DOT Gazette

MESSAGE FROM CHAIRMAN, FBR

FBR's role and contribuion is of enormous consequence to our national economy. Revenue collection by FBR generates fiscal resources vitally required by the state to meet its developmental needs. This important responsibility on our shoulders demands efficiency, devotion and commitment to work.

Pakistan's economy is currently faced with several potential impasses viz global recession whereby our foreign exchange earnings have been hurt by diminishing overseas demand, diversion of additional resources to meet national security and defence requirements in the current geo-political scenario and a considerable budget deficit arising out of inadequate revenues. Nevertheless there is vast untapped revenue potential in the country. In order to increase tax to GDP ratio and to broaden the tax base we need to identify the potential areas, and recognize and restructure our efforts to bring sectors having significant tax potential into the tax net. This would demand visionary planning, commitment to work and above all, sound professionalism at all levels of FBR. I take this opportunity to emphasize that only hard work, dedication to duty and relentless efforts can add value to the organization and realize its true potential. I shall further add in this perspective that merit, talent, discipline, courtesy and integrity should be the hallmarks of a reorganized FBR workforce, with zero tolerance towards corruption. Directorate-General's role in transforming the new entrants in service to the aforesaid vision can hardly be over-emphasized.

I urge the probationers of Income Tax Group to move forward with a spirit of change and reform. They must equip themselves with the aforesaid



ingredients so that they are able to carry with them the talent and the expertise required to meet challenges linked to sustainability of reforms, improvement of our image, achievement of assigned revenue targets, and broadening of tax base.

I wish the Director General and his team, best of luck in their endeavors.

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MESSAGE FROM MEMBER ADMIN & HR, FBR

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Training and Development is one of the most important areas in the field of Human Resource Management. Gone are the days when a university degree was considered sufficient to classify a person as 'well-educated'. The 21st century has witnessed a complete change in the perception of knowledge, education and competence. Not only is it essential to acquire professional competence in one's chosen field, it is also absolutely vital to keep abreast of changes and developments taking place in that field and improve upon one's skills accordingly. There must exist a healthy symbiotic relationship between an organization and its employees. No organization can prosper and grow without a competent, dedicated and motivated workforce; conversely, unless the employees have a positive perception and feeling about the organization, and feel motivated and secure, they cannot be expected to realize their full potential. Training and Development helps to create just the kind of environment that fosters personal as well as organizational growth.

I am aware that the Directorate-General of Training, Lahore is continuously striving to improve and update its academic curriculum and training programs. I intend to keep a close liaison with the Director-General and the faculty members of DOT, in



the months ahead, to ensure that we all work as a team for the professional development of our workforce, cultivate a team-spirit and facilitate the achievement of FBR's long-term goals.

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EDITORIAL

The challenge for any professional institute is not only to design elaborate training programs for its employees , but also to instill in them a desire for continuous development and improvement. Without an inner will to excel, no training program can be expected to improve the trainees to any significant degree.

Our main purpose therefore is to make the training programs not only professionally sound and comprehensive, but interesting and stimulating as well, so that the participants are motivated to learn. We must keep adding skills and competencies to our existing repertoire, and the easiest and most effective way to do that is to read. We have added an excellent stock of books on a range of academic disciplines to the DOT library. A list of these books will be circulated amongst the officers of the next batch and they will be encouraged and expected to read the books pertaining to their areas of interest.

Our officers are our most important asset. The Director-General, Mr. Naseer Ahmad and the Director, Ms. Sameera Yasin are strong proponents of continuous development __ an important area of HRM, which focuses on enhancing the skills and knowledge of employees to prepare them for the next step in their careers. That is why the goal of DOT is shifting from producing qualified professionals, to grooming officers to be professionally competent leaders and conscientious government servants.

AMBREEN IFTIKHAR
Additional Director

VISIT OF MR. ABDUL WADOOD KHAN ADVISOR TO CHAIRMAN, FBR

Mr. Abdul Wadood Khan, Advisor to Chairman, FBR visited Directrate-General of Training & Research (Direct Taxes), Lahore on April 25th, 2009. He was welcomed by the Director General and DOT faculty. Mr. Wadood Khan was given a detailed presentation on the training activities at DOT, especially with reference to Capacity Building Programs.

Mr. Abdul Wadood Khan was very appreciative of the various academic programs that are being conducted at DOT Lahore and assured the Director General of his full support and cooperation in further improving the academic standards at the Directorate.



Various issues pertaining the academic and administrative matters at the Directorate were discussed at the meeting . Mr. Wadood Khan gave his assurance that these problems would be addressed and resolved at the earliest.





Some Tips for Non-verbal Communication

We all want to be liked, respected and appreciated, but not many of us are amenable to criticism even if the criticism is meant to correct or improve our behaviour. How we perceive ourselves is important, but so is how we are perceived by others. Each of us should aim to have a unique style and personality, which others find pleasant and appealing.

Phyllis Mindell, in her book 'The Complete Guide to Communication for Leaders' gives some useful tips in this regard :-

1) Hold the Head High:- Change the way you hold your head and you change your image.
2) Smile:- When appropriate, the smile gives credibility, shows confidence, and makes for a pleasant experience.
3) Show sincerity:- Experience has shown that those who avoid bluster and carry themselves without pretension are seen as more sincere than those who do not.
4) Maintain control:- Control your words, your appearance, and your body movements if you wish to lead and persuade others effectively.
5) Value silence:- Silence empowers you, augments your message, allows others time to speak. Build strategic silence into every talk, every major speech, every meeting.

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REPORTS OF SUB-OFFICE DOT(DT) FOR THE YEAR 2008-09

Sub-Office, Karachi: Sajjad Ahmad (Additional Director)

The academic year 2008-09 has been pretty significant for DOT, Karachi, since, in this year, the maximum number of training courses were conducted, as compared to the previous years. 144 courses were conducted to train 2438 officers / officials as against last year's number of 59 courses whereby 847 officers / officials received training.

A special assignment was also given to this office under the theme 'FBR Building Computer Competencie's Training Program for officials, 96 courses were conducted under this project and 1656 participants were trained in computer competencies.

Keeping in view the limited facilities available to this office with regard to space, manpower and budgetary allocations, the performance of DOT, Sub-office Karachi has been quite commendable.

Sub-Office, Islamabad: Qasim Samad Khan (Additional Director)

The Sub-office, Directorate General of Training & Research (Direct Taxes), Islamabad is striving to become a centre of excellence in the field of training by imparting necessary skills and knowledge for the professional development of the workforce of the Federal Board of Revenue, under guidance and supervision of DOT, Lahore. It is committed to an unending endeavour of attaining the highest standards of knowledge / skills through a thoroughly professional approach towards training and teaching standards.

During the training calendar 2008-09, Sub-office, Islamabad successfully conducted several training courses for officers as well as staff of the FBR within its jurisdiction i.e., LTU / RTO Islamabad, RTO Rawalpindi, RTO Peshawar and RTO Abbottabad. The trainings were conducted with the objective of improving effectiveness within FBR, providing professional development opportunities for FBR employees through career orientated programmes and developing professional expertise of FBR employees by updating their skills and providing latest knowledge in the field of tax laws, computer skills, audit, management courses etc.

Short courses for officers of the FBR were conducted on the subject of Withholding Taxes, International Taxation, Sales Tax, Human Resources, Refund & Recovery Rules, Inquiry / Office Procedure etc. Apart from trainee officers of the FBR, training courses were held for LDCs & UDCs, Supervisors & Superintendents, Income Tax Inspectors and Special Officers etc. Courses of Information Technology for Steno-typists / Stenographers, UDCs / LDCs were also held during the year. DOT, Sub-office also hosted four courses on Audit conducted by the Professionals Academy of Commerce (PAC) which were highly appreciated by all the participants and field officers. Sub-office Islamabad also assisted LTU, Islamabad in conducting training of E-filing and Mahasil.

Apart from the training activities, the FBR, HRM (Wing) for the first time assigned DOT the responsibility of conducting written / computer tests for staff of FBR for selection of IJP, Sub-office successfully conducted these tests at Islamabad and RTO Peshawar for over 50 officials in the most professional transparent manner.

Sub-office Islamabad also facilitated the probationers of 35th STP in taking the FPOE held at Islamabad from 24th March, 2009 to 31st March, 2009. A letter of appreciation from the worthy Director General, DOT, Lahore was issued for the excellent facilities and logistic support provided to the probationers.

The Sub-office also successfully conducted the written exam for Promotion of Inspectors of Income Tax Department held from 11th May, 2009 to 13th May, 2009 at Islamabad. This was the first time that such an exam was conducted by DOT. Over 140 candidates appeared at the Islamabad centre. The exam was conducted in the most transparent manner while providing excellent facilities to such a large number of candidates.



The Dand OT, Sub-office premises have recently been shifted from I-8 Markaz where it was co-located with LTU, Islamabad to Old CBR Building, CDA Block No.III, Islamabad. The process of shifting and settling down in the new premises is almost complete and will be ready for starting training activities for the calendar for 2009-10 by 15th of July, 2009.

DIRGE

Mr. Khurshid Alam (Inspector DOT), Lahore lost his young daughter, while she was pursuing higher education. This peom was written by the grandfather of the deceased child:

O charming nightingale of the house!
Where have you disappeared secretly?
Leaving us in terrible gloom and mourning,
Setting us to ponder over mysterious ways of fate
Which are beyond the comprehension of human knowledge.
Maybe you have taken refuge in a deep cave
Where searching is a wild-goose chase.
Do not feel sad of lying in forced solitude & isolation as
It was so destined by Almighty Allah.
Keep patience, we shall soon follow suit to cheer you up.
Shocking as the horrible event is we are
Obliged to console ourselves with soothing thought
That Omnipotent God will bless her soul with ever-lasting
Peace & tranquility in heaven, the ultimate abode of
Every muslim and grant us courage & forbearance
To sustain the huge irreparable loss with broken-heart.

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36th COMMON TRAINING PROGRAM (CTP) SYNDICATE VISIT

A syndicate group of 36th Common Training Program visited Directorate of Training Income Tax on April 23, 2009. The research topic for the syndicate was" The Utility of Common Training Program". The probationary officers had divided their research into different sub-topics, and asked questions according to their research paper requirement.

The discussion was held in the conference room of DOT and began with a brief introduction of the faculty members.

Ms. Sameera Yasin gave a comprehensive presentation about Directorate-General of Training and Research, its history, infrastructure and training activities. The presentation was followed by a question-answer session. The probationers' main queries were:

- What was Common Training like in the days of First Common and Second Common Training program?
- Is there any duplication in the syllabus of Common Training and Specialized Training Program?
- Is the quality of Common Training up to the mark?
- What improvements are required in the CTP regarding time period and non-academic / extra-curricular activities?
- What is the real purpose of Common Training Program?

The details of the question-answer session are featured below:-

Syndicate group: Have you overviewed the syllabus of the Common Training Program in order to avoid duplication?

DOT faculty: It was reviewed by **a** team of officers of various Civil Service Groups to see whether there is any overlapping. For example, we noticed that the course on MS Excel being conducted at CSA is not adequate so it is given a lot of weightage in DOT.

Syndicate group: Is there any difference between training imparted to earlier CTPs e.g. to 1st and 2nd CTPs and the current batches of CTP?

DOT faculty: The training program at CSA has been improved and updated over the years. Information technology is one of the main additions in the syllabus. There is one thing, however, that appears to be a bit neglected in the training - emphasis on discipline. Earlier there was a lot of emphasis on discipline, but this element seems to receive less attention now. A marked decline in discipline has been noticed e.g. probationers are missing classes and avoiding other rules.



Syndicate group: What is the main purpose of the Common Training? It is said that the main purpose of the Common Training Program is to inculcate a spirit of nationalism. Is Common Training truly required or is Specialized Training enough and should the probationers head straight to Specialized Training Program after qualifying the C.S.S exam?



DOT faculty: Young officers, joining Civil Services Academy, come from different regions of the country. Common Training Program attempts to utilize this diversity and endeavors to bring all of them together on one forum and foster the spirit of nationalism and unity. The true purpose of the Common Training Program is not only to give them good academic knowledge but to equip them with the capacity to deal with diverse and difficult situations in their official capacity. Common Training Program tries to inculcate common national values rather than bare academic skills.

Syndicate group: What should be the optimum time for CTP. Would not it be better if it is reduced from 9 months to 4 -5 months so that implied cost in it is saved and young officers are launched in the field to give relief to masses?

DOT faculty: As far as cost is concerned, the resources spent on human resource development should never be considered wasted because time and resources spent in Common Training Program go a long way and bear fruit over the life- time of the officer. Thus it is an investment for the future and should be viewed as such

The session concluded on the note that CTP was an important and essential requirement of the training of CSS officers. The session was followed by lunch..



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Crossroads of Destiny

By: Sameera Yasin, Director DOT(DT)

We stand at the crossroads of destiny, to be or not to be, for survival and existence as a nation which was born out of a need for freedom and liberty. After six decades, once again we are surrounded by threats, wars, bloodshed and terrorism. Every news bulletin casts stories of tragedy and sorrow of despair and hopelessness. The electricity outages, the water shortages, the growing inflation, racist intolerance, the dwindling faith and above all the Internally Displaced Persons (IDPs). What are we heading towards? A tomorrow of nothingness, a future in vain! Will it matter who we are and what we are unless we stand together as a nation for our survival and sovereignty? We need to reach out for construction and reconstructive activities which shall benefit all in the long run.

There are times in the history of nations when survival is at stake but it is only a sincere resolve which brings home a spell of hope and betterment. I would like to share a few lines from Abraham Lincoln's Gettysburg address of November, 19th, 1863 -

"It is rather for us to be here dedicated to the great tasks remaining before us that from these honored dead, we take increased devotion to that cause for which they gave the last full measure of devotion that we here highly resolve that these dead shall not have died in vain, that this nation under GOD shall have a new birth of freedom and that the Government of the people, by the people for the people shall not perish from the earth".

I think at this stage it is very important to inculcate feelings of patriotism in ourselves and future generations. Keeping the multifarious factors in mind we shall strive to make the coming training program for the probationary officers a more meaningful one. To develop a spirit of selflessness, sacrifice, dedication and devotion shall be our focus apart from making them par excellence tax collectors and professionals.

Departmental Promotion Examination for the Posts of Inspectors

Departmental promotion examination for the positions of Inspectors of Income Tax was conducted simultaneously at Lahore, Islamabad and Sialkot. More than four hundred candidates appeared in this exam. Elaborate arrangements were made to accommodate the large number of officials at the three stations. The examination constituted three papers of Law & Assessment, Book Keeping and Office Procedure.







New Books in DOT(DT) Library

The Messenger: The Meanings Of The Life Of Muhammad (P.B.U.H)
By Tariq Ramadan

Fire Up Your Communication Skills
By Captain Bob

Flight Of The Falcon
By Sajjad Haider

Principle Centered Leadership
By Stephen R Covey

The Seven Habits of Highly Effective People
By Stephen R Covey

Winston Churchill: Statesman of The Century
By Robin H Neillands

Frontline Pakistan
By Zahid Hussain

Successful Project Manager
By Trevor L Young

How to Have a Beautiful Mind
By Edward De Bono

Advanced Public Administration
By Imtiaz Shahid

Powers and Prospects
By Noam Chomsky

Organizational Behaviour
By Mcshane Vonglino

Great Stories Of Nobel Prize Winners
By Edmon Rupa

The New Art of the Leader
By William A Cohen

The Road Less Traveled
By Richard Schoch

Management By Roger Bennett

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Training Activity during the Financial Year 2008-09

Capacity Building Workshops for Officers

Refresher courses for officers are a regular feature at DOT. These courses are developed after identifying training and development needs with in the organization through job analysis, appraisal schemes and reform process in FBR. On the job training modules are amended and revised as necessary in order to adapt to the changes that occur in the work environment. During the financial year 2008-09 following training courses were organized for the officers.

S #	Name of the Course	BPS	From	To	Participants
1	Training Course on Effective Monitoring & Collection of Withholding Taxes	17-19	4-Aug-08	11-Aug-08	27
2	Training Course on Effective Monitoring & Collection of Withholding Taxes	17-19	8-Aug-08	23-Aug-08	25
3	Financial Accounting and Audit Training Course	16-19	14-Aug-08	26-Aug-08	24
4	Training Course on Effective Monitoring & Collection of Withholding Taxes	17-19	25-Aug-08	27-Aug-08	24
5	Specialized I.T Training "Data Entry of Returns"		15-Sep-08	20-Sep-08	22
6	Training Course on Effective Monitoring & Collection of Withholding Taxes	17-19	13-Oct-08	15-Oct-08	17
7	Financial Accounting and Audit Training Course	16-19	20-Oct-08	2-Nov-08	28
8	Training Course for Enquiry Officers	17-19	16-Oct-08	18-Oct-08	18
9	Training Course on International Taxation	17-19	20-Oct-08	22-Oct-08	18
10	Financial Accounting and Audit Training Course	16-19	3-Nov-08	15-Nov-08	30
11	Training on Introduction to Sales Tax	17-19	13-Nov-08	15-Nov-08	18
12	Training in Refund & Recovery Proceedings under I. Tax Ord. 2001	17-19	1-Dec-08	3-Dec-08	25
13	Training on Current Legal Issues and their implication	17-19	29-Dec-08	31-Dec-08	24
14	Financial Accounting and Audit Training Course	16-19	26-Jan-09	7-Feb-09	27
15	Financial Accounting and Audit Training Course	16-19	9-Mar-09	21-Mar-09	25
16	Financial Accounting and Audit Training Course	16-19	6-Apr-09	18-Apr-09	25
17	Organizational Development & Change Management	17-19	6-Apr-09	8-Apr-09	24

Training Calendar of Refresher Courses for officials of BS 7 to BS 15 for the year 2008-09

Refresher courses for officials of BS 7- BS 15 have been designed to bridge the gap between required and existing skills. Reform process requires regular on the job training for the staff to meet the challenges of a changing work environment. During the financial year 2008-09 refresher courses for staff were conducted as per following schedule

S.#	NAME OF COURSE	FROM	TO	NO. OF PARTICIPANTS
1	Refresher course on Income Tax Law & Book Keeping for SOs / Inspectors	13.10.2008	25.10.2008	20
2	Refresher course on General Financial Systems for AOs / Suptd. / Supervisors	24.11.2008	29.11.2008	15
3	Refresher course on Income Tax Law for UDCs / LDCs	01.12.2008	06.12.2008	24
4	Refresher course on Income Tax Law for UDCs / LDCs	12.01.2009	17.01.2009	24
5	Refresher course on General Financial System for AOs / Suptd. / Supervisors	02.02.2009	07.02.2009	19
6	Refresher course on Income Tax Law & Book Keeping for SOs / Inspectors	09.02.2009	14.02.2009	15
7	Refresher course on Short Hand (Speed & Accuracy Practice) for SGs / STs	02.03.2009	07.03.2009	20
8	Refresher course on Income Tax Law & Book Keeping for SOs / Inspectors	09.03.2009	14.03.2009	19
9	Refresher course on Income Tax Law for UDCs / LDCs	06.04.2009	11.04.2009	15

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Training Schedule For 35th Specialized Training Programme

The Probationary Officers of Income Tax Group belonging to 35th STP joined this Directorate General for their Specialized Training on 25-10-2008 and completed their training on 31-03-2009 after taking Final Passing Out Examination.

The aim of this training is to inculcate a professional approach towards concepts and mechanisms of taxation in Pakistan with special emphasis on proper orientation of law, theory & practice of corporate business and financial management and information technology.

The training course comprises of rigorous academic activity involving following three major modules:

Module(1)	Taxation Laws	Courses include Income Tax Law, Sales Tax (VAT) Act and Federal Excise Act
Module(II)	Corporate Business & Financial Management	Courses include Accountancy, Examination of Books of Accounts, Audit & Investigative Techniques.
Module (III)	Law(General)	Capsulated, relevant provisions of Constitution of Pakistan, Code of Civil Procedure, Limitation Act, General Clauses Act and Qanun-e-Shahadat Order

Training/Instructional methodology includes lectures, graded group discussions and case studies of selected corporate concerns, periodical seminars & presentations, extension lectures etc. The permanent and visiting faculty comprises senior level bureaucrats, professionals and guest speakers from public & private sectors. The Internal Evaluation requires 60% pass marks in each course whereas at the end of the training, the Federal Public Service Commission conducts Final Passing Examination requiring 45% pass marks in each course as well as an aggregate of 45%.

DOT is assigned 600 marks as STP Evaluation and the evaluation criteria for 35th STP was as under:

S.#	Academic Activities	STP %age	STP Nos	S.#	Other Factors	STP %age	STP Nos
1	Final Examination	30%	180	1	Attendance / Discipline*, Behavior and OLQ**	15%	90
2	Monthly & Snap Tests	15%	90	2	Evaluation by:		
3	Syndicate Participation	10%	60		(i) Director General	15%	90
					(ii) Director	5%	30
					(iii) Teaching Faculty	10%	60
	TOTAL	**55%**	**330**		**TOTAL**	**45%**	**270**

Computer Training For Officials (BS 7-16)

Extensive computer training for the staff has been identified as a key concern for the successful transition towards complete automation and a paperless environment. The Directorate General of Training and Research (Direct Taxes) has the necessary paraphernalia and is capable of providing Information Technology training from basic to advance level to FBR officials/ officers of any grade. Comprehensive plan for training of about 6401 officials of Direct Taxes was designed along with time frame. The plan consists of three modules of training from level-1 (Basics with no prior knowledge) to level -3 (Advance level). During the financial year 2008-09 eleven computer training programs of level -1 were conducted at DOT Lahore and 971 participants attended this course

Seek first to understand.

Seek first to understand, then to be understood. When we are communicating with another, we need to give full attention, to be completely present. Then we need to empathize __ to see from the other's point of view, to "walk in his moccasins" for a while. This takes courage, and patience, and inner sources of security. But until people feel that you understand them, they will not be open to your influence.

Stephen R. Covey

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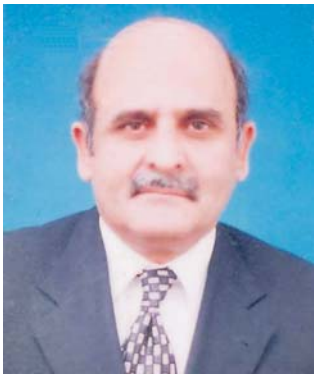
Message from The Member Policy (Direct Taxes), FBR



It gives me immense pleasure to write this message for 'DOT Gazette' a publication of Directorate General of Training & Research (Income Tax) Lahore, at a moment when our region as a whole and country in particular is passing through times which have far reaching effects on our economy

The happenings of last one year have not only affected our economy but also the life of a common man. In these circumstances the greatest challenge for us, apart from achieving the assigned revenue target, is to broaden the tax net and raise Tax to GDP RATIO. At the same time, you have also to retain the confidence and respect of our taxpayers which we have earned in last few years. If each one of you inculcates in yourself a sense of devotion to duty, patriotism, selflessness, hard work and honest along with equipping yourself with knowledge and skill, there is no reason that you could not turn FBR into an economic engine of growth for the country.

I congratulate Director General, Directorate General of Training & Research (Income Tax) Lahore and his team for bringing a quality publication reflecting the revamped organization. The Directorate General deserves appreciation for publishing "DOT Gazette" focusing on its prominent events and activities. I see its utility in raising the morale and spirit of the officers and staffs, as their efforts and contribution in the attainment of the organizational objectives, get duly expressed in the publication.

Best of luck in your future endeavors.

Message from the Member Operations (Domestic Operations North)



The required degree of professional output, coupled with impressive efficiency levels, only come through an on-going process of training, opportunities, made available to the human resource associated with the organization. It is with the same belief that FBR attaches great importance to the area of training and professional development of its officers and staff.

2. FBR has covered quite a few milestones with regard to reform process, but the journey is far from over. A lot of targets of managerial challenges have been fulfilled; still many milestones are yet to be covered. It needs creative input of thought and applied skills.

3. The Directorate General of Training & Research (Direct Taxes), Lahore is playing a pivotal role in this regard. Not only does it have an intensive and well structured-Specialized Training Program for the probationary officers, it also offers various capacity building courses for the field officers. While the contribution of the Directorate of Training is appreciated, it is felt that there is a considerable potential for up-grading and improving the training infrastructure, in terms of suitable training modules and curriculum.

4. I affirm Federal Board of Revenues support to the academic institute, and appreciate the role of the Director General and the present team. Directorate of Training (Direct Taxes) Lahore in successfully fulfilling its, mandate of providing professional training to the human resource capital of the organization.

The Road Ahead

By: Naseer Ahmad, Director General DOT(DT)

I wish to thank all the officers of the Department who gave us valuable feedback on the previous issue of DOT Gazette. This issue is basically a synopsis of the academic activity at the Directorate-General and its sub-offices in Islamabad and Karachi during the past academic year.

The financial year 2008-09 was rather turbulent in many ways. Nevertheless, despite trying circumstances, I can say that all of us have tried to fulfill our duties and responsibilities to the best of our capacity. Let us all begin the fiscal year 2009-10 on a positive note. First and foremost, I wish to extend a very warm welcome to Mr. Sohail Ahmad, Chairman, FBR.

I look forward to welcoming him to the Directorate soon, to apprise him of the academic programmes / training modules, and to seek his valuable advice and suggestions in this regard.

I would also like to extend my felicitations to my honourable colleagues on their appointments to their new positions. I congratulate Mr. Ihsanul Haq, Member (Facilitation & Taxpayer Education), Mr. Zafar ul Majeed, Member (Strategic Planning & Statistics), Mr. Muhammad Ramzan, Member Operations (Domestic Operations South), Mr. Mehmood Alam, Member Policy (Indirect Taxes), Hafiz Muhammad Anees, Member (Taxpayer Audit), Mr. Munir Qureshi, Member Operations (Customs), Ch. Muhammad Azam, Member (Administration & Human Resource), Mr. Muhammad Saeed Khan, Director General (Special Initiatives), Mr. Khalid Aziz Banth, Member Policy (Direct Taxes), Mr. Aziz Ahmad Bilour, Member Operations (Domestic Operations North) & Mr. Shahid Azam Khan, Member (Enforcement & Accounting). I wish them every success in their new roles.

My team is presently reviewing various aspects of our academic activity to ensure that the 36th Specialized Training Programme is tailored to develop the core competencies required for sound tax administration. We are also working on organizing workshops on various important topics related to public management for the benefit of our field officers. I strongly believe that there is a leader in each one of us but before we can decide to lead others, we must first learn to lead ourselves.