



 iota-tax.org



HYBRID



IOTA FORUM

on

Human Resource Management

29-31 October 2024
Budapest, Hungary

Welcome Message



Alix Perrignon de Troyes
Executive Secretary of IOTA

Dear Colleagues,

On behalf of the Secretariat of the Intra-European Organisation of Tax Administrations, it is my honour to extend a warm and cordial welcome to all tax officials representing their tax administrations gathered here today. We are delighted to organise this significant IOTA event to provide a platform for exchanging experiences and best practices on important issues and current developments concerning practical aspects of tax administration.

Established in 1996, IOTA is a non-profit intergovernmental organisation comprising 44 member tax administrations across Europe and beyond. Our vision is to strengthen members' ability to collect tax revenues, ensure taxpayer compliance, and deliver highly professional taxpayer services. Through our strategic framework, we aim to achieve these objectives and foster collaboration among tax administrations.

Throughout our time together, may we engage in fruitful discussions, forge meaningful connections, and collectively strive towards greater efficiency, transparency, and fairness in taxation practices in our region. I encourage you to take full advantage of the wealth of knowledge and expertise present in this venue, and may this event serve as a catalyst for continued collaboration and progress in our shared mission.


Once again, welcome to this distinguished event. May our interactions be enriching, our discussions insightful, and our bonds continuing.



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A decorative graphic at the bottom of the page featuring two overlapping curved shapes. The larger shape is a dark blue wave-like form, and the smaller shape is a lighter blue wave-like form. A small yellow curved shape is also visible on the left side of the dark blue wave.



MEET THE TEAM

Leader of the event



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Strategy and Institutional Development Manager

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AGENDA

Scan the QR code to
visit the event page



Monday, 28 October 2024

18:00 – 19:00 Preparatory meeting for the Steering Group, in-person speakers and panellists

Plenary room – Blaha Lujza Ballroom 1 & 2 on 1st floor

19:00 – 21:00 Welcome reception at Oléo Pazzo in Courtyard by Marriott Budapest City Center



Tuesday, 29 October 2024


08:30 – 09:00 Connection of virtual participants

09:00 – 09:20 Opening of the Forum, Introduction to IOTA and Agenda of the event

› Oksana Stepanenko, Roman Bichevoy, IOTA Secretariat

09:20 – 10:00 Ice-breaking session

The participants divided into groups in the plenary room, will introduce themselves and briefly share (3-5 minutes) their tax administration's recent news, hot topics or developments in the area of human resource management.

 composition of groups on page 16

10:00 – 11:00 PLENARY SESSION 1
Enhancing corporate values and culture in tax administrations

Tax administrations will share their approaches to identifying and promoting corporate values and culture across the organisation with the involvement of all staff members. Each country presentation will be followed by a Q&A session

10:00 – 10:30 Switzerland
“Our values – working together”. How have socio-political developments influenced values and cooperation in the Swiss Tax Administration?

› Phil Abgottspon


10:30 – 11:00 Ukraine
Corporate Culture Development in the State Tax Service of Ukraine

› Dmytro Tsymbaliuk and Svitlana Savostianyuk

11:00 - 11:30 Commemorative Photo and Coffee Break

11:30 – 13:00 GROUP DISCUSSION SESSION 1
Enhancing corporate values and culture in tax administrations

This session will provide an opportunity for the participants to reflect on their own experiences in enhancing corporate values and culture in tax administrations, and discuss the ways to address any challenges to effective communication with the employees about the values. A detailed scenario of the group discussion 1 is attached.

- Introduction by IOTA Secretariat
- Discussions in the groups
-  more information on page 17

13:00 - 14:00 Lunch Break

14:00 – 14:45 PLENARY SESSION 2
Employer branding strategies

This session will allow the participants to learn more about the development of successful employer branding strategies, improving employee and candidate experience, onboarding and mentoring programs in Belgium and will be followed by a related practical workshop.

14:00 – 14:30 Belgium
Building Employer Branding Strategies


- Joke Bauwens and Inge Mattens
- Q&A session

14:30 – 14:45 Workshop on Employer Branding Strategies
Introduction to the Workshop and the Quiz


- Joke Bauwens, Inge Mattens and Louise Oliver, Belgium

14:45 - 15:00 Coffee Break

15:00 – 16:30 GROUP DISCUSSION SESSION 2
Workshop on Employer Branding Strategies

- Moderated discussions in breakout rooms
- Feedback session in the plenary
-  more information on page 19

16:30 End of Day 1

17:45 – 22:00 Guided bus tour and social dinner
 more information on page 26



Wednesday, 30 October 2024

09:00 – 09:30 *Connection of virtual participants*

09:30 **Opening of the Day 2**

› *Oksana Stepanenko, Roman Bichevoy, IOTA Secretariat*

09:35 – 11:05 **PLENARY SESSION 3**

Improving employee experience and engagement

This session will focus on the countries' approaches and initiatives aimed at improving the employee experience and engagement at different stages of their career journey. Each country presentation will be followed by a Q&A session.

09:35 – 10:05 **Azerbaijan**

HR reforms at STS Azerbaijan: presentation of Reward and Career path projects implemented in 2024

› *Aytan Karimova*

10:05 – 10:35 **France**

The career path project

› *Catherine Campinchi - online*

10:35 – 11:05 **Croatia**

Effective Onboarding: Building Engaged and Empowered Newcomers

› *Marija Lončar*

11:05 – 11:25 **IOTA**

VITARA for HR Professionals

Introduction to the Group Discussion Session 3

› *Roman Bichevoy*

11:25 - 11:50 *Coffee Break*

11:50 – 13:20 **GROUP DISCUSSION SESSION 3**

Improving employee experience and engagement

This session will provide an opportunity for the participants to apply their experience and knowledge in a practical problem-solving session on the onboarding of new employees in a tax administration.

› *Practical exercise in breakout rooms*



more information on page 20

13:20 - 14:30 *Lunch Break*

14:30 – 15:30 PLENARY SESSION 4
Leadership and Change Management

Tax administrations will share their approaches and strategies to develop leadership and manage resilience to change helping the organisations to be more productive and ready for future challenges. Each country presentation will be followed by a Q&A session.

14:30 – 15:00 United Kingdom
The whole is greater than the sum of the parts." Developing enterprise leadership capability in HMRC
 > *Annabelle Simmons Juritz - online*

15:00 – 15:30 Finland
Leading and managing change resilience with data
 > *Laura Nousiainen*

15:30 - 16:00 *Coffee Break*

16:00 – 16:30 PLENARY SESSION 5
Leadership and Change Management

Partners from the OECD Forum on Tax Administrations (FTA) will update the participants on the activities of the OECD FTA Community of Interest on HR and collaboration with IOTA on HR-related topics. The presentation will be followed by a Q&A session.

16:00 – 16:30 OECD Forum on Tax Administration
The collaboration between IOTA and OECD FTA
 > *Ulrika Lindhoff and Fiona May*

16:30 End of Day 2



Thursday, 31 October 2024

09:00 – 09:30 *Connection of virtual participants*

09:30 **Opening of the Day 3**

› *Oksana Stepanenko, Roman Bichevoy, IOTA Secretariat*

09:30 – 10:00 **PLENARY SESSION 5** **People and AI in Tax Administration's HRM**

This session will look at tax administrations' perspectives on applying artificial intelligence in human resource practices. The presentation will be followed by a Q&A session.

09:30 – 10:00 **Greece** **AI in Tax Administration: Opportunities and Challenges for Gender Equity**

› *Vicky Kolovou*

10:00 – 10:30 **PLENARY SESSION 6** **Business sector view on AI-enabled HR**

This session will provide an overview of a recent AI application experience in a private-sector HR practices. The presentation will be followed by a Q&A session.

10:00 – 10:30 **Microsoft** **Navigating the AI Revolution - 8 Learnings from Microsoft HR's Journey**

› *Ingrid Heschl and Valentina Ion*

10:30 – 11:00 **PLENARY SESSION 7** **Update on IOTA peer-to-peer technical assistance**

10:30 – 11:00 **Romania and partners** **IOTA peer-to-peer technical assistance project for Romania**

› *Gabriela Tanase and Alexandru Crisan*

11:00 – 11:30 *Coffee Break*

11:30 – 12:00 **Conclusions and Final Panel Debate**

› *IOTA Secretariat and Panellist*

12:00 – 12:10 **Event evaluation and closure**

12:10 **End of the Forum**



BACKGROUND NOTE

BACKGROUND

Evolving over the years, the Human Resource Management (HRM) in tax administrations has moved from a support service to a strategic function helping the organisation to deliver its mission.

After 6 years of operation, the IOTA HRM Forum will continue addressing the main topics related to new strategies and innovative approaches to managing human resources in tax administrations in 2024.

In today's fast-paced and competitive world and a new (hybrid) working environment, having a people-centric organisational culture has become increasingly important. A people-centric culture places the needs and well-being of employees at the forefront and recognizes that they are the backbone of any successful organisation. Such a culture ensures that employees feel valued, respected, and supported, leading to increased job satisfaction, motivation, and productivity. Moreover, a people-centric culture promotes open communication, collaboration, and teamwork, leading to a more positive work environment. It also fosters a sense of loyalty and commitment among employees, reducing turnover rates and attracting top talent.

This event will focus on the experience and perspectives of building a people-centric culture in tax administrations to create a fulfilling and productive workplace for everyone.

OBJECTIVES

The main objective of this event is to share country examples of the **initiatives implemented to build a people-centric organisational culture in tax administrations**. More specifically the Forum will:

- › Explore the transformations IOTA member tax administrations are undertaking to integrate different elements of people-centric organisation: employee empowerment and engagement, new ways of working (hybrid), open communication, continuous learning, work-life balance, recognition and appreciation, diversity and inclusion, safety and well-being;
- › Explore how an effective people-centric organisation helps develop successful employer branding strategies, improve employee and candidate experience, onboarding and mentoring programs, foster collective responsibility, enhance corporate values and culture in tax administrations,
- › Identify best practices for introducing people-centric organisation principles leading to higher productivity, better customer service, increased innovation, and enhanced reputation of a tax authority;
- › Share practical examples, lessons learned and plans for the future.

EXPECTED OUTCOMES

- › A better understanding of key principles of the people-centric organisation and ways to implement them in a tax administration;
- › Learning about IOTA member tax administrations' strategies for creating a positive work environment that fosters engagement, personal growth, well-being and productivity of an organisation;
- › Share examples of the most successful initiatives and lessons learned;
- › Build up and maintain a network of HR senior officials/experts from IOTA member tax administrations.

METHODOLOGY

The Forum will be practical, combining plenary sessions and group activities, and will focus on approaches to identifying and implementing different elements of people-centric organisational culture in tax administrations.

Several thematic plenary sessions are planned at the Forum meeting containing country presentations lasting up to 30 minutes. Questions from participants and other interactive activities are expected to be a part of plenary sessions.

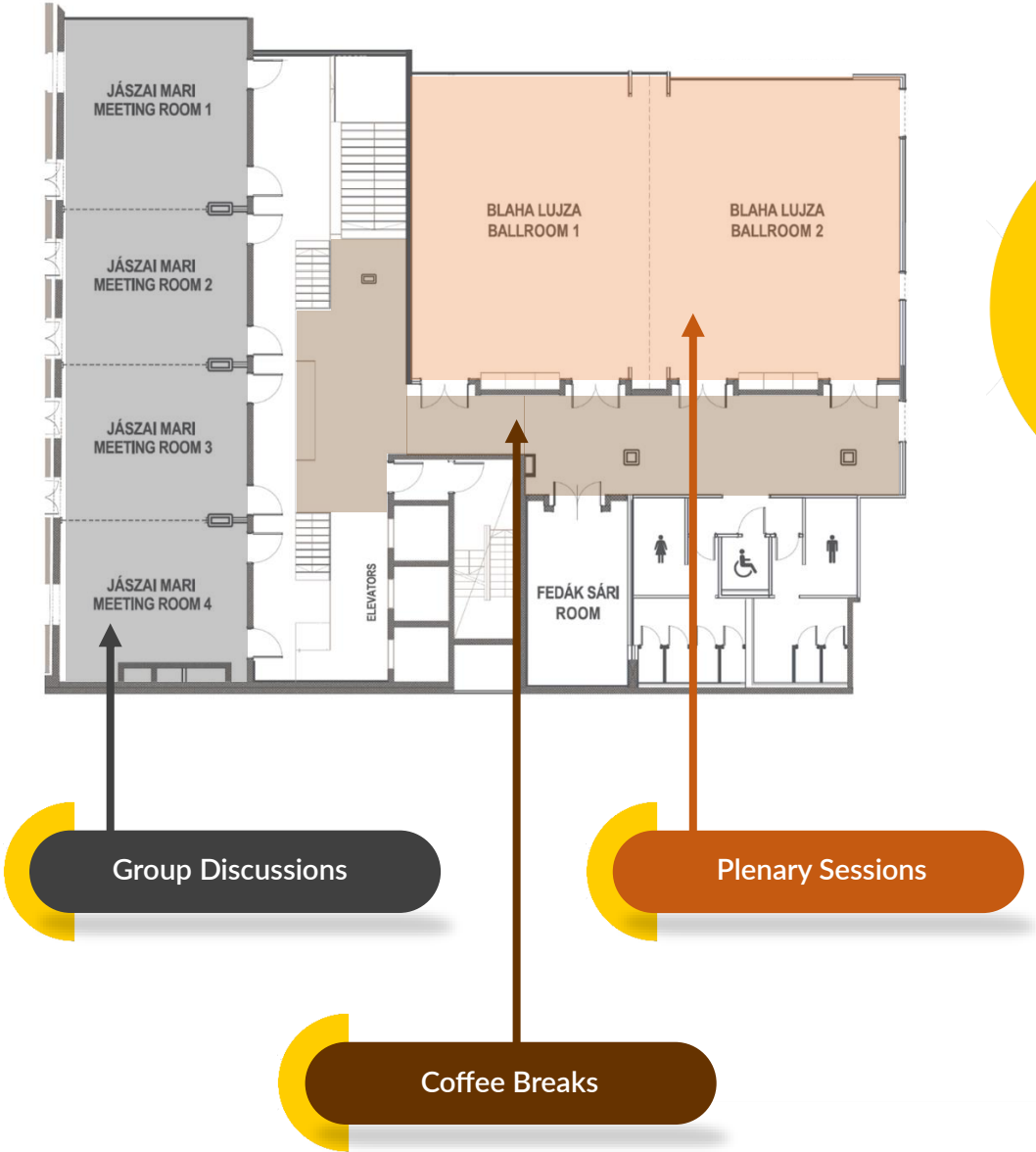
Interactive group sessions are planned to follow thematic plenary sessions, allowing participants further opportunity to reflect on their own experiences, discuss problems and solutions and consider solutions to any outstanding issues through a free exchange of information and joint exercises. We particularly want this event to be a useful hands-on experience for the participants, therefore we are looking for a more diverse combination of formats, encouraging the country representatives to present their models, tools and solutions in a creative way, using, for example, practical demonstrations, interactive group activities, problem-solving sessions, contests, games, quests etc.

The plenary sessions of the Forum will be conducted both for participants with a physical presence and as a Live Event via the Microsoft Teams platform for online participants.

Plenary sessions of the Forum meeting **will be recorded and will be available** after the event on the IOTA website (only for registered users) to watch on-demand, while the group discussion sessions will not be recorded allowing participants to have a more informal discussion.



FLOOR MAP





GROUP DISCUSSION

COMPOSITION OF GROUPS

Ice breaking session

Group 1 – GREEN

Joke Bauwens
Belgium
Blerta Guxha
Albania
Leyla Babayeva
Azerbaijan
Laura Nousiainen
Finland
Anna Zubkova
Georgia
Vicky Kolovou
Greece
Vesna Vukčević
Montenegro
Katarzyna Rosicka-Gaal
Poland
Ji Yeong Park
Republic of Korea
Nikola Golubovic
Serbia
Dmytro Tsybaliuk
Ukraine

Group 2 – YELLOW

Sharon Briody
Ireland
Xhejini Hoti
Albania
Aytan Karimova
Azerbaijan
Louise Olivier
Belgium
Fiona May
OECD
Laura Caggegi
Italy
Biljana Jelić
Montenegro
Magdalena Żbikowska
Poland
Eunbyul Ko
Republic of Korea
Veronica Dragulin
Romania
Phil Abgottspon
Switzerland

Group 3 – BLUE

Marija Lončar
Croatia
Knarik Ghazaryan
Armenia
Manfred Elmecker
Austria
Inge Mattens
Belgium
Tatjana Stojanovic
Bosnia and Herzegovina (ITA)
Fabrizio Ventimiglia
Italy
Sofia Hagen
Norway
João Filipe Costa Martins
Portugal
Davorka Sladojevic
Republic of Srpska (BiH)
Alexandru Crisan
Romania
Ulrika Lindhoff
Sweden

Group 4 – RED

Karin Veski
Estonia
Anna Ghazaryan
Armenia
Munevera Dedić
Bosnia and Herzegovina (ITA)
Antonija Kresonja
Croatia
Ketevan Gumberidze
Georgia
Fabio Forzini
Italy
Klaas Smith
Norway
Helena Quental
Portugal
Slobodanka Cavic
Republic of Srpska (BiH)
Sanja Kordić
Serbia
Svitlana Savostianyk
Ukraine

GROUP DISCUSSION Session 1

Enhancing corporate values and culture in tax administrations

AIM

This session will provide an opportunity for the participants to reflect on their own experiences in enhancing corporate values and culture in tax administrations and discuss the ways to address any challenges to effective communication with the employees about the values. This discussion will focus on the best ways of ensuring that everyone understands, embraces and applies corporate values in their working environment by sharing practical examples and lessons learned.

FORMAT

The session is intended as a facilitated group discussion. The delegates will be split into **four discussion groups**. The groups will have designated breakout rooms.


The chairperson will be responsible for moderating the discussion. Chairpersons are not expected to be experts who can answer every question. The chairpersons should guide the conversation between the group members and contribute with their questions and views too. Each delegate should be encouraged to contribute to the discussion.

The chairperson will be required to **take notes** of the group's discussions and **report** on the discussion summary and conclusions at the plenary session at the end of the event. The chairperson can delegate this task to a volunteer in the group.

A laptop will be available to produce a summary of discussions and observations to be uploaded in the event page of the IOTA website after the Forum.

REQUIRED INPUT AND TIMING

Total time: 1h and 15m.

- Chairperson explains the aim of the group session (5 minutes)
- Group discussion (60 minutes):
 1. *Taking into consideration your own experience, what are the best ways of promoting corporate culture and values to the employees, ensuring that everyone understands, embraces and applies them in their working environment? Please reflect by considering different categories of values and employees. Should there be a specific approach for hybrid/remote employees, various generations of workers, different job profiles etc?*
 2. *What are the **main challenges** faced by your administration in efficiently promoting the corporate value and culture? Please provide examples*
 3. *Please share with a group one example of **good practice or initiative** of effectively promoting corporate values and culture in your administration.*
- Finalising the summary of the discussion (10 minutes)
 -  *composition of groups on the next page*

COMPOSITION OF GROUPS

Session 1

Group 1 – GREEN

Joke Bauwens
Belgium
Knarik Ghazaryan
Armenia
Munevera Dedić
Bosnia and Herzegovina (ITA)
Fiona May
OECD
Ketevan Gumberidze
Georgia
Vicky Kolovou
Greece
Vesna Vukčević
Montenegro
Sofia Hagen
Norway
Magdalena Żbikowska
Poland
Ji Yeong Park
Republic of Korea
Alexandru Crisan
Romania

Group 2 – YELLOW

Sharon Briody
Ireland
Anna Ghazaryan
Armenia
Louise Olivier
Belgium
Tatjana Stojanovic
Bosnia and Herzegovina (ITA)
Laura Nousiainen
Finland
Fabio Forzini
Italy
Biljana Jelić
Montenegro
Klaas Smith
Norway
João Filipe Costa Martins
Portugal
Eunbyul Ko
Republic of Korea
Sanja Kordić
Serbia

Group 3 – BLUE

Marija Lončar
Croatia
Blerta Guxha
Albania
Leyla Babayeva
Azerbaijan
Inge Mattens
Belgium
Antonija Kresonja
Croatia
Fabrizio Ventimiglia
Italy
Katarzyna Rosicka-Gaal
Poland
Davorka Sladojevic
Republic of Srpska (BiH)
Veronica Dragulin
Romania
Ulrika Lindhoff
Sweden
Phil Abgottsporn
Switzerland

Group 4 – RED

Karin Veski
Estonia
Xhejni Hoti
Albania
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Austria
Aytan Karimova
Azerbaijan
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Georgia
Laura Caggegi
Italy
Helena Quental
Portugal
Slobodanka Cavic
Republic of Srpska (BiH)
Nikola Golubovic
Serbia
Dmytro Tsymbaliuk
Ukraine
Svitlana Savostianyk
Ukraine

GROUP DISCUSSION Session 2

Workshop on Employer Branding Strategies

AIM

This session is intended as a practical exercise following the presentation by Belgium on “Building Employer Branding Strategies”.

In this workshop, participants will explore the five key stages of an employee's journey,

1. *Employer Branding*
2. *Recruitment process*
3. *Onboarding*
4. *Development & Bonding*
5. *Offboarding*

Working together, they will create a timeline with the 5 stages and propose actions that the employers should take at each phase to ensure a positive and professional employee experience.

Participants will brainstorm actions and strategies that create an ideal professional journey for employees, with success and satisfaction from start to finish.

FORMAT

The session will start with the introduction in the plenary room followed by a facilitated group discussion. After the group discussion, the participants will resume in the plenary room for debriefing. The delegates will be randomly split into four discussion groups. Each group will have a designated breakout room.

The chairperson will facilitate the discussion, provide necessary input, if needed, and keep track of the timing. Each delegate should be encouraged to contribute to the discussion and put down the notes. Two volunteers from each group will be invited to present the results of the group discussion in the plenary room.

REQUIRED INPUT AND TIMING

Total time: 1h and 45m.

- › Chairperson explains the aim of the group session (15 minutes)
- › Group discussion (50 minutes):
- › Finalising the summary of the discussion (10 minutes)
- › Feedback session in the plenary room (30 minutes)

GROUP DISCUSSION Session 3

Improving employee experience and engagement
Creating personalised onboarding check-lists

AIM

This session will provide an opportunity for the participants to apply their experience and knowledge in a practical problem-solving session on the onboarding of new employees in a tax administration. Through a moderated discussion of a practical case, they will create onboarding plans/strategies for different categories of newcomers.

FORMAT

The session is intended as a facilitated group discussion. The delegates will be split into **four discussion groups**. The groups will have designated breakout rooms.

The chairperson will be responsible for moderating the discussion. Chairpersons are not expected to be experts who can answer every question. The chairpersons should guide the conversation between the group members and contribute with their questions and views too. Each delegate should be encouraged to contribute to the discussion.

The chairperson will be required to **take notes** of the group's discussions and **report** on the discussion summary and conclusions at the plenary session at the end of the event. The chairperson can delegate this task to a volunteer in the group.

A laptop will be available to produce a summary of discussions and observations to be uploaded in the event page of the IOTA website after the Forum.

REQUIRED INPUT AND TIMING

Each group will discuss and design an onboarding plan/checklist for a designated profile of a new employee of a tax administration.

The group can also discuss which topics from the onboarding list could be obtained with some activity. They can create a game or competition where new employees must complete various tasks. The topics can be chosen from the produced onboarding check-list or proposed by the group.

The group can also consider the VITARA portfolio offers to design specific onboarding activities.

Please keep in mind the designated profile of the new employee!

Group 1. Daniel, Gen Z young guy (22 y.o.), first job. Degree in economics, amateur musician. Daniel is a neurodiverse person. He is taking a position of an auditor in the Large Taxpayer Office.

Group 2. Michael, 45 y.o. former police officer taking a civil service job after retirement. As a result of his professional trauma, Michael has a hearing impairment. He is also a professional dog trainer. He is taking a position in the Debt Collection Department.

Group 3. *Jessika, 30 y.o. Journalist and solo traveller from Argentina. She has been working in the tax administration of Argentina and joined a European tax administration for 2 years through an exchange programme. She is very active on several social media platforms, and regularly posts very interesting content and pictures. She is taking a position in the Communications Department.*

Group 4. *Maria, 45 y.o. IT expert and data analyst. She returned to work after a 5-year career break. She will lead a brand-new project on the modernization of the Contact Centre for taxpayers. Needs reskilling and managerial training.*

Group 5 (online). *Mario, 39 y.o. Experienced public servant from another agency (Ministry of Transport). He is a founder of the cinema-lovers club. Mario is taking a middle manager's position in a Dispute Resolution Department. He believes that he knows everything better than everybody else and does not need any onboarding.*

Total time: 1h and 30m.

- Chairperson explains the aim of the group session (5 minutes)
- Ice breaking exercise: “The best and worst onboarding experience” where each group member can share their best and worst experiences with the onboarding process for new employees (20 minutes)
- Group discussion (55 minutes)
- Finalising the summary of the discussion (10 minutes)

Suggested matrix for the Onboarding checklist to be completed by each group

Before start date	First day	First month	First 90 days

COMPOSITION OF GROUPS

Session 3

Group 1 – GREEN

Joke Bauwens
Belgium
Xhejni Hoti
Albania
Anna Ghazaryan
Armenia
Manfred Elmecker
Austria
Tatjana Stojanovic
Bosnia and Herzegovina (ITA)
Laura Caggegi
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Republic of Srpska (BiH)
Veronica Dragulin
Romania
Nikola Golubovic
Serbia
Phil Abgottsporn
Switzerland
Dmytro Tsymbaliuk
Ukraine
Svitlana Savostianyk
Ukraine

Guide for Human Resources and Learning and Development Professionals in Tax Administrations

Frequently Asked Questions

The purpose of this Guide is to assist Human Resources (HR) and Learning and Development (L&D) officials in tax administrations in integrating the VITARA online curriculum into their internal learning programs. The Guide reviews a selection of frequently asked questions (FAQ) and suggests practical steps that HR and L&D professionals can take to facilitate the integration process.

WHAT IS VITARA?

Virtual Training to Advance Revenue Administration (VITARA) is an online curriculum specifically designed for tax administrations. The curriculum consists of several short, structured online modules. VITARA is a joint project of four organisations, the Inter-American Center of Tax Administrations (CIAT), the International Monetary Fund (IMF), the Intra-European Organisation of Tax Administrations (IOTA) and the Organisation for Economic Co-operation and Development (OECD).



The VITARA course content is tailored to senior managers and executives of tax administrations of developing countries who are responsible for leading the tax administration to good practice. However, lower-level staff, tax administrators from advanced economies and custom administration professionals can also benefit from the modules. The VITARA modules are introductory level and designed for busy professionals who wish to improve their skills and the capabilities of their tax administration.

To date, approximately 13000 learners participated in VITARA modules, establishing VITARA as a leading learning program among tax administration officials.

WHY VITARA?

As a HR and L&D professional, you are responsible for ensuring your administration's workforce has the capability to deliver their organizations' mission and goals. One of your major tasks is to train, reskill, or upskill hundreds of professionals annually, using efficient and cost-effective training methods and tools.

VITARA modules address your officials' professional learning needs, thereby helping your organization to:

- Improve its overall performance.
- Enhance the robustness of its institutional governance, management, and support processes.

- › Strengthen its core functions of tax administration.
- › Page 2 of 5
- › Adopt globally recognized good practices from the leading international organisations in tax administration.

WHAT MODULES ARE CURRENTLY AVAILABLE?

As of October 2024, the following VITARA modules are available:

1. Strategic Management (English, Spanish, French)
2. Reform Management Fundamentals: Setting Up a Reform Program (English, Spanish, French)
3. Reform Management Specific Topics: Managing a Reform Program (English, Spanish, French)
4. Institutional Governance (English)
5. Organization (English, Arabic)
6. Human Resource Management (English)
7. Enterprise Risk Management (English)
8. Compliance Risk Management (English)
9. Performance Management (English)
10. Information Technology and Data Management (English).
11. Audit Program (English)

Please see the up-to-date list of VITARA modules at the at the following link: [VITARA](#).

WHEN CAN I ACCESS THE MODULES? WHERE CAN I REGISTER?

VITARA modules are free and available for 24/7 online. To access the modules, learners can simply register after selecting their desired course at the following link: [VITARA](#).

CAN I ACCESS THE VITARA CONTENT WITHOUT REGISTRATION?

The VITARA partners have developed several Reference Guides that provide downloadable access to the online modules' content. These guides support tax officials obtain essential and practical information, including data and charts without registering for the online modules. See example here: [VITARA Reference Guide: Human Resource Management](#)

Bite-sized microlearning videos are also available for busy tax administration professionals who are looking for practical updates on high-demand topics through short videos. See example here:

[VITARA | Practical Aspects of Performance Management – YouTube](#)

Step-by-step guide: integrating VITARA into your tax administration's learning curriculum



1. Explore course content with your team: The first step is to review the VITARA curriculum and the content of the selected modules to ensure that modules align with your organization's learning objectives. Discuss the relevance of the courses with your HR and L&D team to have a common understanding.

2. Identify relevant target groups: The next step is to identify the relevant target groups in your administration that would benefit from VITARA courses in accordance with their responsibilities, seniority, experience, and profiles. (See Examples below)

3. Introduce VITARA to your top and middle management: By regularly delivering a presentation on VITARA at management meetings you can inspire and encourage managers to promote enrolment and the completion of VITARA modules among their staff. Presentations can be tailored to the target group and their management.

4. Integrate courses: Integrate VITARA courses into your existing Learning Management System (LMS) if you are using one. In case your organization has no LMS, make the courses available to employees via your training catalogue, intranet site or other domain. Ensure that information about the courses is up to date and the registration links are easily accessible.

5. Communicate with employees: Keep employees informed about the availability of VITARA courses and the benefits of participating in them through newsletters, staff meetings, or other engagements. Motivate employees to enrol in the courses by offering incentives, such as rewards for champions or pioneers in specific courses, as part of the performance evaluation process. Use one-to-many engagements and specific messages to communicate with the target group.

6. Monitor progress: Collect feedback on the employees' progress from your staff. You can also reach out to the VITARA program manager, Tamas Kulcsar at tkulcsar@imf.org to receive information on the number and name of staff participating in the online modules. Use this information to continuously improve your organization's learning curriculum.

7. Evaluate the impact: Evaluate the impact of VITARA courses on the employees' performance, job satisfaction, and overall productivity. Use this information to refine and improve your learning curriculum further.

By following these steps, you can successfully integrate VITARA online training courses into your organization's learning curriculum. This will not only enhance the employees' skills and knowledge but will also lead to improved job performance, greater employee satisfaction, and overall organizational success.

You have any further questions, please contact Tamas Kulcsar at tkulcsar@imf.org or Roman Bichevoy at roman.bichevoy@iota-tax.org.

Examples

Which courses from the VITARA curriculum could you recommend to your target group and why?	
Target groups	Recommended VITARA courses
Group 1. Newcomers/new hires who will participate in your organization's Induction Program.	<ul style="list-style-type: none"> Introduction to tax administration (to all new employees) (once the module becomes available) Specific management or process-focused modules depending on the job profile and workstream of a new employee (e.g., Compliance Risk Management, Audit, Taxpayer Registration, Taxpayer Services, Filing of Declarations)
Group 2. A cross-functional team established to design and implement a compliance risk management (CRM) program or specific CRM initiatives. The project will include the drafting of a CRM strategy and implementation plan, change of organizational structure, communication, and monitoring of project implementation.	<ul style="list-style-type: none"> Compliance Risk Management Enterprise Risk Management Reform Management Fundamentals Reform Management Specific Topics Audit Program Taxpayer Services
Group 3. A group of very experienced officials from different functional departments who will mentor less experienced staff. While the mentors are very experienced in their specific areas, they lack knowledge of modern learning methods and mentoring approaches.	<ul style="list-style-type: none"> Human Resource Management
Group 4. Senior management (both HQ and Field Offices) responsible for introducing new anti-corruption initiatives.	<ul style="list-style-type: none"> Institutional Governance
Group 5. HR and L&D professionals working at both HQ and Field Office levels in your organization. The primary aim is to upgrade their knowledge on the modern approaches to HRM in a tax administration. The secondary aim is to train them in using online learning tools to be able to advise other employees in the organization.	<ul style="list-style-type: none"> Human Resource Management Introduction to Tax Administration Performance Management Specific VITARA courses on key functions of tax administration at learners' choice/according to their needs
Group 6. Frontline staff responsible for implementing a new online registration platform and related taxpayer assistance services.	<ul style="list-style-type: none"> Taxpayer Registration Taxpayer Services Filing of Declarations
Group 7. Senior Management staff considering the procurement and implementation of a new information technology system.	<ul style="list-style-type: none"> Reform Management Fundamentals Reform Management Specific Topics Information Technology and Data Management
Group 8. Executive team contemplating the setup of a new data management team or introducing a new algorithm.	<ul style="list-style-type: none"> Reform Management Fundamentals Reform Management Specific Topics Information Technology and Data Management Compliance Risk Management
Group 9. Audit program managers at HQ who are planning to introduce new key performance indicators for the audit program.	<ul style="list-style-type: none"> Audit Program Performance Management
Group 10. Debt management team members at HQ who were tasked to reduce bad debt.	<ul style="list-style-type: none"> Compliance Risk Management Payment and Debt Management.



PRACTICAL INFORMATION

ACCOMMODATION AND VENUE

Both the venue and the place of accommodation of the event is the

Courtyard by Marriott Budapest City Center

József körút 5, 1088 Budapest, Hungary

Tel.: + 36 1 327 5100

Email: events.mbcc@cpihotels.com



Check-in time is 15:00; check-out time is 12:00. Early check-in or late check-out is only possible by paying a surcharge which is not covered by IOTA.

The venue of the **plenary sessions** will be in the **Blaha Lujza Ballroom 1-2**. The venue of the **group discussion sessions** will be in **breakout rooms (Jászai Mari Meeting Room 1, 2, 3 & 4)**.

MEALS & SOCIAL PROGRAMME

On **28th October** a **welcome reception (seated finger food buffet)** will be organised for participants at the hotel restaurant “Oléo Pazzo” from 19:00.

Throughout your stay **breakfast** will be provided at the hotel (included in room rate) between **6.30-10.30**.

On **29th and 30th October** lunches will be served buffet style at the hotel restaurant “Oléo Pazzo”.

The IOTA Secretariat is hosting a **social program and dinner** at Monk's Bistrot (located at Budapest, Piarista köz 1) on **29th October**. The Budapest sightseeing tour will start at 18:00. The tour will combine a guided bus journey with some walking, so please dress warmly, wear comfortable shoes, and follow a casual dress code. The dinner will feature a 3-course meal.

Please let Fanni Füzi know (if you haven't mentioned in the registration form) if you have any special requirements (vegetarian / gluten or lactose intolerance / allergies).



DEPARTURE INFORMATION

Delegates are kindly asked to organise and cover the cost of their transport from the airport to the hotel and back.

To the Airport

The Budapest airport is officially called “Liszt Ferenc International Airport”. There are two terminals at the airport: 2/A and 2/B. Please check your terminal before departure to avoid ending up in the wrong terminal. The distance between the Hotel and the Liszt Ferenc International Airport is 20 km.

By Public Transport

Tickets and travel cards can be easily purchased from BKK's vending machines available at every metro station and many tram/bus stops as well using your credit card.

Please click on the QR code to find the ticket/travel card types, prices and a public transport trip planner.



We suggest taking the following route from the hotel to the airport:

1. "Blaha Lujza tér" station is 2-minute walk (150 m) from the hotel,
2. Take metro No. 2 (red line) - direction to Déli Pályaudvar – to “Deák Ferenc tér” station,
3. Take bus No. 100E to Liszt Ferenc Airport 2.

By Taxi

Fares for licensed taxis in Budapest are standardised, which means there is no difference in fares between taxi companies from/to the Liszt Ferenc International Airport and within Budapest. The fare to the airport from the hotel is about HUF 9,000. Your taxi fee adds up from an initiation fee of HUF 1100, a travel fare of HUF/km 440 and a waiting fee of HUF/minute 85.

The biggest licensed taxi companies are: Főtaxi: tel. +36 1 222 2 222, City Taxi: tel. +36 1 2 111 111, and Budapest Taxi: tel. +36 1 777 7 777.

IMPORTANT! Unfortunately, in Hungary there are many illegal taxis so please only use the above companies.

There is an application as well, called 'Bolt', which can be downloaded for iOS and for Android too.

By Airport Shuttle

Click on the QR code and book your airport shuttle (MiniBud) in advance. On-board services include free Wi-Fi network. You will be dropped off at the departures of Liszt Ferenc International Airport.



INSURANCE & SECURITY

It is strongly recommended that participants take out adequate cover for health, travel and private liability insurance. The organisers do not take any responsibility for personal injury, loss or damage to private property belonging to the participants. Do not leave personal belongings unattended at any time.

In case of emergency please find below some useful telephone numbers:

112 – Common emergency telephone number

104 – Ambulance

105 – Fire Brigade

107 – Police

LOCAL CURRENCY

The Hungarian national currency is called Forint (HUF). The current exchange midrate is: **1 EUR = 390 HUF.**

In the centre of Budapest there are several exchange offices available. It is best to find exchange offices without commission. Major credit cards are usually accepted in most hotels, restaurants and certain shops in the city. Obtaining cash against ATM cards (or credit cards, but this is more expensive) is very easy in Budapest from Bankomats that can be found at most bank offices, hotels or on the street.



ELECTRICITY

The electric current in Hungary is 230 Volts. In case you intend to use any of your own electric devices (phone charger, laptop etc.) please consider taking with you an adapter which fits a Central European standard shockproof socket.

PRIVACY POLICY & PRIVACY DISCLAIMER

Please take a look at our privacy policy and privacy disclaimer by clicking on the QR code.



USEFUL WORDS IN HUNGARIAN

Phrase	What it means	How to pronounce it
Szia	Hello (and informal goodbye)	'sijə
Jó reggelt	Good morning	'jo:reg:ɛlt
Jó napot	Good day	'jo:nɒpot
Jó estét	Good evening	'jo:ɛfte:t
Jó éjszakát	Good night	'jo:e:jsɒka:t
Viszlát	Goodbye	'visla:t
Köszönöm	Thank you!	'kɒsønɒm
Bocsánat	I am sorry	'boʦʃa:nɒt
Igen/nem	Yes/no	'igen/'nɛm
Igen, kérem	Yes, please	'igen:ke:rɛm
Nem, köszönöm	No, thank you	'nɛm:kɒsønɒm
Minden rendben	Everything is ok	'minden:rendben
Szívesen	You are welcome	'si:vɛʃɛn
Legyen szíves	Please (formal)	'lɛʃɛn:si:vɛʃ
Mennyibe kerül?	How much does it cost?	'mɛɲ:ibe:kɛrɛl
Egészségedre!	Cheers!	'ɛgɛ:f:e:gɛdrɛ
A számlát kérem!	The bill, please!	'b:sa:mla:t:ke:rɛm

LOCAL TIME AND CLIMATE

CEST

GMT + 1 hour

Tue 29 | Day

18°

8%

NW9 km/h

Sunshine and clouds mixed. High 18C. Winds light and variable.

Humidity

77%

UV Index

2 of 11

Sunrise

6:23 am

Sunset

4:31 pm

Tue 29 | Night

7°

7%

NW6 km/h

Partly cloudy skies. Low 7C. Winds light and variable.

Humidity

94%

UV Index

0 of 11

Moonrise

3:04 am

Moonset

3:19 pm

● Waning Crescent

Wed 30 | Day

17°

7%

WNW12 km/h

Sunshine and clouds mixed. High 17C. Winds WNW at 10 to 15 km/h.

Humidity

71%

UV Index

2 of 11

Sunrise

6:25 am

Sunset

4:29 pm

Wed 30 | Night

6°

7%

NW9 km/h

Partly cloudy. Low 6C. Winds light and variable.

Humidity

90%

UV Index

0 of 11

Moonrise

4:10 am

Moonset

3:32 pm

● Waning Crescent

Thu 31 | Day

17°

7%

NW14 km/h

Intervals of clouds and sunshine. High 17C. Winds NW at 10 to 15 km/h.

Humidity

67%

UV Index

2 of 11

Sunrise

6:26 am

Sunset

4:27 pm

Thu 31 | Night

5°

7%

NW10 km/h

Clear to partly cloudy. Low near 5C. Winds light and variable.

Humidity

86%

UV Index

0 of 11

Moonrise

5:15 am

Moonset

3:47 pm

● Waning Crescent



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POLL QUESTIONS

Question 1

In your opinion, which aspects of the people-centric organisational culture should be paid more attention to in your tax administration?



Question 2

Which HR and L&D topics from your tax administration's priority list for the coming 2-3 years you like to be included in the agenda of the next IOTA HRM Forum meeting?





**Thank you
for joining us at this
IOTA event!**

We're dedicated to deliver exceptional experiences,
and your presence made it even more special.

Please take the time to complete the **evaluation sheet** to assist us in the
planning of future events and ensuring the relevance of the structure and
content of this particular event.



Please SCAN the QR code and
fill up the questionnaire on IOTA Website

WE VALUE YOUR FEEDBACK





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