DRAFT AGENDA

Digital Meeting of the IOTA Forum on Human Resource Management

"Strategic Workforce Planning: Enabling Adaptability and Resilience in Tax Administrations"

26-27 November 2026

Digital event

Thursday, 26 November 2026, Day 1

Central European Time

9:30 – 10:00	***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*
10:00 – 10:15	**Opening of the Forum, Introduction to IOTA and Agenda of the event**
	› *IOTA Secretariat*
10:15 – 11:35	**Plenary Session 1: How to implement strategic workforce planning: approaches and practical solutions**
10:15 – 10:30	**Presentation 1: Strategic Workforce Planning: The Logic Behind Rightsizing**
	› *Joke Bauwens, Belgium*
10:30 – 10:45	**Presentation 2: Strategic Workforce Planning in Practice: From Workforce Insights to Strategic Choices**
	› *Joke Bauwens, Belgium*
10:45 – 10:50	**Q&A session**
10:50 – 11:05	**Presentation 3: Strategic personnel planning in Finnish Tax Administration**
	› *Toni Suokko, Finland*
11:05 – 11:20	**Presentation 4: From Performance Evaluation to Workforce Insights: Lessons from the Croatian Tax Administration**
	› *Marija Lončar, Croatia*
11:20 – 11:30	**Q&A session**
11:30 – 11:45	*Coffee Break*

11:45 – 13:00	Group Discussion Session 1:

End of Day 1

Friday, 27 November 2026 – Day 2

9:30 – 10:00	***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*
10:00 – 10:10	**Opening of Day 2** › *IOTA Secretariat*
10:10 – 11:30	Plenary Session 2: Practical examples of HR roadmaps, hiring strategies, training initiatives, performance management systems etc. to deliver the organisation's strategic objectives
10:10 – 10:25	**Presentation 5: Strategic Workforce Planning** › *Jonathan Griffin, Ireland*
10:25 – 10:40	**Presentation 6: Aligning introductory training with strategic workforce planning: the IAPR–Greece experience** › *Vicky Kolovou, Ioanna Tsinti, Maria Stymfaliadou, Greece*
10:40 – 10:55	**Presentation 7: Building a Future-Ready Workforce: Strategic Workforce Planning at the State Revenue Committee of Armenia** › *Lilit Sefilyan, Armenia*
10:55 – 11:15	**Q&A session**
11:15 – 11:30	*Coffee Break*
11:30 – 13:00	Group Discussion Session 2:
13:00 – 13:30	*Lunch Break*
13:30 – 14:00	Final plenary session: Feedback from Group Discussions, Final Debate and Closing Remarks

End of Digital Forum