

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	Commemorative Photo and Coffee Break
11:30 - 13:00	Group Discussion Session 1: TBC
13:00 - 14:00	Lunch Break
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 - 14:45	Presentation 4: The Impact of Generative AI on Workforce Competencies in Tax Administrations
	Niels Van De Winkel, Belgium
14:45 - 15:00	Coffee Break
15:00 - 16:30	Group Discussion Session 2: TBC
17: 00 - 22:00	Departure for the Guided tour and Social Dinner. Details will be communicated at a later stage.

End of Day 1

Wednesday, 29 October 2025 - Day 2

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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



10:05 - 10:35	Presentation 6: The Development of the Internal Trainer Network at the Hungarian National Tax and Customs Administration: Selection, Training and Motivation
	Dr. Adrienn Vas, Hungary
10:35 - 11:05	Presentation 7: TBC
11:05 - 11:30	Coffee Break
11:30 - 13:00	Group Discussion Session 3: TBC
13:00 - 14:00	Lunch Break
14:00 - 15:00	Plenary Session 4: Platforms and Technologies used by L&D in Tax Administrations (TBC)
14:00 - 14:30	Presentation 8: TBC
14:30 - 15:00	Presentation 9: TBC
15:00 - 15:30	Plenary Session 4: Updates from International Organisations (TBC)
15:30 - 16:00	Coffee Break
16:00 - 16:30	Closing Session: Conclusions and Final Debate, Event Evaluation

End of the event

