COUNTRY PROFILE

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

1. Briefly describe the number of staff (full-time equivalents) at your tax administration:

2. Is the (strategic) workforce planning developed internally for your organisation or is it developed at a higher level (by the Ministry of Finance, Economy…)?

3. Have you implemented (strategic) workforce planning in your organization, fully or partially?

☐ Yes, fully ☐ Yes, partially ☐ No

3.1 If yes, please briefly describe the processes and tools that are included in the strategic workforce planning

4. How do you ensure that the workforce planning is aligned with the administration's strategic objectives?

5. Which sources of data can you use for your workforce analysis? (Data means not only the number of the workforce, but also competencies and other types of information about your staff)

6. How do you analyse and use the HR data/strategic workforce planning data referred to in Q5?

7. Do you conduct the workforce gap analysis, whether for strategic or operational workforce planning? Do you connect it with other HR processes? (please specify which)

8. Which stakeholders and decision-makers are involved in the implementation and monitoring of the HR action plans?

9. Have you started applying AI for (strategic) workforce planning in your organisation?

☐ Yes ☐ No

9.1 If yes, please briefly describe for which purposes and the results achieved so far

10. Please list any further questions and/or issues that you would like addressed with respect to this year's Forum topics.