



ANNEX 4

ISSUES, RISKS, OPPORTUNITIES AND ACTION PLANS

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RISKS	OPPORTUNITIES	QMS PROCESS TO MONITOR/REVIEW RISKS/OPPORTUNITIES	ACTION PLANS
Issue: Change in Government Structure			
1. Change in fiscal policies	<ul style="list-style-type: none"> Higher demand for tax research studies. More recognition in the field of tax research. 	<ul style="list-style-type: none"> Planning Process Research Process 	<ul style="list-style-type: none"> Revise Work Program according to policy pronouncements. Customize training plans in keeping with new fiscal policies.
Issue: Unpopular Tax Proposals			
<ol style="list-style-type: none"> Lack of support from legislators Strong lobby from affected business groups and taxpayers 	<ul style="list-style-type: none"> In-depth studies in support to tax proposals. Higher demand for tax research 	<ul style="list-style-type: none"> Planning Process Research Process 	<ul style="list-style-type: none"> Conduct more capacity building activities Coordinate closely with DOF and Congress Disseminate relevant tax information
Issue: Trend Towards Globalization and Regionalization (e.g. Harmonization of Taxes)			
1. Data constraint and limited access to updated and verifiable information about other countries tax system.	<ul style="list-style-type: none"> Greater exchange of information and exposure to international best tax practices. Attendance to local and international conferences and tax fora. 	<ul style="list-style-type: none"> Planning Process Research Process Training Process 	<ul style="list-style-type: none"> Enhance network with local and international tax information sources Subscribe to local and international publications Request for additional budget for subscription and attendance to local and international conferences/fora



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Issue: Limited Resources			
<ol style="list-style-type: none"> 1. Inability to undertake special projects/studies due to lack of funds. 2. Inability to hire personnel with specialized technical skills. 3. Limited capacity building activities. 	<ul style="list-style-type: none"> • Explore partnership with funding institutions. • Conduct in-house/customized trainings. • More knowledge sharing, mentoring, coaching. 	<ul style="list-style-type: none"> • Planning Process • Research Process • Recruitment Process • Procurement Process • Training Process 	<ul style="list-style-type: none"> • Request for additional budget, personnel, and other resources
Issue: Organizational Knowledge About Taxation			
<ol style="list-style-type: none"> 1. Limited knowledge sharing 2. Lost knowledge when employees leave NTRC (e.g. retirement, resignation, transfer) 	<ul style="list-style-type: none"> • Organizational knowledge leads to credible and reliable tax studies. • Recruitment of highly motivated young and vibrant graduates. • Regular training. 	<ul style="list-style-type: none"> • Research Process • Recruitment Process • Training Process 	<ul style="list-style-type: none"> • Undertake more capacity building activities • Succession planning • Institutionalize knowledge sharing
Issue: Fast Personnel Turnover			
<ol style="list-style-type: none"> 1. Transfer of knowledge or expertise is hampered. 2. Creates vacuum on certain position levels. 3. Inability to hire personnel with specialized technical skills. 	<ul style="list-style-type: none"> • Multi-tasking ability is enhanced • Opportunity for qualified administrative personnel to be promoted to technical position. 	<ul style="list-style-type: none"> • Recruitment Process • Research Process • Planning Process • Training Process 	<ul style="list-style-type: none"> • Improve rewards and recognition system • Succession planning • Institutionalize knowledge sharing