Human resource management through performance data analysis

IOTA Webinar on HR data analytics

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About Us

According to the scope and complexity of tasks, the Tax Administration is organized into three strategic levels:

- National and international level – established with 1 Central Office
- Regional level – composed of 22 regional offices, including the Office for Large Taxpayers, which operates at the national level
- Local level – 96 branch offices of regional offices

CTA in numbers

Total number 3.593

By gender:
Women: 2,835 (79%)
Men: 758 (21%)

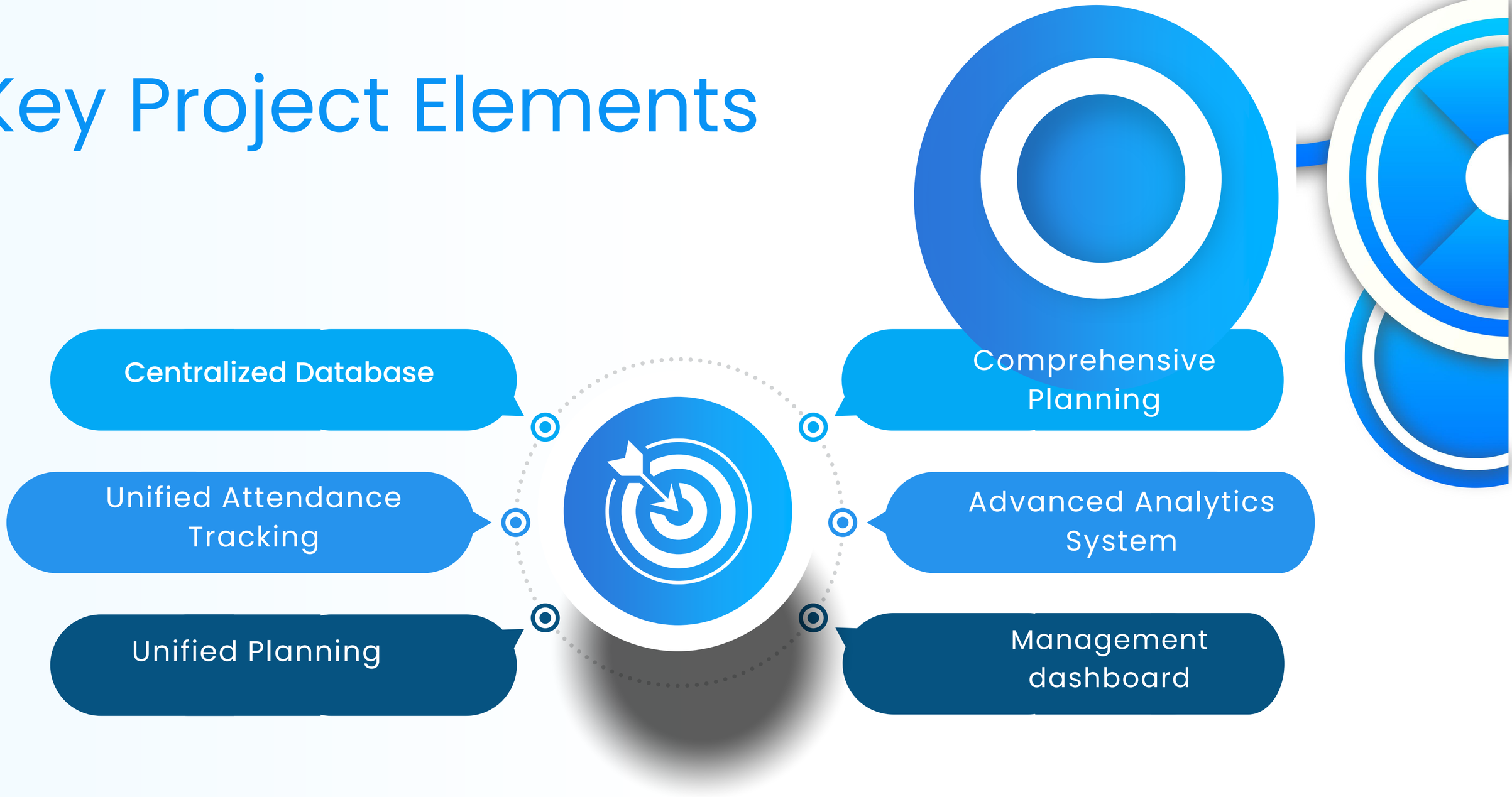
Human Resources Division,
HR Management department and
Training and Development department

total of 20 employee

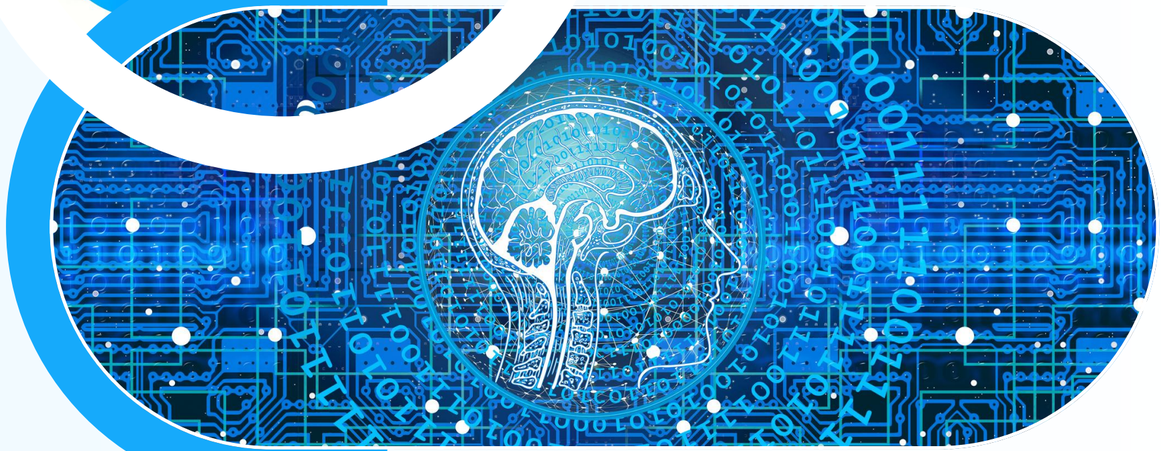
Performance Measurement System

Driven by national-level legal regulations, the Tax Administration can effectively evaluate performance of tax officials to enhance human resources management and organizational success

Key Project Elements



Performance Management evaluation criteria



General evaluation criteria

- Effectiveness in job performance
- Accuracy, precision, and reliability in job performance
- Adherence to deadlines
- Problem-solving ability

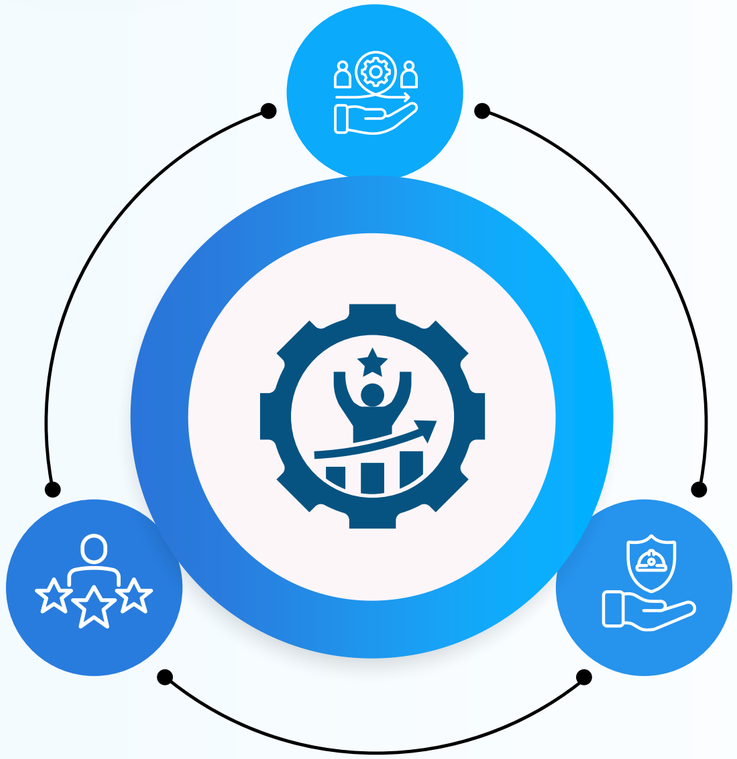
Specific criteria, competencies

- Creativity & innovation
- Communication, both written and verbal
- Collaboration skills...

Leadership competencies for supervisory officers

- Organizational and managerial skills
- Decision-making ability
- Ability to motivate employees
- Conflict resolution skills

Weights of evaluation criteria



Supervisory officers

- General evaluation criteria - 50%
- Specific criteria & competencies - 20%
- Leadership competencies - 30%

All CTA officials

- General evaluation criteria - 70%
- Specific criteria, competencies - 30%

Performance indicators

2.6. Poslovi radnog mjesta – Službenik za gradane

Redni broj	Naziv cilja	Način praćenja
1.	**Godišnje prijave i ZPP DOH** unos ZPP - ručni unos, verifikcija - *ručna obrada i rješenja*	
2.	**Obračun doprinosa** 2.1. Članovi uprave 2.2. Izabrana viša osnovica 2.3. Povrat iznad najviše osnovice 2.4. Postupci po pomorcima - EPOM, DPOM	
3.	**Lokalni porezi** 3.1. Porez na plovila - ažuriranje podataka 3.2. Porez na nekretnine 3.3. Porez na javne površine	
4.	**Određivanje i dojela OIB-a** 4.1. Izdavanje OIB-a 4.2. Izdavanje potvrde o OIBu - duplikat 4.3. Izdavanje uvjerenja o OIBu 4.4. Poništenje OIB-a 4.5. Dopis na zahtjev drugih osoba i tijela	
5.	**Potvrde i PK obrasci** 5.1. Izdavanje potvrda 5.2. Izdavanje potvrda o obračun javnih davanja 5.3. Izdavanje potvrde o iskorištenom osobnom odbitku 5.4. Izmjene izdanih potvrda 5.5. Izdavanje uvjera duplikata	
6.	**Utvrđivanje pravnih sljednika**	
7.	**Dohodak od otuđenja nekretnina**	
8.	**Dohodak od kapitala**	
9.	**Porez na promet nekretnina** 9.1. Preuzimanje od oIB (javni bilježnici); 9.2. Pregled z.uk., 9.3. Izrada privremenih poreznih rješenja 9.4. Privremena prijelazna rješenja 9.5. Dostava podataka na zahtjev drugih osoba i tijela 9.6. Poslovi uz upravni ugovor	
10.	**Porez na nasljedstva i darove**	
11.	**Poslovi knjiženja**	

KPI

General assesment criteria

- Job catalog
- All types of jobs
- All activities are defined
- All databases are established

Specific competencies & leadership competencies

Competencies, both managerial and specific, are assessed based on sets of questions to ensure objectivity.
Responses are evaluated on a scale from 1 to 10

Key activities of Performance Management

Planning of Key Tasks

- Employees are informed about their key responsibilities for the upcoming period.

Deadline: by January the 15th

Performance Control

- Supervisors regularly monitor progress and adherence to work plans throughout the year.

Deadline: by July the 31 st

Performance Assessment

- Supervisors evaluate overall work performance based on set goals and results achieved.

Deadline: by January the 15th

Benefits of implementation Performance Management

Increased transparency and objectivity

Improved employee motivation

Promotion of professional development

Thank You

For Your Attention