AGENDA

- About IRAS
- KM Vision & Goals
- IRAS KM Journey
- Learning & Sharing
ABOUT IRAS

OUR vision

The leading tax administration in the world
A partner of taxpayers in nation building and economic development
an excellent team of competent and committed people
Corporate Goals

- IRAS Vision, Mission, and Core Values

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**KM VISION & GOALS**

**KM Vision**
Growing and Sharing our Knowledge for Better Performance

**4 KM Goals**
- Improve access to Knowledge & Information
- Help discover useful knowledge
- Grow and leverage on experience and knowledge
- Improve services and build capabilities

**IRAS KM JOURNEY**
IRAS KM JOURNEY 2003-2009

- Recognised knowledge as a strategic resource
- To equip staff with necessary information & knowledge to deliver empowered performance
- To make learning & knowledge sharing a way of life in IRAS

IRAS KM JOURNEY

2003 - 2006

- iNex (IRAS Staff Intranet)
- KM, eRegistry, CoP
- IRAS Sharing Sessions
- KM Executive Sponsors’ Series
- Most Active SME-CoP Competition
- CoP Fund
- “Knowledge Audit”
IRAS KM JOURNEY

2007 - 2009

- KM Strategy Review Project
- IRAS’ Cultural Archetypes
- Knowledge Maps
- Integrated KM activities into Branches’ Workplans
- Appointment of Knowledge Champions
- KM Skills/Techniques’ Training & Coaching for Knowledge Champions

IRAS KM JOURNEY

2007 - 2009

- Knowledge Map Subscription Exercise
- Knowledge Information Management Policy & Information Architecture Project
  - Better management of information & knowledge
  - Create a more user-friendly Staff Intranet
  - Facilitate staff contribution to KM & collaboration
- KM Evaluation Exercise 2009
  - Ascertain perception of the impact of KM on work effectiveness
Before Launch of IRAS Sharing Sessions

- Knowledge sharing culture - not prevalent
- Sharing was limited to colleagues within the functional teams
- Staff sharing at a large scale & across IRAS was rare
LEARNING & SHARING

IRAS Sharing Sessions

- Platform to promote learning & sharing culture
  - KM Executive Sponsors’ Series
    - Sharing by Senior Management & practitioners
  - Economic Development Agencies
    - e.g. EDB, PMO’s Office
- Sharing by staff

LEARNING & SHARING

What We Did

Formalised structures
- Top-down & bottom-up approach to solicit topics/cases
- Sharing slides, papers & reports uploaded to KM Repository
- IRAS Accredited Tax Specialists Scheme (in-house)
  - To recognise staff
  - To encourage knowledge sharing
LEARNING & SHARING

What We Did

- Tap on in-house expertise
  - Tax Specialists
  - Staff who attended overseas courses & seminars
  - Retired/Retiring colleagues/experts – on their work experience, career highlights & lessons learnt

- Granted staff access to most Commissioner Meeting papers
- Classified documents to lowest possible level of security
- Promoted Learning & Knowledge Sharing Culture at all levels
- Encouraged sharing of cases won & lost
LEARNING & SHARING

Benefits

- Builds & develops an excellent team of competent & committed staff
- Increases employee satisfaction
- Promotes understanding & relationship building across branches
- Provides staff insights into how other branches operate
- Increases cumulative institutional knowledge

Other Ways We Share

- Division/Branch Level
  - Helping to keep staff updated of branch/division’s plans
- Team Level
- “Learning Bites” for Interest Groups
  - Informal discussions on a specific article, tax journal or topic
LEARNING & SHARING

Lessons Learnt

- Commitment of IRAS’ leadership
- Sustained efforts to address cultural changes
- Structure to drive behaviour
  - Soliciting of Topics
  - Accredited Tax Specialists Scheme
  - Working with HR

LEARNING & SHARING

Moving Forward

- Expertise Audit
- Implement measures to track:
  - Attendance
  - Effectiveness of Sharing
  - Spill-over activities resulting from sharing sessions
- Live broadcast and/or record sharing sessions