



## 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 1<sup>st</sup> 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 Abgottspon, Switzerland





9:35 – 10:05	<b>Presentation 5: The Development of the Internal Trainer Network at the Hungarian National Tax and Customs Administration: Selection, Training and Motivation</b> › Dr. Zsolt Dezsi, Hungary
10:05 – 10:35	<b>Presentation 6: Challenges and Opportunities of Internal Training of Civil Servants of the State Tax Service of Ukraine during the Period of Martial Law</b> › Dmytro Tsymbaliuk, Ukraine
10:35 – 11:05	<b>Presentation 7: Building and Engaging In-house Trainer Communities</b> › Milen Trifonov, Bulgaria
11:05 – 11:30	Coffee Break
11:30 – 13:00	<b>Group Discussion Session 2: Organisation of Internal Training and Building a Community of Internal Trainers: country experiences</b> 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. › Moderated discussions in the groups › Feedback session in the plenary
13:00 – 14:00	Lunch Break
14:00 – 15:00	<b>Plenary Session 4: Innovative Tools and Technologies used by L&amp;D in Tax Administrations</b> 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.
14:00 – 14:30	<b>Presentation 8: Distant Blended Learning in Introductory Training: Design and Implementation in IAPR (online)</b> › Vasiliki Kolovou, Maria Stymfaliadou and Ioanna Tsinti, Greece
14:30 – 15:00	<b>Presentation 9: The Self-assessment Tool or How to Support Managers with Innovative Tools (online)</b> › Catherine Campinchi, France
15:00 – 15:30	<b>Plenary Session 5: Updates from International Organisations</b> 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.
Presentation 10:	<b>We Grow Stronger Together – the Power of Collaboration between IOTA and the OECD</b> › Ulrika Lindhoff, OECD
15:30 – 16:00	Coffee Break



## **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**

