



HM Revenue
& Customs

The Commonwealth
Association of Tax
Administrators 2009



amp
Achieving Management Potential

Meeting the challenges of a changing world

Develop your organisation by developing your managers.



Achieving Management Potential



A widely acclaimed course offered by CATA and run by HM Revenue & Customs (HMRC), it is designed to help the senior tax official achieve his or her full potential as a manager and leader

It is a stimulating and challenging programme that seeks to deliver a tangible, lasting impact in the workplace by equipping participants with the insights, perspectives and skills needed for high level success in today's demanding taxes environment.

They 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.

CATA also offers a parallel programme through HMRC, the Commonwealth Tax Inspectors Course. Whilst AMP focuses on leadership and management in the tax administration context, it's sister course has a casework orientation with the emphasis on developing compliance and compliance team management skills.

The course runs from June until December 2009 but centres on an intensive 6 week residential period in the UK from 3 August to 11 September 2009. Preparatory learning precedes the UK phase, and that is conducted by email with the Course Director who remains available to provide follow up support after participants return home.

How the course is made up

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 around 20 hours spread over the two month period prior to arrival in the UK
- after the UK phase participants work, with online support, to consolidate and apply 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

Understanding organisational culture and its impact on performance

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

Visits to HMRC headquarters and operational offices

Team working sessions in multinational groups.

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. Based on work at home and in the UK the participant prepares a report offering practical options for dealing with the issue investigated. The aim is to deliver solutions for implementation, or further investigation, by the home organisation.

A team project

Participants practice 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, and 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 aim to complete their report before returning home.

A proven programme with a long and distinguished record

Year after year, independently conducted evaluation demonstrates how hugely successful participants consider AMP to be. Some typical post-event quotes from the 2008 delegates:

“Expectations met with excellence”

“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”

“The course was of great help to the organisation”

Applications received on or before Friday 17 April 2009 will be given priority. Applications received after this date will be treated as late and entered on to a reserve list in order of receipt.

The online phase of the programme starts in early June. 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.

Course details

Closing date for application	17 April 2009
Online course commences	early June 2009
Residential course commences	3 August 2009
Residential course ends	11 September 2009
Online course ends	31 December 2009
Course location	Lincoln and London
Course fee	TBA – please contact Sean Rabbett for details



Lawress Hall, Lincoln

More information and applications

Internet	www.hmrc.gov.uk/intassist/cata_course
Post	Sean Rabbett – AMP Applications HM Revenue & Customs International Relations and Capacity Building 3rd Floor Dorset House Stamford Street London SE1 9PY
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Please note that all applications must be supported and approved by your organisation which must confirm that your place will be funded by 15 May 2009.