



DRAFT AGENDA

Meeting of IOTA Forum on Human Resource Management Future-proof Learning and Development (L&D) for the Innovative and Agile Tax Administration

28-29 October 2025, Podgorica, Montenegro
Hybrid event

Monday, 27 October 2025

- 18:00 – 19:00** Preparatory meeting for the Steering Group, in-person speakers and panellists
- › Conference room “Grand Room” on the 1st floor of CROWNE PLAZA PODGORICA Hotel
- 19:00 – 21:00** Welcome reception at the Sala Grand Room, located on the 1st floor of the Hotel

Tuesday, 28 October 2025 – Day 1

Central European Time

- 8:30 – 9:00** Connection of virtual participants
- › Registered online participants will be able to connect before the start of the event and test the access and functioning of the online platform
- 9:00 – 9:20** Opening of the Forum, Introduction to IOTA and Agenda of the event
- › Host administration, Oksana Stepanenko, Erika Szabó, IOTA Secretariat
- 9:20 – 10:00** Ice-breaking session: What's New?
- › 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 L&D.
- 10:00 – 11:00** Plenary Session 1: New approaches in identifying and developing current and future skills
- 10:00 – 10:30** Presentation 1: Management Process 2026 at the Swiss FTA - from traditional to new approaches
- › Phil Abgottspon, Switzerland



10:30 – 11:00	Presentation 2: Strategic Upskilling for the Digital Age: The DGFIP's Approach to Digital Competency Transformation › Victoire Daher, France
11:00 – 11:30	<i>Commemorative Photo and Coffee Break</i>
11:30 – 13:00	Group Discussion Session 1: TBC
13:00 – 14:00	<i>Lunch Break</i>
14:00 – 15:00	Plenary Session 2: Utilisation of AI in L&D and its Impact on Skills and Competences
14:00 – 14:30	Presentation 3: AI - A Learning Leap and Leading Change at Finnish Tax › Jaana Lokka-Palomaki, Finland
14:30 – 15:00	Presentation 4: The Impact of Generative AI on Workforce Competencies in Tax Administrations › Niels Van De Winkel, Belgium
15:00 – 15:15	<i>Coffee Break</i>
15:15 – 16:30	Group Discussion Session 2: TBC
17:00 – 22:00	<i>Departure for the Guided tour and Social Dinner. Details will be communicated at a later stage.</i>

End of Day 1

Wednesday, 29 October 2025 – Day 2

9:00 – 9:30	Connection of virtual participants
9:30	Opening of the Day 2 › Oksana Stepanenko, Erika Szabó, IOTA Secretariat
9:35 – 11:05	Plenary Session 3: Building Internal Capacity to Effectively Cover L&D Needs in Tax Administrations
9:35 – 10:05	Presentation 5: Experience of the NRA in Building a Community of Internal Trainers and Their Engagement › Milen Trifonov, Bulgaria



IOTA
Intra-European Organisation
of Tax Administrations

