



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

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| 9:30 – 10:00 | Connection of virtual participants <ul style="list-style-type: none">› 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 <ul style="list-style-type: none">› 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: Rightsizing the Organization: Turning Workforce Insights into Strategic Choices <ul style="list-style-type: none">› Joke Bauwens, Belgium |
| 10:30 – 10:45 | Presentation 2: Strategic personnel planning in Finnish Tax Administration <ul style="list-style-type: none">› Toni Suokko, Finland |
| 10:45 – 11:00 | Presentation 3: From Performance Evaluation to Workforce Insights: Lessons from the Croatian Tax Administration <ul style="list-style-type: none">› Marija Lončar, Croatia |
| 11:00 – 11:20 | Q&A session |
| 11:20 – 11:35 | Coffee Break |
| 11:35 – 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 4: Strategic Workforce Planning at the Netherlands Tax Administration › Paula Bontenbal, the Netherlands
10:25 – 10:40	Presentation 5: Aligning Introductory training in IAPR-Greece with workforce planning strategy › Vicky Kolovou, Ioanna Tsinti, Maria Stymfaliadou, Greece
10:40 – 10:55	Presentation 6: 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	<i>Coffee Break</i>
11:30 – 13:00	Group Discussion Session 2:
13:00 – 13:30	<i>Lunch Break</i>
13:30 – 14:00	Final plenary session: Feedback from Group Discussions, Final Debate and Closing Remarks

End of Digital Forum

