

TAX ADMINISTRATION JAMAICA (TAJ)

Changing the way we do business

New beginnings
Change is inevitable

TAX ADMINISTRATION REFORM QUESTIONS & ANSWERS

What is the current status of the legislation to reform the Tax Administration?

The amendments to the Revenue Administration Act (RAA) were passed by the House of Representatives on March 28 and by the Senate on April 1, 2011.

What are the effects of the amendments?

The dissolution of three (3) Tax Departments:

1. Taxpayer Audit and Assessment Department (TAAD)
2. Inland Revenue Department (IRD)
3. Tax Administration Services Department (TASD)

The Creation of a unified department called **Tax Administration Jamaica (TAJ)**.

What will be the management structure of the unified TAJ?

The amendment to the RAA establishes the positions of:

- Commissioner General
- Deputy Commissioner General, Operations
- Deputy Commissioner General, Management Services
- Deputy Commissioner General, Legal Support.

When will the amendments take effect?

The amendments will be implemented on the **Appointed Day of May 1, 2011**.

How long is the transition to semi autonomy expected to last?

Based on the planned strategy, it is anticipated that the transition will take place over a twelve (12) month period, during which time **TAJ** will operate under central government.

How can I get more information about the transition to TAJ?

You may contact Meris Haughton, Director Communications at 577-9417 (CUG), or send an email to communications@taj.gov.jm. We will continue to engage our stakeholders in discussions and provide regular updates.

With the Amendments to the RAA and the announced May 1, 2011 "Appointed Day", the establishment of the unified department **Tax Administration Jamaica (TAJ)**, is now a reality.

This signals a new way of operating, as business processes are also being re-engineered as part of the reform of the Tax Administration.

New Concepts of Operations have been developed in relation to:

- Customer Centric Business Model
- Risk Management Methodologies
- Technology Driven (promoting self-service operation)
- HR and Budget Flexibility
- New Governance Structure

The new concepts of operation will see **TAJ** operating in a different way.

Customer Centric Approach:

The unified **TAJ** will focus on customer service.

Customers can look forward to:

- Improvement in service delivery
- Expansion of our Customer Care Centre services (1-888-TAX-HELP)
- Simplified tax forms
- Expansion of service channels
 - E-banking
 - Telephone banking
 - Third party collections
 - E-registration
- Same day processing of the following documents
 - GCT Certificates
 - TCC
 - TRN Cards
 - Motor Vehicle Titles
- Improvement in support for e-services
- Improvement in functionality of website (www.jamaicatax.gov.jm)
- Accurate taxpayer accounts
- Improvement in taxpayer outreach/education

Risk Management Approach:

- Taxpayers will be segmented and managed based on a risk analysis

- Sectors/associations will be targeted for taxpayer education and outreach action.
- Sectors and individuals will be selected for audit and/or compliance action.

It should be noted that **TAJ** will publish its compliance programme annually.

Technological Approach:

Major emphasis will be placed on advancing the ICT capacity and infrastructure of **TAJ** by installing:

- a new software system to replace ICTAS.
- internet kiosks for filing returns.
- a case management tracking system
- a data mining software
- returns processing software

Infrastructure and Facilities Approach:

Under the Reform, major improvements and upgrades have been planned for the physical facilities to make it more comfortable for customers and staff. New business processes have dictated these planned changes:



Tax Administration Reform



Meris Haughton
Director Communications

Purpose & Objectives

The reform of the Tax Administration became necessary following critical assessments carried out by the International Monetary Fund/Caribbean Technical Assistance Centre (IMF/CARTAC), at the request of the Government of Jamaica (GOJ) in 2006 and 2008.

The reports highlighted significant weaknesses and recommended comprehensive reforms, which were accepted by the GOJ. It was recommended that domestic (internal) and international (customs) taxes be separated, as is the practice in many other tax jurisdictions. The establishment of **TAJ** as a unified department, Customs as an Executive Agency and the Taxpayer Appeals Department as a Division within the MoFPS subsequently became:

- Conditions of IMF Stand-by Agreement -2010
- Descriptions in the Aide Memoires of April 2010 & March 2011

The main objectives for consolidating the operations of Taxpayer Audit Assessment Department (TAAD), Inland Revenue Department (IRD) and Tax Administration Services Department (TASD) to form a single **Tax Administration Jamaica (TAJ)** are to:

- improve service delivery, efficiency and effectiveness;
- simplify administrative & business processes;
- enhance information and communications technology channels;
- improve voluntary compliance;
- increase collections.

NOTE: The Transitional period for the reform is scheduled for approximately twelve (12) months, which will see most of the issues being settled by April 1, 2012

Every **new beginning** comes from some other beginning's end



A NEW DAY IS DAWNING

May 1, 2011 marks the dawn of a new era, when **TAX ADMINISTRATION JAMAICA (TAJ)** becomes a reality.

On **May 1, 2011** there will no longer be a separate Inland Revenue Department (IRD), Taxpayer Audit and Assessment Department (TAAD) or Tax Administration Services Department (TASD).

On **May 1, 2011** all staff positions of the former IRD, TAAD and TASD will be temporarily transferred to the Ministry of Finance and the Public Service and the persons assigned to work in the new **Tax Administration Jamaica (TAJ)**.

On **May 1, 2011** the head of TAJ will be Commissioner General (CG), Viralee Latibeaudiere. All the authority for the various Tax Acts will be vested in the Commissioner General.

On **May 1, 2011** the CG will be supported by:

- Deputy Commissioner General, Management Services - *Dr. Terence Frater*;
- Deputy Commissioner General, Operations - *Rosalee Brown*;
- Deputy Commissioner General, Legal Support - *Grace Rookwood*.

On **May 1, 2011** the assets of the former IRD, TAAD and TASD will be transferred to the new **Tax Administration Jamaica (TAJ)**.

On **May 1, 2011** the official domain for email addresses will convert to `firstname.surname@taj.gov.jm`. The website address will remain `www.jamaicatax.gov.jm`, while the Facebook account will be `www.facebook.com/jamaicatax`. The toll-free numbers for our Customer Care Centre remains 1-888-TAX-HELP (829-4357); 1-888-GO-JA-TAX (465-2829) for callers from the USA.

On **May 1, 2011** calls to any tax location will be answered identifying **Tax Administration Jamaica (TAJ)**.

On **May 1, 2011** Transitional Managers will be responsible for leading the scheduled 12 months transitional process.

Please bear with us as we change to improve our operations.

Early Deliverables & Improved Services



Minister of Finance and the Public Service, Hon. Audley Shaw (left), cuts the ribbon to officially open the Tax Administration's Customer Care Centre, at the May Pen Revenue Centre, (from second left) are: Minister of Transport and Works and Member of Parliament Hon. Michael Henry; Manager of the Tax Administration's Customer Care Centre, Ms. Samantha Myers, and Mayor of May Pen, Councillor Milton Brown.

Although the reform is now at the stage of unifying three (3) tax departments, the reform process began in 2009 and has already recorded several successes.

Early deliverables: 2009

- Established a Large Taxpayer Office (LTO)
- Established a Customer Care Centre (CCC)
- Established a Forensic Data Mining Unit (FDMU)

- Established a Special Enforcement Team (SET)

2010

- Established Reform Project Plan and Office
- Established Concept of Operations document
- Established Head Quarters and selected top four (4) executives

The transition process will continue through to April 1, 2012.

Tax Administration Jamaica (TAJ)

Guiding Principles

Vision

A World-Class
Tax Administration

Mission

Through excellent service by our highly skilled staff, we will foster voluntary compliance, contribute to a competitive business environment and facilitate economic growth & development.

Core Values

Professionalism
Accountability
Customer –Centric
Transparency
Team Work

Look out for NEW AND IMPROVED SERVICES

- Expansion of the Customer Care Centre.
- Expansion of e-filing/payment options.
- Introduction of a Single Employer's Annual Return (S02).
- Revision and increased functionality of website.
- Revision in registration process, facilitation "one-stop" access at Companies Office of Jamaica.
- Expansion of TAX REM - SMS Text message reminders on cell phones.
- Expansion of education and outreach programmes.
- Same day service for processing documents.
- Revision of tax forms for simplification.
- Revision of Tax Laws for ease of understanding and better application.
- Establishment of additional Revenue Service Centres and upgrade of tax offices.

Implementation Plan

PRE-APRIL 1

- Table RAA Bill
- Hold staff meetings
- Continue communications strategy
- Name Transition Team
- ID positions where single Mgr required eg. RSCs

MAY 1, 2011

- Send assignment letters to staff
- Transfer staff to MoFP
- Put in new banking arrangements
- Finalise transition plan

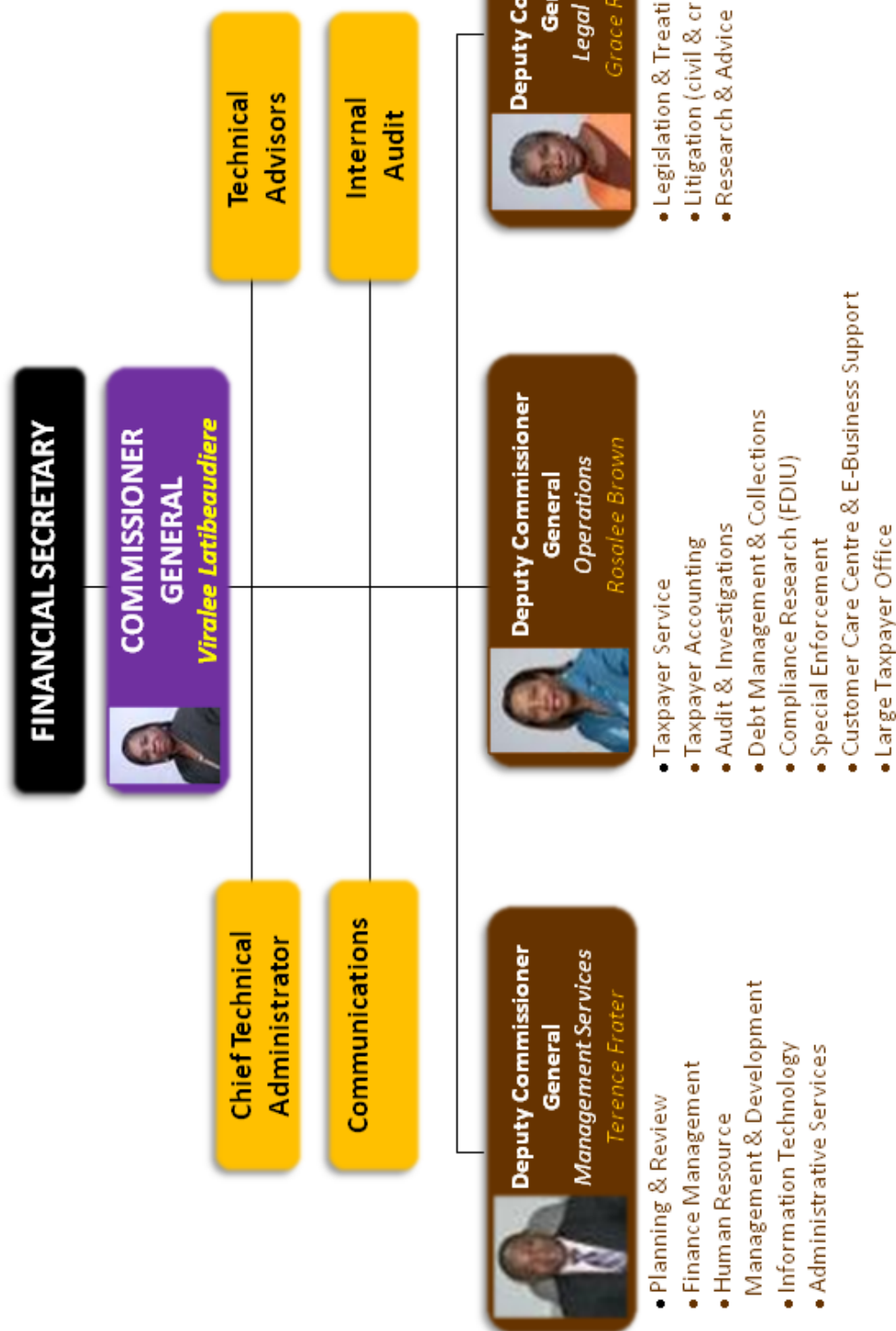
TRANSITIONS

- Complete TAJ Organisation Structure
- Develop JDs
- Select Mgmt positions
- Confirm all staffing
- Review processes
- Promote new Vision, Mission & Core Values

APRIL 1, 2012

- TAJ launches integrated process
- All staff confirmed in TAJ positions, retired, transferred or redundant positions abolished

TAJ ORGANISATIONAL STRUCTURE



Essentials

Poet: St. Clair Adams

Roll up your sleeves, lad, and begin;
Disarm misfortune with a grin;
Let discontent not wag your chin-
Let gratitude.

Don't try to find things all askew;
Don't be afraid of what is new;
Nor banish as unsound, untrue,
A platitude.

If folks don't act as you would choose
Remember life is varied; use
Your common sense; don't get the blues;
Show latitude.

Sing though in quavering sharps and flats,
Love though the folk you love are cats,
Work though you're worn and weary-
that's the attitude

CHANGE

Change is the rolling stone...
Continuous and driven by cause,
Desiring a change is not enough...
Molding oneself with the change is the game.

Change your dressing style,
change your ways...
Cut your hairs or change your name,
Get a makeover or change with trends...
The soul remains the same.

We cry with change,
we grow with change...
Longing for change
still unprepared for change,
Sometimes surprised
sometimes disheartened ...
We move on with the change.

Life has a call to make
to the phenomenal change...
A change to meet the azure high,
Smile back to the setbacks and
walk on the miles ahead...
Standing falling all these way
I am a better me each day

FOR MORE INFORMATION **Tajagos**

Tax Administration Jamaica (TAJ) would be pleased to provide you with more information about our projects, time lines, community investments, and contract opportunities. If you are interested, please contact:

Meris Haughton
Director, Communications
PCJ Building, 36 Trafalgar Road,
New Kingston, Jamaica, W.I.,

CUG: 577-9417, Tel.: 908-3363, Fax: 754-9593, email: communications@taj.gov.jm

We will continue to engage our stakeholders in discussions and provide regular updates.