, printers, UPS	3 sets	
Photocopier with document feeder and sorter	1	
Stencil maker	1	
Microphone with speakers	1	
Large white board	1	
Flipchart stands	4	
Flipchart pads, marker pens	Qty	
Books, laws, videos	Qty	
Total Cost for equipment		

² Relates primarily to audit training and management training.

Accommodation

The TA currently has only one large training room, which is insufficient for its needs. Some of the proposed out-sourced training will have to be delivered in the TA's training department. Therefore at least one additional lecture room and two smaller 'break out' rooms are required if the training proposed in this plan is to be achieved.

Item	Number	Cost
Window blinds	13	
Carpets	2 rooms	
Renovation	2 rooms	
Total cost for accommodation		

Study tours

The TA believes that study tours are an invaluable means of gathering information of best practice in use elsewhere. The study tour undertaken in February 2000 to study the GST experience of Morocco was a great success and many valuable lessons were learnt.

No additional study tours are planned for 2000 but two tours per annum are proposed for 2001 and 2002. Each tour will consist of 8 participants and last for 10/14 days. Tours will initially be to Arabic-speaking countries to study items of interest in the laws and procedures of those countries. It is anticipated that non-Arabic speaking countries can be added as the level and competency of English increases within the TA.

Total cost of training

An estimate of the total cost of training, equipment, renovations, allowances and study tours for the three years of this plan is set out in the table below.

Training	Year 1	Year 2	Year 3
English Language			
Computer			
Audit and accountancy			
Training allowances			
Equipment			
Accommodation			
Study tours			
Total cost			

5. Timetable for training in year ended 31 December 2000

Training Provided to	No of trainees	Topic	Qualifications needed by participants	Delivered by	Venue	Duration of course	Planned start date
Task Force	7	Windows 98 skill base	Task Force membership	NIIT	NIIT Training Centre	4 days	April 2000
Headquarters management team	20	English language training	Senior and middle management in HQ	British Council	British Council Teaching Centre	2 x 6 weeks	Sept 2000
Large Taxpayer Unit	20	English language training	Senior and middle management in LTU	British Council	British Council Teaching Centre	2 x 6 weeks	Sept 2000
	20	GST law, practice and procedures	Senior and middle management in LTU	Advisers	TA – LTU office	3 days	Oct 2000
	20	Employee withholding procedures	Senior and middle management in LTU	Advisers	TA – LTU office	3 days	Aug 2000
	20	Management training	Senior and middle management in LTU	Advisers	TA – LTU office	2 weeks	Sept 2000
	40/50	Basic accounting and audit training	Auditor within LTU	Out sourced	TA	2 x 2 weeks	October 2000
Typists/secretaries	15/20	English language training	Typist/secretary	British Council	British Council Teaching Centre	2 x 6 weeks	Sept 2000
Taxpayer Services Unit	4	GST Law and procedures	TSU membership	Advisers	TA	2 days	March 2000
	4	Income Tax law and procedures	TSU membership	Advisers/TA	TA	2 days	July 2000
	4	Management	TSU membership	Advisers	TA	2 weeks	Sept 2000
	4	Basic computer skills	TSU membership	I.T. Dept	TA	OJT	June 2000
	4	Public Relations and Publicity	TSU membership	TBA	TBA	TBA	TBA
	4	Preparation of Promot. Literature	TSU membership	Advisers	TBA	1 day	TBA

Training Provided to	No of trainees	Topic	Qualifications needed by participants	Delivered by	Venue	Duration of course	Planned start date
Training Department	2	Management training	Senior and middle management.	Advisers	TA – LTU office	2 weeks	Sept 2000
Information Technology Department							
Programmers	2	Networking Essentials	Degree in computing	NIIT	NIIT Training Centre	10 days	April 2000
Users and operators	18	Taxpayer Registration Information System	Users/operators in I.T. Dept.	Imtac	Tax administration	OJT	May and June 2000
Programmers	5	Microsoft Windows NT 4.0 (4 courses)	Senior staff in I.T. Department	Computer training company	Computer training company and Tax administration	30 days @ 4 hours per day	Training to be spread between Sept and December 2000
Programmers	5	Oracle RDBMS and Oracle Development tools (7 courses)	Senior staff in I.T. Department	Computer training company	Computer training company and Tax administration	56 days @ 4 hours per day	
Users and operators	18	Computer basics and Windows 95/98	Users/operators in I.T. Dept.	Computer training company	Computer training company and Tax administration	20 days @ 4 hours per day	
Tax Offices							
City 1 – Capital	20	Management	Senior and middle management	Advisers	TA	6-8 days	May 2000
- Corp Tax	20	Management	Senior and middle management	Advisers	TA	6-8 days	July 2000
Including participants from [other cities].	40/50	Basic accounting and audit training	Auditor	Out sourced	TA	2 weeks	Oct 2000
	50	Basic income tax	High School	TA	TA	2 months	April and May 2000

Training Provided to	No of trainees	Topic	Qualifications needed by participants	Delivered by	Venue	Duration of course	Planned start date
City 2, including participants from [other cities]	20	Management	Senior and middle management	Advisers	TA	6-8 days	To be arranged
	50	Basic income tax	High School	TA	TA	1 month	Feb 2000
	20	Employee withholding procedures	High School	Advisers	TA	1 week	TBA
	20	GST law, procedures and practice	High School	Advisers	TA	1 week	TBA
City 3, including participants from [other cities]		Management	Senior and middle management	Advisers	TA	6-8 days	TBA
	50	Basic income tax	High School	TA	TA	1 month	June 2000
	20	Employee withholding procedures	High School	Advisers	TA	1 week	TBA
	20	GST law, procedures and practice	High School	Advisers	TA	1 week	TBA
City 4, including participants from [other cities]	20	Management	Senior and middle management	Advisers	TA	6-8 days	To be arranged
	50	Basic income tax	High School	TA	TA	1 month	October 2000
	20	Employee withholding procedures	High School	Advisers	TA	1 week	TBA
	20	GST law, procedures and practice	High School	Advisers	TA	1 week	TBA

6. Training to be provided in year ended 31 December 2001

Computer Training

Training in software package architecture and system.

Training provided by software package vendors and by TA IT Department.

English Language Training

Six 48-hour courses provided to 5 groups within HQ, LTU and typists.

Training provided by British Council

Audit and accounting training

Three two week courses for each of six groups, 25 students per group.

Training provided by out-sourced lecturers from the universities.

Study Tours

To be arranged.

7. Training to be provided in year ended 31 December 2002

Computer Training

Training in software package architecture and system.

Training provided by software package vendors and by TA IT Department.

English Language Training

Six 48-hour courses provided to 5 groups within HQ, LTU and typists.

Training provided by British Council

Audit and accounting training

Three two week courses for each of six groups, 25 students per group.

Training provided by out-sourced lecturers from the universities.

Study Tours

To be arranged.