

Are you ready for the challenge?

Commonwealth Association of
Tax Administrators – courses for
managers, professionals and trainers



▶ Achieving Management Potential (AMP) is a course designed to equip senior tax officials with the advanced management and leadership skills needed for success in today's challenging world.

▶ Commonwealth Tax Inspectors Course (CTIC) is designed to give a rigorous introduction to the main issues in contemporary tax compliance work.

Achieving Management Potential

This course offers participants the opportunity to significantly enhance their impact in the workplace for the benefit of their organisation and their own careers. It provides new skills, insights and perspectives on which to build high-level success in today's demanding tax environment. You can expect to develop:

- advanced management, leadership and people skills
- a comprehensive awareness of current major issues in tax administration, and the ability to think strategically about them
- an understanding of the common drivers for change in tax administrations around the world, and the mind-set, tools and skills needed to manage change successfully
- the ability to work towards practical solutions to new challenges, informed by experience from outside as well as within the home organisation.

The course starts in May 2012 with six weeks of online learning via email with the course director and, mainly on a one-to-one basis. This is vital preparation for the intensive six weeks residential phase held in the UK from 30 July to 7 September 2012. The course director is available until December 2012 to provide follow-up support after the participants return home.

About the course

Distance learning

The focus of the pre-UK preparatory work is the identification and initial analysis of an actual tax administration problem chosen by the participant, in consultation with their manager, from their own workplace. This will involve a time commitment of 20 to 30 hours in total, spread over the two months prior to arrival in the UK.

After the UK phase, participants work with online support to deliver a research report to their managers whilst consolidating and applying course learning.

Classroom sessions and seminars covering:

- Personal development
 - Leadership and management skills
 - Self-awareness and impact
 - Communication and presentation skills
- Working collaboratively for improved performance
- Delivering more for the organisation by smarter working with colleagues, and developments in direct and indirect taxes administration
 - Managing performance
 - Managing change
 - Getting more for less
 - Delivering better compliance
 - Engaging with customers for improved performance
 - International tax and frontiers issues
 - Human resource management
- Perspectives from around the world
 - Tax administration successes and challenges in developing and developed countries
 - Interactive discussions with distinguished guest speakers
 - Discussions with fellow participants who collectively represent an impressive pool of experience and expertise
- Focused discussions with HMRC headquarters and operational staff
 - Extensive opportunities to exchange views with HMRC staff
 - From board level to frontline specialists in a range of key disciplines

In addition to the intensive classroom sessions, participants tackle two important pieces of research work which will enable them to put the course learning into practice.

A personal project

Each participant analyses a specific challenge from their own workplace and develops practical, affordable recommendations for addressing it.

The subject of the report is agreed with his or her manager and the main analytical work is undertaken in advance of the residential part of the course. In the UK, the subject area is further researched using the resources of HMRC and the experiences of both fellow participants and representatives of other tax administrations.

After returning home, participants complete a report offering practical options for dealing with the issue investigated. The aim is to deliver high-quality solutions to the home organisation for implementation or further development.

A team project

Participants practise their interpersonal and team-working skills in self-managing multinational teams to produce a project report. The subject of the report is selected with developing country priorities in mind. As well as providing live experience of working collaboratively under time pressure, the exercise exposes participants to a range of approaches for addressing an issue of contemporary importance to developing country tax administrations. The teams work together in the UK and complete their report before returning home.

What previous applicants have said

Year after year, independent evaluation has shown how hugely successful participants consider the course.

“My horizons have been opened to new and practical approaches to doing things... a wonderful experience”

“An excellent programme. The greatest event in my working career”

“Course was meticulously explained in advance, everything operated with clockwork precision. The mix of presentations was excellent”

“The course was just excellently designed. It had so much to offer”

“I have noticed with pleasure that the AMP course, especially its UK phase, has further invigorated [the participant’s] innovative and enthusiastic working. I agree with his view that the course has broadened his mental horizons. It has benefited him much more than one could expect from such a short course”

Commonwealth Tax Inspectors Course

This course is designed to give a rigorous introduction to the main issues in contemporary tax compliance work. It is aimed at audit/compliance professionals and trainers who will benefit from exposure to the UK's approach to compliance work. Participants will also have the opportunity to work with and exchange experiences with colleagues from a variety of other tax administrations.

The course runs from May to December 2012 but centres on an intensive six-week residential period in the UK from 30 July to 7 September 2012.

The course starts in mid-May 2012 with essential preparatory learning conducted by email with the course director. The course director will provide further mentoring assistance by email until December 2012.

About the course

Distance learning

As stated above, this starts in mid-May and is vital preparation for the intensive residential course. During the online course, team projects, topics and the project teams will be selected and preparatory background research will be undertaken by the participants. This will involve a time commitment of around 20 hours in total, spread over the period of the online course. Any participants wishing to apply for the course must be able to fully commit to the online aspect of the course.

Classroom sessions and seminars covering:

- Personal development
 - Self-awareness and impact
 - Communication and presentation skills
- Engagement with the taxpayer
 - Customer focus
 - Business tax interventions
 - Personal tax interventions
 - Accounts examination
 - Case selection and risk analysis
 - Techniques for collecting returns and payments

- Compliance strategy
 - Special investigations and civil investigations of fraud
 - Understanding avoidance
 - Criminal investigations in practice
- Representation skills
 - Project and team working
 - Tribunals including appeals, reviews and evidence
- International taxation
 - Transfer pricing
 - Tax treaties
 - Exchange of information
- Taxation of e-commerce
 - Computer record examination
- Working collaboratively for improved performance

Participants will also spend sessions in contact with HMRC operational offices experiencing first-hand the UK approach.

A team project

Participants work in teams with their fellow participants to conduct research and produce a report on an audit/compliance issue which is selected with CATA priorities and developing countries in mind. The team work is supported by HMRC specialists and the course director but the onus is on the team to perform. Delegates will begin the preparatory work on projects during the online part of the course.

The team work together in the UK and aim to complete their report before returning home. As well as providing live experience of working collaboratively under time pressure, the work exposes participants to a range of approaches for addressing an audit/compliance issue of contemporary importance to developing country tax administration.

What previous applicants have said

“Every session was delivered with great precision and accuracy. The lessons from these sessions were learnt vividly. A fantastic session. The lecturer is an expert and was able to carry people along”

“I want to say without fear of contradiction, that the modules were all relevant to our needs. The topics of the projects were also painstakingly chosen to meet our needs”

Application and dates

The closing date for applications is Friday 24 February 2012. Applications received after this date will be placed on a reserve list.

The online phase of the programme starts in early May. Full participation is essential if delegates are to gain maximum benefit from the course. Applicants will therefore not be offered a place on the programme if their application is so late that they are unable to complete the online course by its conclusion in mid-July.

Closing date for application	24 February 2012
Online course commences	early May 2012
Residential course commences	30 July 2012
Residential course ends	7 September 2012
Online mentoring ends	31 December 2012
Course location	Lincoln and London
Course fee	Contact Danny Pedley for details

Please note that all applications must be supported and approved by your organisation which must confirm that your place will be funded when submitting your application.

For more information about both courses



Visit our website at www.hmrc.gov.uk/intassist/cata_course.htm



By post to Danny Pedley (*AMP and CTIC applications*)

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