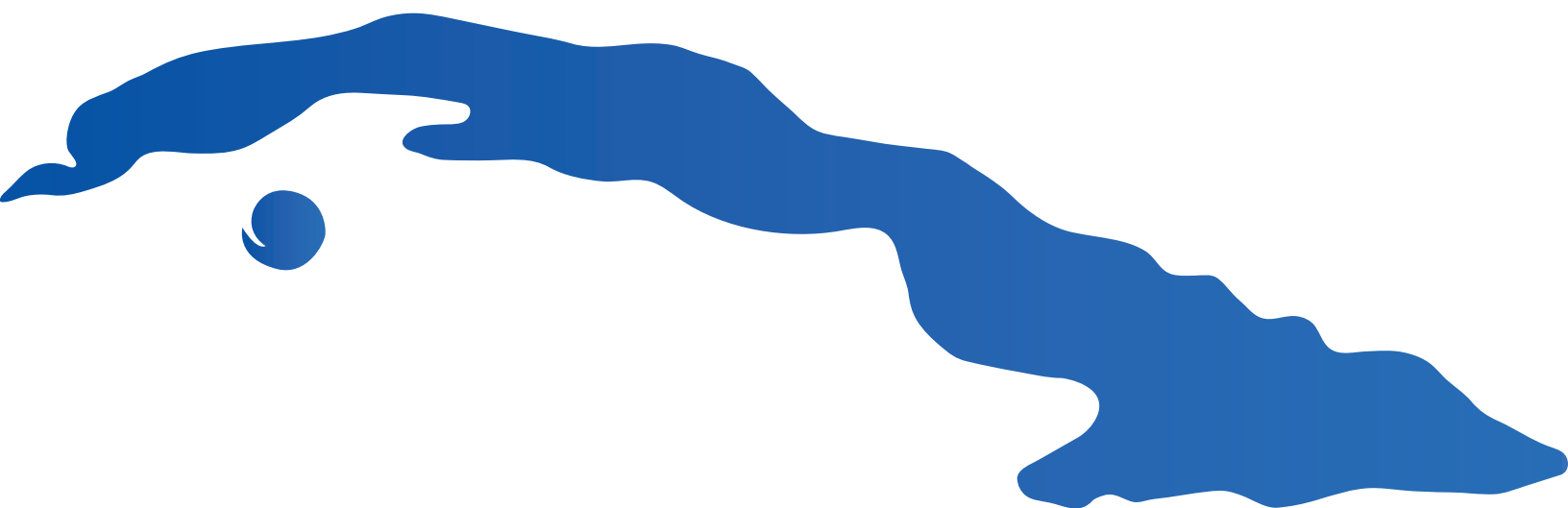


53rd General Assembly



The Human Factor: The Brain of the Tax Administration (Human Resources Selection, Management and Capacity Building)



Havana, Cuba,
21 to 23 May, 2019



Inter-American Center of Tax Administrations - CIAT

53rd GENERAL ASSEMBLY



**THE HUMAN FACTOR: THE BRAIN OF THE TAX ADMINISTRATION
(HUMAN RESOURCES SELECTION, MANAGEMENT AND CAPACITY BUILDING)**

PROGRAM

**May 21 - 23, 2019
Havana, Cuba**



DAILY SCHEDULE OF ACTIVITIES

THE HUMAN FACTOR: THE BRAIN OF THE TAX ADMINISTRATION (HUMAN RESOURCES SELECTION, MANAGEMENT AND CAPACITY BUILDING)

Tuesday, May 21, 2019

Hour			TOPIC	
From	To	Time		
9:00	10:15	1:15	Inaugural Ceremony	
		0:05	Presentation of the Executive Council Members	
		0:10	Statement by Mr. Márcio F. Verdi, CIAT Executive Secretary	
		0:10	Statement by Mrs. Mary Blanca Ortega Barredo, Head of the National Tax Administration Office and CIAT Executive Council President	
		0:25	Statement by Mrs. Meisi Bolaños Weiss, Minister of Finance and Prices of Cuba	
		0:25	Official photograph, Coffee and Integration	
10:15	11:40	1:25	<i>Inaugural Panel: The Human Factor: The Brain of the Tax Administration</i>	
		0:05	Moderator:	Canada, Michael Snaauw, Assistant Commissioner - CRA
		0:20	Speaker:	Cuba, Vladimir Regueiro Ale, Deputy Minister of Finance and Prices
		0:20	Speaker:	Spain, Jesús Gascón. General Director - AEAT
		0:20	Speaker:	OECD, Grace Pérez Navarro, Deputy Director - CTPA
		0:20	Speaker:	IMF, Victoria Perry, Deputy Director - FAD
11:40	13:20	1:40	<i>Panel 1: Planning of human talent in the tax administrations</i>	
		0:05	Moderator:	Costa Rica, Carlos Vargas, Director General of Taxation
		0:20	Speaker:	Norway, Anne Sigrun Moen, Director of Department of Human Resources - NTA. <i>"Human Resources strategies and priorities or HHRR Maturity Model"</i> .
		0:20	Speaker:	Honduras, Ana Meza, Human Talent Director - SAR. <i>"Planning of Human Talent in the Tax Administrations"</i> .
		0:20	Speaker:	Portugal, Damasceno Dias, Deputy General Director- AT. <i>"Alignment of human talent to the institutional strategy (Management of Senior Talent)"</i> .
		0:20	Speaker:	Uruguay, Carmen Colaneri, Internal Division Director - DGI. <i>"Staff deficit"</i> .
		0:15	Debate:	
13:20	14:55	1:35	Lunch	
14:55	16:55	2:00	<i>Round Table 1</i>	
			<i>Topic: What are we looking for? The profile of the new tax administrator</i>	
			Moderator:	Santiago Díaz de Sarralde, Tax Studies and Research Director - CIAT
			Participants:	Bolivia, Veimar Mario Cazón, Executive Chairman - SIN
				Ecuador, Marisol Andrade, General Director - SRI
				IOTA, Hans D'hondt, President
				Perú, Claudia Suarez, National Tax Superintendent - SUNAT
				Dominican Republic, Magin Díaz, General Director - DGII

Wednesday, May 22 , 2019

Hour			TOPIC
From	To	Time	
9:00	10:50	1:50	Panel 2: The Staffing Processes (I)
		0:10	Moderator: Barbados, Wayne Forde, Revenue Commissioner, Revenue Authority
		0:20	Speaker: Argentina, Facundo Rocha, Human Resources Deputy General Director - AFIP. <i>"Selection Processes within the framework of the Tax Administration"</i>
		0:20	Speaker: Chile, Fernando Barraza, Director - SII. <i>"Modernization of the Career System in the TAs: the experience of the SII in internal development processes based on merit and the management of working competencies"</i>
		0:20	Speaker: Spain, Celso González Gozález, Director Human Resources Department - AEAT. <i>"Planning and implementation of staff selection processes in the Tax Agency"</i> .
		0:20	Speaker: Brazil, Mara Lucia Vieira. Coordinator of Development of Institutional Capacities - RFB. <i>"Staff management focused on location according to the professional profile and selective processes for leaders"</i> .
		0:20	Debate
10:50	11:20	0:30	Coffee and Integration
11:20	13:30	2:10	Panel 3: The Staffing Processes (II)
		0:10	Moderator: Trinidad and Tobago, Ravi Taklalsingh, Commissioner - IRD
		0:20	Speaker: Kenya, Lorraine Malinda, Deputy Commissioner - KRA. <i>"Performance Contracting. Recruitment Procedures in the Kenya Revenue Authority"</i>
		0:20	Speaker: Netherlands, Jowi Bijsterbosch, Human Resources Director, Ministry of Finance. <i>"NTCA Recruitment Campaigns"</i> .
		0:20	Speaker: Paraguay, Elena Spezzini, Acting Coordinator of Human Talent Management - SET. <i>"Selection and Entry Processes"</i> .
		0:20	Speaker: Cuba, Belkis Pino, Deputy Chief - ONAT
		0:20	Speaker: China, Guo Shunmin, Deputy Director General of the General Office-STA, "Introduction to BRITACOM and Performance Management in the STA". Hu Jing, Director of the Civil Servant Management Division of the Personnel Department-STA, "Digital Human Resources: Encourage 800,000 tax officials to Strive for Excellence".
		0:20	Debate
13:30	15:00	1:30	Lunch
15:00	17:00	2:00	Round Table 2
			Topic: Talent attraction and retention in the tax administrations (labor stability; civil service; remunerations; professional career; retention strategies; etc.)
			Moderator: Raúl Zambrano, Technical Assistance and Information Technology and Communication Director - CIAT
			Participants: Brazil, Mara Lucia Vieira, Coordinator of Development of Institutional Capacities - RFB
			Canadá, Michale Snaauw, Assistant Commissioner - CRA
			CREDAF, Jean-Marc Niel, Secretary General
			Jamaica, Judith Smith-Richards, Chief Human Resource Management and Development Officer - TAJ
			Mexico, Hugo Juarez Palacios, Central Administrator of the Human Capital Cycle SAT

Thursday, May 23, 2019

Hour			TOPIC	
From	To	Time		
9:00	10:15	1:15	Panel 4: Human Resources Development and Training in the Tax Administrations (I)	
		0:05	Moderator:	Guatemala, Adriana Estevez Claveria, Director, Superintendent of Tax Administration - SAT
		0:20	Speaker:	Canada, Michael Snaauw, Assistant Commissioner - CRA. <i>"Learning and developmnet frameworks. Learning approaches, paths and methodologies"</i> .
		0:20	Speaker:	Angola, Silvio Franco Burity, Chairman of the Administration Council - AGT. <i>"Staff development in the tax administrations: Education and/or training of officials when entering and permanent development"</i> .
		0:20	Speaker:	India, Subhash Jangala, Under Secretary - CBDT. <i>"Education and/or training of officials when entering and permanent development"</i> .
		0:10	Debate	
10:15	10:45	0:30	Coffee and Integration	
10:45	11:40	0:55	Panel 5: Human Resources Development and Training in the Tax Administrations (II)	
		0:05	Moderator:	Nigeria, Fred Femi Akinfala, Deputy Director - FIRS
		0:20	Speaker:	Guatemala, Abel Francisco Cruz, Superintendent of Tax Administration - SAT. <i>"Staff development in the Tax Administrations"</i> .
		0:20	Speaker:	France, Michel Ramir, Director of the Training Unit - ENFip
		0:10	Debate	
11:40	13:00	1:20	Round Table 3	
			Topic: Performance management (Performance evaluation techniques and their effects; the different dimensions of performance)	
			Moderator:	Márcio F. Verdi, Executive Secretary - CIAT
			Participants	CATA, Jonathan Swerdlow, Vice Chair
				Italy, Stefano Gesuelli, Head of the Italian Mission
				IOTA, Miguel Silva Pinto, Executive Secretary
13:00	13:35	0:35	Presentations	
		0:05	Moderator	CIAT, Márcio F. Verdi, Executive Secretary - CIAT
		0:15	Speaker:	CIAT, Santiago Díaz de Sarralde, Tax Studies and Research Director. <i>"Presentation of ISORA 2018"</i>
		0:15	Speaker:	Canada and Spain, Michael Snaauw, Assistant Commissioner - CRA and Jesús Gascón, General Director - AEAT. <i>"Presentation of the Ethics Declaration"</i>
13:35	15:05	1:30	Almuerzo	
15:05	16:35	1:30	CLOSING	
15:05	16:05	1:00	General Rapporteur	Alejandro Juárez, Training and Development of Human Talent Directorate - CIAT
16:05	16:35	0:30	Closing	

**INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS –
CIAT**

**53rd
GENERAL ASSEMBLY**



**The Human Factor: The Brain of the Tax
Administration (Human Resources Selection,
Management and Capacity Building)**

PRESENTATIONS

Tuesday May 21, 2019

Inaugural Panel: The Human Factor: The Brain of the Tax Administration

IMF | PPT ([EN](#)) | – Summary ([EN](#))

OCDE | PPT ([ES](#)) ([EN](#)) | – Summary ([ES](#)) ([EN](#))

Panel 1: Planning of human talent in the tax administrations

Noruega | PPT ([EN](#)) | – Summary ([ES](#)) ([EN](#))

Honduras | PPT ([ES](#))

Portugal | PPT ([EN](#)) ([PO](#))

Uruguay | PPT ([ES](#)) ([EN](#)) | – Summary ([ES](#)) ([EN](#))

USA | Summary ([ES](#)) ([EN](#))

Wednesday May 22, 2019

Panel 2: The Staffing Processes (I)

Argentina | PPT ([ES](#)) ([EN](#))

Chile | PDF ([ES](#)) | – Summary ([ES](#)) ([EN](#))

Brasil | PPT ([ES](#)) ([EN](#)) ([PO](#)) | – Summary ([ES](#)) ([EN](#)) ([PO](#))

Panel 3: The staffing processes (II)

Kenia | PPT ([EN](#)) | – Summary ([ES](#)) ([EN](#))

Netherlands | PPT ([EN](#)) | – Summary ([EN](#))

Paraguay | PPT ([ES](#)) | – Summary ([ES](#)) ([EN](#))

Cuba | PPT ([ES](#)) | PDF ([ES](#))

China | PPT ([EN](#)) | BRIATCOM PPT ([EN](#))

Round Table 2 Topic:

Talent attraction and retention in the tax administrations (labor stability; civil service; remunerations; professional career; retention strategies; etc.)

Brasil | PPT [\(ES\)](#) [\(EN\)](#) [\(PO\)](#) | – Summary [\(ES\)](#) [\(EN\)](#) [\(PO\)](#)

Canada | PPT [\(ES\)](#) [\(EN\)](#) – Summary [\(ES\)](#) [\(EN\)](#)

Thursday May 23, 2019

Panel 4: Human Resources Development and Training in the Tax Administrations (I)

Canada | PPT [\(ES\)](#) [\(EN\)](#) – Summary [\(ES\)](#) [\(EN\)](#)

Angola | PPT [\(PO\)](#) | – Summary [\(ES\)](#) [\(PO\)](#)

India | Prezi [\(EN\)](#)

Panel 5: Human Resources Development and Training in the Tax Administrations (II)

Guatemala | PPT [\(ES\)](#) | Summary [\(ES\)](#)

Francia | PPT [\(ES\)](#) [\(EN\)](#) [\(FR\)](#)

Round Table 3 Topic: Performance management (Performance evaluation techniques and their effects; the different dimensions of performance)

CIAT – Presentación ISORA 2018 | PPT [\(ES\)](#)

IMF – Presentación ISORA | PPT [\(ES\)](#) [\(EN\)](#)

CLOSING – General Rapporteur-Alejandro Juárez, CIAT [\(ES\)](#) [\(EN\)](#) [\(FR\)](#)