



ANNEX 1

ISSUES WITH ASSOCIATED RISKS AND OPPORTUNITIES THAT AFFECT THE DELIVERY OF NTRC PRODUCTS AND SERVICES

Document Reference Code
NTRC-QMS-ANNEX-001

Revision No.
0

Effectivity Date
19 December 2016

Page
1 of 2

RISKS	OPPORTUNITIES	QMS PROCESS TO MONITOR/REVIEW RISKS/OPPORTUNITIES
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
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
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 international conferences and tax fora. 	<ul style="list-style-type: none"> Planning Process Research Process Training Process
Issue: Limited Resources		
<ol style="list-style-type: none"> Inability to undertake special projects/studies due to lack of funds. Inability to hire personnel with specialized technical skills. 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
Issue: Organizational Knowledge About Taxation		
<ol style="list-style-type: none"> Limited knowledge sharing Lost knowledge when employees leave NTRC (e.g. retirement, resignation, transfer) 	<ul style="list-style-type: none"> Organization 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



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Page
2 of 2

RISKS	OPPORTUNITIES	QMS PROCESS TO MONITOR/REVIEW RISKS/OPPORTUNITIES
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.• Recruitment of highly motivated young and vibrant graduates.	<ul style="list-style-type: none">• Recruitment Process• Research Process• Planning Process