



BACKGROUND NOTE

Meeting of IOTA Forum on Human Resource Management
**Future-Proof Learning and Development for the Innovative and
Agile Tax Administration**

28-29 October 2025, Podgorica, Montenegro
Hybrid event

BACKGROUND

After 6 years of operation, the IOTA Human Resources Management (HRM) Forum will continue addressing the main topics related to effective strategies and practical approaches to managing human resources and the professional development of employees in tax administrations.

As tax administrations adapt to the global trends affecting future work, such as rapidly evolving technological developments, shifting workforce demographics, and new expectations for corporate values and working environment, HR professionals must stay ahead of these changes to drive the strategic success of the organisation.

In the Learning and Development (L&D) area, promoting a culture of continuous learning, growth and innovation, as well as a focus on digital competencies, soft skills development, leadership and adaptability helps organisations to meet the challenges of quickly changing environment and effectively provide necessary knowledge and skills for tax officials. Additionally, tax administrations are constantly working on building their training and educational infrastructure, including advanced learning and management systems (LMS) and communities of internal trainers.

This event will focus on the latest developments, experiences and best practices in L&D area aimed at the promotion of innovation and adaptability in tax administrations.

OBJECTIVES

The main objective of this event is to share country examples of the initiatives implemented to build a future-proof L&D in tax administrations. More specifically the Forum will:

- Share country experiences in leadership skills development, including network leadership;
- Exchange best practices in Identifying and developing current and future skills, including digital competencies and analytical skills; the impact of AI on the skills development, including e.g. such aspects as critical thinking and ethical competences;

- Demonstrate examples of platforms and technologies used by L&D in tax administrations (online training tools, blended learning, knowledge transfer, learning and management systems);
- Explore strategies and approaches to building communities of internal trainers and their engagement;
- Share practical examples, lessons learned and plans for the future.

METHODOLOGIES

The Forum will be practical, combining plenary sessions and group activities, and will focus on approaches to identifying and implementing different elements of future-proof L&D 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 the 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.

Please see more details in the **draft Agenda**, which is a part of the invitation package.

Participants can join the Forum either in person or virtually. There is a limit of 1 person per IOTA member country for those wishing to have a physical presence, while there is no limit to the number of participants who can attend the event's sessions online. Prior to the event, the registered online participants will receive from the IOTA Secretariat an MS Teams link to access the sessions of the event.

Registration of the delegates from your administration who will be attending the meeting of the IOTA Forum on HRM will be possible by submitting the online registration form via the IOTA website at the latest by COB **2nd September 2025**. All the details about the registration process are provided in the **Practical Information** document.

IOTA Human Resource Management Forum is a platform for HR and L&D Professionals to engage in effective communication, networking and exchange of experience. Therefore, we believe in the added value of the in-person participation of the tax administration

delegates who will enjoy a fully interactive experience at the event in both Plenary and Group Discussion Sessions.

At the end of the event, participants will be asked to complete a short online evaluation survey.

TARGET AUDIENCE

HR and L&D managers and experts of IOTA member tax administrations, representatives of training institutions for tax officials and mid/senior managers interested in the L&D strategies and approaches.

REQUIRED INPUT

Each participating tax administration is required to complete and submit by **15th September 2025** a [Country News](#) form, briefly describing their tax administration's recent news, hot topics, innovations or developments in the area of L&D. The participants will be requested to briefly comment/elaborate on the submitted information at the Ice-breaking session of the Forum, which will be conducted in an open space format in small groups.

The submission of the Country News is possible only upon the invitation of the IOTA Principal Contact Person (PCP) in your country.

After being invited by the IOTA PCP, the nominated participant will have to log in with the user account on the IOTA website, go to the user profile and select "My Dashboard", then choose "My country profile" on the left side of the menu. On that page, click on the link of the event's title "Human Resource Management Forum" and you will be taken to the dedicated webpage at the bottom of which you will find the button "FILL COUNTRY PROFILE".

Please note that it is not possible to provide any language interpretation at this event, and IOTA expects that all participants will have sufficient English language skills for active participation in the event.