



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

**GROUP DISCUSSION SESSION 1 – Identifying and developing current and future
skills and the impact of AI**

Tuesday, 28 October 2025, 14:00 – 15:30

AIM

This session will provide an opportunity for the participants to brainstorm about the future of various HR roles — trainers, leaders/managers, recruiters, and other job profiles — in the context of artificial intelligence (AI) through a practical exercise.

COMPOSITION OF GROUPS

Group 1 – GREEN

1.	Joke Bauwens	Belgium (Moderator)
2.	Aytan Karimova	Azerbaijan
3.	Munevera Dedic	Bosnia and Herzegovina (ITA)
4.	Milen Trifonov	Bulgaria
5.	Anna Fantarou	Cyprus
6.	Nino Kvelashvili	Georgia
7.	Simona Gioia	Italy
8.	Sharon Briody	Ireland
9.	Vesna Vulević	Montenegro
10.	Bokyoung Park	Republic of Korea
11.	Sanja Kordić	Serbia
12.	Peter Hägglund	Sweden

Group 2 – YELLOW

1.	Marija Lončar	Croatia (Moderator)
2.	Ulkar Kazimova	Azerbaijan
3.	Niels Van de Winkel	Belgium
4.	Tatjana Stojanovic	Bosnia and Herzegovina (ITA)
5.	Jaana Lokka-Palomaki	Finland
6.	Zsolt Dezzi	Hungary
7.	Fabio Forzini	Italy
8.	Kristine Stendere	Latvia
9.	Biljana Jelić	Montenegro
10.	Minwoo Lee	Republic of Korea



11.	Lucia Peskova	Slovakia
12.	Phil Abgottspon	Switzerland

Group 3 – BLUE

1.	Karin Veski	Estonia (Moderator)
2.	Jeyhun Mehdiyev	Azerbaijan
3.	Leon Papo	Bosnia and Herzegovina (ITA)
4.	Antonija Kresonja	Croatia
5.	Victoire Daher	France
6.	Cathal McNulty	Ireland
7.	Vesna Vukčević	Montenegro
8.	Marila Karanovska-Nikolovska	Republic of North Macedonia
9.	Gyeong-hui Park	Republic of Korea
10.	Ulrika Lindhoff	OECD/Sweden
11.	Roman Kyrylenko	Ukraine
12.	Dmytro Tsymbaliuk	Ukraine

FORMAT

The session is intended as a facilitated group discussion. The delegates will be split into three discussion groups. The composition of groups can be found above. Each group will have a designated breakout room.

The chairperson will be responsible for moderating the discussion. Chairpersons are not expected to be experts who can answer every question. The chairpersons should guide the conversation among the group members and contribute their questions and views too. Each delegate should be encouraged to contribute to the discussion.

The chairperson will be required to **take notes** of the group's discussions and **report** on the discussion summary and conclusions at the plenary session at the end of the event. The chairperson can delegate this task to a volunteer in the group.

A laptop will be available to produce a summary of discussions and observations to be uploaded in the event page of the IOTA website after the Forum.

REQUIRED INPUT AND TIMING

Total time: 90 minutes.

- Chairperson explains the aim of the group session (5 minutes)
- Group discussion (55 minutes):

Each group will be brainstorming on the future of one of the proposed HR roles — trainers (Group 1), leaders/managers (Group 2), recruiters (Group 3) — in the context of artificial intelligence (AI).

The goal is to explore how AI is reshaping tasks, skills, and opportunities within each role. The following guiding questions should be used to guide the discussion:

- The competencies that remain unaffected by AI
- Areas where AI can provide support
- Tasks and competencies AI could fully take over
- Opportunities created by AI-driven efficiency



- New skills HR professionals will need to develop
- Finalising the summary of the discussion (10 minutes)
- Reporting back in the plenary (20 minutes)

GROUP SESSION 2 – Organisation of internal training and building communities of internal trainers

Tuesday, 29 October 2025, 11:30– 13:00 (CET)

AIM

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.

COMPOSITION OF GROUPS

Group 1 – GREEN

1.	Joke Bauwens	Belgium (Moderator)
2.	Ulkar Kazimova	Azerbaijan
3.	Munevera Dedic	Bosnia and Herzegovina (ITA)
4.	Antonija Kresonja	Croatia
5.	Jaana Lokka-Palomaki	Finland
6.	Zsolt Dezsi	Hungary
7.	Vesna Vukčević	Montenegro
8.	Minwoo Lee	Republic of Korea
9.	Marila Karanovska-Nikolovska	Republic of North Macedonia
10.	Sanja Kordić	Serbia
11.	Roman Kyrylenko	Ukraine
12.	Dmytro Tsymbaliuk	Ukraine

Group 2 – YELLOW

1.	Marija Lončar	Croatia (Moderator)
2.	Aytan Karimova	Azerbaijan
3.	Tatjana Stojanovic	Bosnia and Herzegovina (ITA)
4.	Niels Van de Winkel	Belgium
5.	Anna Fantarou	Cyprus
6.	Victoire Daher	France
7.	Cathal McNulty	Ireland
8.	Fabio Forzini	Italy
9.	Vesna Vulević	Montenegro
10.	Gyeong-hui Park	Republic of Korea
11.	Ulrika Lindhoff	Sweden
12.	Phil Abgottspon	Switzerland



Group 3 – BLUE

1.	Sharon Briody	Ireland (Moderator)
2.	Jeyhun Mehdiyev	Azerbaijan
3.	Leon Papo	Bosnia and Herzegovina (ITA)
4.	Milen Trifonov	Bulgaria
5.	Karin Veski	Estonia
6.	Nino Kvelashvili	Georgia
7.	Simona Gioia	Italy
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REQUIRED INPUT AND TIMING

Total time: 90 minutes.

- Chairperson explains the aim of the group session (5 minutes)
- Group discussion (55 minutes)

Questions:

1. Are your internal training plans more focused on professional topics, or do they also include general soft skills training? Do they also include leadership training?
 2. In your organisation, is an internal trainer a unique function or a role taken in addition to the main job?
 3. Do you have difficulties finding and retaining internal trainers? Is there a difference between specific technical topics and general topics (soft skills, digital skills, leadership training)? What are your main challenges, and how do you address them?
 4. Please share some successful practices of effective motivation of internal trainers.
- Finalising the summary of the discussion (10 minutes)
 - Reporting back in the plenary on the best practices, solutions for different challenges (20 minutes).