DOT Gazette

Message From Chairman, FBR

It gives me great pleasure to write a few lines about the performance of Directorate-General of Training & Research in 2009 (DT). I have been closely following the myriad academic activities that have been conducted at DOT under the able and inspiring leadership of the Director-General, Mr. Naseer Ahmad. 2009 has witnessed a remarkable increase in training and capacity building programmes for all cadres of field officers.

DOT's role in translating FBR's policy directives into various instructional and informative workshops, has been outstanding. The last quarter of 2009 (Oct. December) was especially very productive. It was heartening to know that the DOT, Headquarters as well as the sub-offices at Islamabad and Karachi have been consistently engaged in conducting very useful and productive workshops and training programmes to improve the competencies of officers and officials. There has been positive feed-back regarding the orientation workshops on Sales Tax and Income tax conducted during the months of August to November for facilitating assimilation into the IR culture. I also take this opportunity to commend the efforts of the Directorate General of Training & Research for designing the short training modules on the subject of tax recovery and both the major taxes being administered by the Federal Board of Revenue, i.e. Income Tax Law as well as Sales Tax Law.

The workshops conducted on core Income Tax provisions like Penalties and Additional Tax, Appeals / Revision / Limitations and Recovery of tax under Income Tax Law are a very good initiative to update the knowledge of tax officers on these very crucial topics. However, purely intellectual development without commensurate character development and human resource development is unlikely to improve the efficacy of the workforce. I am pleased to know that this fact has been given due weightage by the Director-General and his team.



Workshops on topics like Conflict Management and Emotional Intelligence will certainly ensure that officers learn to exercise prudence and sound judgment in completing their daily tasks and in interacting with their fellow colleagues.

The Directorate of Training & Research is certainly creating a paradigm shift that embraces the principles of intellectual acuity, personal integrity and interpersonal harmony. DOT's contribution will go a long way in improving personal and organizational effectiveness.

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Style

An empowerment style of management creates more innovation, initiative, and commitment, but also more unpredictable behavior. Managers must weigh the benefits of an empowerment style against the predictability of high control. To talk empowerment but practice control only creates cynicism. Few managers are willing to really pay the price of empowerment through the win/win agreement process -- where desired results and guidelines are clearly established, available resources are identified, and specifics of accountability and consequences are agreed upon. Those managers who do pay the price unleash the potential of people, foster innovation and initiative through self-supervision that respects the individual, and produce desired results in a way that is both tougher and kinder than a high-control style.

Stephen R. Covey

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EDITORIAL

How time flies! Another year has drawn to a close, and looking back on 2009, I can safely say that it has been a very successful year for the Directorate General of Training & Research (DT).

The most outstanding feature of the calendar year 2009 has been the immense increase in the range of academic activity at DOT. The Director-General Mr. Naseer Ahmad has managed to create and sustain a remarkable pace of academic activity, unparalleled in the history of the Directorate. DOT has 'branched out' with regard to its academic functions.

The 36th Specialized Training Program is in full swing, as are also workshops on various topics. The Directorate has also taken the first step in creating a research profile, by introducing a compulsory research paper in the curriculum of the Specialized Training Program. The idea is to promote and sustain a desire for open intellectual enquiry amongst the officers in order to fully exploit their creative potential.

Building the capacity of an organization's workforce is a long-haul journey requiring consistent effort, patience and persistence. Mr. Naseer Ahmad, Director-General DOT and Ms. Sameera Yasin, Director, alongwith their team, have been working relentlessly to develop more systematic methods and approaches to human resource development.

One of the aims of the Directorate is to promote a more open and collaborative culture amongst the officers of the department through meaningful interaction in workshops and seminars. A lot has been accomplished in 2009, but a lot more needs to be done to ensure that the momentum of change does not take a dip!

- The journey continuous!

Visit of Chairman, FBR and Director General (HRM)



In order to create awareness in the FBR workforce about Inland Revenue Service, Mr Sohail Ahmed, Chairman FBR and Ms Raana Seraat DG (HRM) visited DOT on 3rd September, 2009. They were given a warm welcome by the Director General, the Director and the rest of the DOT faculty. The Chairman addressed all officers of LTU, RTO, MCC, Internal Audit(Direct Taxes), Internal Audit(Customs), Directorate General of Training and Research(Direct Taxes) and Directorate of Intelligence and Investigation.

The Chairman thanked DG, DOT and the administration for providing first rate facilities as always. The Chairman's speech very candidly began with the need to finish the disconnect that exists between officers in the field and the FBR Headquarters. The Chairman stated that Pakistan is at an important stage in its political and economic history and its economic upturn depends on FBR. However it is not possible to reach the desired objectives without effort and a change in tax culture. The Chairman spoke forthrightly about the fact that officers should make concerted efforts , to achieve the revenue targets and put aside their personal issues in the interest of the Department.

It was reiterated that there was absolutely no need for anxiety on the part of the officers and the same was taken in a very positive manner, thus making the Chairman's address a success. The frank and candid discussion was well taken and appreciated. Officers vouched complete support towards sustaining the change and thanked the Chairman for addressing their concerns so candidly

Ms Raana Seerat's visit at DOT was also part of the Chairman's awareness campaign towards the Inland Revenue Service. She said that restructuring of FBR is now at a crucial stage and there are some lurking fears only because of lack of information. She was very positive and encouraging about her ideas and was appreciative of the remarkable facilities available at DOT.









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VISIT OF CHAUDRY MUHAMMAD AZAM, MEMBER (ADMN.) TO DOT

Chaudhry Muhammad Azam, Member (Admn.) visited the Directorate General of Training and Research on 29th October, 2009. His visit focused mainly on the development projects underway at the DOT premises.

The Honorable Member was given a warm welcome by the DOT faculty, followed by an address by Mr. Naseer Ahmad, Director General, DOT in which he conveyed pleasure over the Member's visit and thanked him for sparing time out of his busy schedule to visit the Directorate. He emphasized DOT's expanded role and informed the Member about the various seminars and workshops being conducted at DOT. The Director General expressed his desire to strengthen the workforce in a conducive and congenial environment.

Ms. Sameera Yasin, Director, DOT delivered an elaborate presentation about various training and research activities. Her presentation covered the on-going development projects and their various stages of completion. She updated the Member on various aspects related to hostel accommodation, conference halls, teaching blocks, library, auditorium, horticulture and other administrative matters. This was followed by a tour of the DOT premises, to give the Member a better idea of the ongoing projects. The Member praised the existing facilities and commended the faculty working under the able leadership and guidance of the Director General DOT Mr. Naseer Ahmad.











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Visit of Mr Abdul Wadood Khan

Mr. Abdul Wadood Khan, Advisor to Chairman, FBR visited the Directorate General of Training and Research (DT), Lahore on 15.12.2009. He was given a warm welcome by the entire faculty on arrival. After a brief meeting with the Director General, he was invited to address the probationary officers of 36th STP.

The Advisor spoke very candidly and answered questions put forth by the young officers. He spoke on issues like Broadening of Tax Base, and ways and means to conduct Audit, etc. He re-assured the officers regarding apprehensions over the IRS and asked them to remain positive and excel in their respective fields. He said that we must never lose faith and always hope for the best from Allah Almighty.

Mr. Abdul Wadood was later apprised of the trainings and courses being conducted at DOT in addition to the Specialized Training Program. He was given a brief presentation on the different workshops being conducted like Audit and Assessment, Conflict Management, Core Issues of Income Tax Ordinance, 2001, Orientation Courses to Income Tax and Sales Tax, etc. He was very appreciative of the various trainings being imparted to both officers and officials in order to build their capacity.



He congratulated the Director General on carrying out successful training programs and for keeping close liaison with the Federal Board of Revenue.









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WORKSHOPS ON CORE ISSUE OF INCOME TAX ORDINANCE, 2001 AND SALES TAX ACT 1990

The Directorate of Training and Research (Direct Taxes) is consistently working to apprise and update officers and officials of Income Tax and Sales Tax provisions. In this regard 6-days' training workshops are being regularly conducted at DOT (Hqrs) along with the sub-offices at Islamabad and Karachi. The best resource persons from within the department are being engaged for the workshops and feedback from the participants has been positive. During this financial year a number of workshops have been held for officials and officers. The Directorate is continuously working towards carrying out the orientation courses to enable officers to adapt to the emerging culture of IRS. DOT faculty vouches utmost support and dedication to the Board's policies.

In pursuance of Federal Board of Revenue's directives regarding conducting of workshops on core issues of Income Tax Ordinance, 2001 for auditors of Sales Tax and Federal Excise, six days training workshops were held at the Directorate of Training and Research (Direct Taxes) Lahore. These 6-days' workshops were conducted in 2 batches from 12.11.2009 to 18.11.2009 and 20.11.2009 to 26.11.2009. The training program was conducted for auditors posted at RTO, Lahore. A total of 53 auditors attended the workshops. Mr, Imran Raza Kazmi, Additional Commissioner (LTU) was the resource person for both the batches. Although it is difficult to impart training on such an exhaustive subject within a short span, the task was skillfully and efficiently handled by the resource person and most of the important provisions were discussed in detail.

A training course for LDCs and UDCs was conducted from 10.11.2009 to 14.11.2009, another course for Inspectors was organized from 19.10.2009 to 24.10.2009 and 16.11.2009 to 21.11.2009. A training course for Supervisors and Superintendents was held from 7.12.2009 to 12.12.2009. Mr Nadeem Hassan, Mr Ishtiaq Ahmed Rana, Mr Zahid Attique and Mr Shahid Baig were the resource persons for these refresher courses.



Response of the participants was very encouraging and the sessions were highly interactive. The participants found the workshops to be well organized and commended the teaching methodology.

This Directorate has conducted a short orientation course on the important provisions of Sales Tax & Federal Excise Laws for the benefit of Officers posted in Regional Tax Office, Faisalabad and Multan. These short training programmes have been conducted on the pattern of previous short training programmes.

The resource person for these short training courses was Mr. Akhtar Ali Naeem former Collector of Customs, Sales Tax and Federal Excise. To facilitate the participants, the courses were conducted at the respective stations. Chief Commissioners of RTO Faisalabad and Multan have informed that the officers (of these zones) who attended the courses are quite satisfied with the capabilities of the resource persons in so far as command on the subject, conceptual clarity, communication style and methodology are concerned.



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COMMENCEMENT OF 36th SPECIALIZED TRAINING PROGRAMME AT THE DIRECTORATE GENERAL OF TRAINING AND RESEARCH (DT), LAHORE

The 36th Specialized Training Programme at the Directorate General of Training and Research (Direct Taxes) Lahore, commenced on 27.10.2009. 33 probationers (13 female and 20 male officers) after successful completion of the Common Training Programme at Civil Services Academy Lahore joined the Directorate General of Training. The new batch was accorded a warm welcome in keeping with the tradition of DOT. This batch comprises a mix of talent from all provinces of Pakistan. The Assistant Commissioners (probationers) were apprised about the training schedule and training facilities. The batch would be trained in the subjects of Income Tax, Sales Tax, Federal Excise, Accountancy, Information Processing and other laws to equip them with the requisite knowledge for the fulfillment of FBR's mission and goals. The training at DOT has been specifically tailored with the intention to ensure that the objectives of optimized revenue collection and taxpayer facilitation remain at the forefront. To achieve this goal the best teaching faculty has been arranged from within and outside the department. The 36th Specialized Training Programme is scheduled to conclude in April, 2009.

COMPUTER TRAINING PROGRAMMES

The Federal Board of Revenue aspires to achieve the target of complete automation and a paperless working environment at the earliest. The biggest obstruction to this task is the poor command of the staff on computer software programmes and related Information Technology. Therefore, the Directorate General prepared a comprehensive plan of training nearly 6,401 officials of Direct Taxes.

According to this plan IT training of officials is to be imparted in 3 phases. It was decided to start the first phase at Lahore, Karachi, and Islamabad because of the availability of proper facilities and computer labs at these stations. During the period October to December 2009, 8 training courses for officials of BS 7 to Bs 16 were conducted at Directorate of Training and Research, Lahore. 217 officials from different functional divisions of RTO Lahore attended these courses.

DOT Lahore arranged a course for the officials of RTO Multan (erstwhile Sahiwal zone). It was a level 1 training course which was conducted from. 05.10.2009 to 10.10.2009 and 34 officials attended this programme.

Another training course for the officials of RTO Gujranwala was designed from 07.12.2009 to 12.12.2009 at DOT, Lahore. All the nominated officials i.e. 40 in number completed the training. Additional Director Mr. Mohammad Atiq from DOT, Lahore was the resource person for these training programmes.

The purpose of these computer training courses is to fulfil the mission of Federal Board of Revenue i.e to enhance the capability of the tax system to collect due taxes through application of modern techniques.

SUGGESTED READINGS

Wolf Hall
By Hillary Mantel

The Al Qaeda Connection
By Imtiaz Gul

The Economic Shariah of Islam
By Ghamidi

Principles of Understanding Islam
By Ghamidi

Leadership Mastery
By Dale Carnegie

Long walk to Freedom
By Nelson Mandela

A Thousand Splendid Suns
By Khaled Hosseini

Hitler and the Nazi Leadership
By John K.Lattimer

Train to Pakistan
By Khushwant Singh

Roots
By Alex Haley

The Alchemist
By Paulo Coelho

Pakistan In Search of Modernization
By Attar Chand

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WORKSHOP ON CONFLICT MANAGEMENT

A workshop on conflict management was organized by DOT Headquarters, Lahore on 7.10.2009. Mr Yasir Ali, Deputy Director (Training), DOT Lahore was the resource person. Thirty Seven officers attended the workshop. Participants included Officers of BS-18 and 19 from RTO Lahore, LTU, Lahore, RTO, Gujranwala, Directorate of I&A and DOT, Lahore.

Covering this complex subject topic comprehensively in the short time period of a day demanded elaborate presentation skills. The resource person, however addressed the topic very adeptly and practically covered all important aspects. The methodology adopted was very interactive. Audio-visual aids were appropriately utilized and the response of the participants was remarkably encouraging.





Workshop on Audit and Assessment

The Directorate General Of Training and Research (DT) Lahore is regularly holding workshops and short courses on different topics for the benefit and capacity building of field officers. In line with the same a workshop on Audit and Assessment was conducted at DOT (Hqs), on 14.12.2009 for officers of Income Tax Group in BS 17-19.

This one day workshop was attended by 31 officers from LTU Lahore, RTO Lahore, RTO Gujranwala, RTO Multan, RTO Sialkot, RTO Faisalabad and officers of DOT Lahore. Mr Asim Zulfiqar, Partner, AF Ferguson was the resource person. The major issues discussed in the workshop included the concept of assessment its historical background, types of Audit, its limitations and practical approaches and procedures.



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2009 AN EVENTFUL YEAR FOR DOT



By:
Naseer Ahmad
DG DOT

Professional development is a process of constant improvements and requires that each one of us have a personal vision or mission to help us grow and evolve. Professional development definitely means more than being well-versed in law and related disciplines. Real empowerment comes from an inspiring and uplifting vision. That's why, I, in my role as Director-General (DOT) have made an effort to add to the core functions of the Directorate, the diversity that is required to create a new level of thinking amongst officers.

In addition to the strictly academic workshops that are a regular feature at DOT, various seminars and symposia addressing practical aspects of financial management and human resource management, have been conducted at regular intervals. My team and I have made our best efforts to ensure that the Board's policy directives are carefully implemented in the best interest of the organization. I am deeply indebted to Chairman, FBR Mr. Sohail Ahmad for his continuous patronage, encouragement and appreciation of our efforts. I would also like to convey my heartfelt gratitude to Ms. Raana Seerat, D.G (HRM) for her interest and involvement in our academic activities, and to all Members of the Board who have provided us with valuable advice, feed-back and support to help us elevate the Directorate-General of Training & Research to a new level.

Transition and Hope



By:
Sameera Yasin
Director DOT

The role of DOT as a prime training institute for Specialized Training of Direct Taxes has transformed into a hub of training activities covering all levels of officers and officials of FBR of Income Tax, Sales Tax and Federal Excise & Customs officers all over Pakistan.

The year 2010 begins with a new hope for peace, progress and prosperity for the people of Pakistan. In the dawn of wave of change, in pursuit of reforms and in-anticipation of transformation for the good and better to happen, DOT conducted innumerable orientation workshops for the integration of taxes and merger of mindset for common organizational goals of FBR. This exercise was conducted at Main Campus at Lahore, and sub-offices of DOT at Karachi and Islamabad. The initial inertia and resistance was felt more at the sub-offices but with the perseverance and focused objectives, the training activity pursued in full swing. The best part is that the intermingling of officers at all levels proved to be the most encouraging factor of recognizing the sanctity of relationships which prevails over all philosophical theories of management. The intrinsic value of such relationships cannot belie the verbal denials of oneness when the organizational goals are the same to collect revenue, to make our country economically and functionally self-reliant, to redeem its dignity and self-respect. We have got to set our priorities right. We must endeavor in the right direction to regain our lost valour, honour & prestige. I quote Quranic ayat which reads - "Allah has promised, to those who believe and work righteous deeds, that HE will of a surety, grant them in the land, inheritance (of power) as HE granted it to those before them; that HE will establish in authority their DEEN (ISLAM) and that HE will change (their FATE) after the fear….to one of security and peace. They will worship ME (alone) and not associate aught with me ……" (24:55) (Surah Al-Noor)

This inspiration keeps us going to cope with the future needs of Federal Board of Revenue. Continuity and perseverance of purpose must be adhered to, to achieve success and stability.

In Memory of Mr. Javed Iqbal Rana



Last month, I made an official visit to RTO, Multan to oversee one of the Orientation Workshops on Income Tax and Sales Tax. It was very heartening to see that the Director General, Mr. Munawar Ghafoor and his team were very enthusiastic about this activity. What made this experience more meaningful and enjoyable was the presence of Mr. Javed Iqbal Rana, Commissioner, who was struck suddenly by the wrath of death that very evening. It was a big shock and I just could not overcome the grief and sorrow. All those who ever came across Mr. Javed Iqbal Rana, would agree with me that losing a friend and a colleague like him is an eternal loss. May Allah (SWT) bless his soul and grant peace to his family (Ameen).

Sameera Yasin
Director DOT