



IOTA

Intra-European Organisation
of Tax Administrations

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

➤ Sava Laketic, Acting Director of Montenegro Revenue 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

Tax administrations will share their examples of implementing new strategies to manage human resources and of their transitions towards new skills and competences development. Each country's presentation will be followed by a Q&A session.

10:00 – 10:30 Presentation 1: Management Process 2026 at the Swiss FTA - from Traditional to New Approaches

➤ Phil Abgottspoon, Switzerland



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10:30 – 11:00 **Presentation 2: Turning Innovation into Practice: Embedding Digital Competence at DGFiP**

➤ Victoire Daher, France

11:00 – 11:30 **Commemorative Photo and Coffee Break**

11:30 – 12:30 **Plenary Session 2: Utilisation of AI in L&D and its Impact on Skills and Competences**

This session will allow the participants to share their experience and first learnings of implementing AI-driven technologies in the L&D area, and to reflect on the impact of AI on skills and competences

11:30 – 12:00 **Presentation 3: AI - A Learning Curve at Finnish Tax**

➤ Jaana Lokka-Palomaki, Finland

12:00 – 12:30 **Presentation 4: The Impact of Generative AI on Workforce Competencies in Tax Administrations**

➤ Niels Van De Winkel, Belgium

12:30 – 14:00 **Lunch Break**

14:00 – 16:00 **Group Discussion Session 1: Identifying and developing current and future skills and the impact of AI**

This session will provide an opportunity for the participants to brainstorm about the future of various HR roles – trainers, leaders/managers, recruiters – in the context of artificial intelligence (AI) through a practical exercise. A detailed scenario of the session is attached.

➤ Moderated discussions in the groups

15:00 – 15:30 **Coffee Break**

➤ Feedback session in the plenary

16:30 – 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

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 Address the L&D Needs in Tax Administrations**

This session will focus on the countries' approaches and initiatives aimed at the organisation of internal training and building communities of internal trainers. Each country presentation will be followed by a Q&A session.

9:35 – 10:05	Presentation 5: The Development of the Internal Trainer Network at the Hungarian National Tax and Customs Administration: Selection, Training and Motivation
	➤ Dr. Zsolt Dezsi, Hungary
10:05 – 10:35	Presentation 6: Challenges and Opportunities of Internal Training of Civil Servants of the State Tax Service of Ukraine during the Period of Martial Law
	➤ Dmytro Tsymbaliuk, Ukraine
10:35 – 11:05	Presentation 7: Building and Engaging In-house Trainer Communities
	➤ Milen Trifonov, Bulgaria
11:05 – 11:30	<i>Coffee Break</i>
11:30 – 13:00	Group Discussion Session 2: Organisation of Internal Training and Building a Community of Internal Trainers: country experiences
	<i>During this session, the participants will exchange views and experience in the area of organising internal training, attracting and retaining internal trainers through a facilitated group discussion. A detailed scenario of the session is attached.</i>
	➤ Moderated discussions in the groups
	➤ Feedback session in the plenary
13:00 – 14:00	<i>Lunch Break</i>
14:00 – 15:00	Plenary Session 4: Innovative Tools and Technologies used by L&D in Tax Administrations
	<i>Tax administrations will present their recent examples of utilising modern tools and technologies to facilitate the training and L&D management processes. Each country presentation will be followed by a Q&A session.</i>
14:00 – 14:30	Presentation 8: Distant Blended Learning in Introductory Training: Design and Implementation in IAPR (online)
	➤ Vasiliki Kolovou, Maria Stymfaliadou and Ioanna Tsinti, Greece
14:30 – 15:00	Presentation 9: The Self-assessment Tool or How to Support Managers with Innovative Tools (online)
	➤ Catherine Campinchi, France
15:00 – 15:30	Plenary Session 5: Updates from International Organisations
	<i>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.</i>
Presentation 10: We Grow Stronger Together – the Power of Collaboration between IOTA and the OECD	
	➤ Ulrika Lindhoff, OECD
15:30 – 16:00	<i>Coffee Break</i>

16:00 – 16:30 Closing Session: Conclusions and Final Debate, Event Evaluation

This plenary session will include the final open discussion and concluding statements from the HRM Forum Steering Group members and from the IOTA Secretariat on the main takeaways of the event. The participants will also complete the evaluation form to share their feedback about the meeting.

End of the event