BACKGROUND NOTE

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

BACKGROUND

IOTA Human Resources Management (HRM) Forum will continue addressing the main topics related to effective strategies and practical approaches to managing human resources and the professional development of employees in tax administrations.

Many IOTA member tax administrations are operating under budgetary constraints and with reducing staff numbers, requiring them to achieve greater results with fewer resources. In this context, HR professionals must stay ahead of these changes to drive the strategic success of the organisation. For leadership teams, strategic workforce planning becomes a crucial instrument for anticipating upcoming human resource requirements.

By assessing the current context, strategic workforce planning enables administrations to predict future workforce demands and determine suitable hiring strategies, training initiatives, and other measures needed to ensure that the right employees, with the necessary competencies, are available in the right place at the right time. When combined with efforts in career development, talent management, performance assessment, and employee well-being, strategic workforce planning strengthens the organisation's ability to remain flexible, resilient, and cost-efficient.

This event will focus on the latest developments, experiences and best practices in the area of strategic workforce planning aimed at strengthening adaptability and resilience in tax administrations.

OBJECTIVES

The main objective of this event is to share best practices in applying strategic workforce planning in tax administrations. More specifically, the Forum will:

- explore different approaches that tax administrations are taking to implement strategic workforce planning in their organisations;
- discuss how to ensure that staffing requirements are aligned with the administration's strategic objectives;

- exchange best practices, practical solutions and tools throughout all phases of strategic workforce planning - from environmental scanning and forecasting to gap analysis, implementation plan design, and ultimately monitoring and reporting;
- share practical experience of implementing an HR roadmap to deliver your strategic workforce plan, including comprehensive performance management systems, staff engagement, effective career development and talent management, as well as employee workability, well-being, etc.
- explore the application of AI for strategic workforce planning, by identifying the major workforce drivers, scenario modelling, predictive skills mapping, and redesigning roles.

METHODOLOGIES

The Forum will be practical, combining plenary sessions and group activities, and will focus on approaches to implementing strategic workforce planning in tax administrations.

Several thematic plenary sessions are planned at the Forum meeting containing country presentations lasting up to 15 minutes. Questions from participants and other interactive activities are expected to be a part of the plenary sessions.

Interactive group sessions are planned to follow thematic plenary sessions, allowing participants further opportunity to reflect on their own experiences, discuss problems and solutions and consider solutions to any outstanding issues through a free exchange of information and joint exercises.

All sessions of the Digital Forum will be conducted via the Microsoft Teams platform. Joining instructions will be provided on how to join and participate in the event using the Microsoft Teams platform. There will also be an opportunity for delegates to test their connection 30 minutes prior to the start of the event's sessions.

Plenary sessions of the Forum meeting will be recorded and will be available to watch on-demand after the event on the IOTA website (only for registered users), while the group discussion sessions will not be recorded, allowing participants to have a more informal discussion.

Registration of the delegates from your administration who will be attending the meeting of the IOTA Forum on HRM will be possible by submitting the e-registration form via the IOTA website at the latest by COB 9 November 2026.

At the end of the event, participants will be asked to complete a short online evaluation survey.

TARGET AUDIENCE

HR and L&D managers and experts of IOTA member tax administrations, representatives of training institutions for tax officials and mid/senior managers interested in the strategic workforce planning.

REQUIRED INPUT

Each participating tax administration is required to complete and submit a Country Profile form by 9 November 2026, briefly describing their tax administration's experience in the area of strategic workforce planning.

The Country Profile can be submitted only after an invitation from your country's IOTA Principal Contact Person (PCP).

- After receiving the IOTA PCP invitation, the nominated participant must log in to the IOTA website.
- Open your user profile and select "My Dashboard."
- In the left menu, click "My country profile."
- On that page, select the event title "Human Resource Management Forum."
- On the event page, scroll to the bottom and click "FILL COUNTRY PROFILE."

Please note that it is not possible to provide any language interpretation at this event, and IOTA expects that all participants will have sufficient English language skills for active participation in the event.