



HM Revenue  
& Customs

The Commonwealth  
Association of Tax  
Administrators 2011



**amp**  
Achieving Management Potential

# Better results through better leadership

Developing managers for success in a challenging world



# 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 starts in May 2011 with 6 weeks of online learning, conducted by email with the Course Director largely on a one to one basis. This is vital preparation for the intensive 6 weeks residential phase held in the UK from the beginning of August to mid September 2011. The Course Director remains available until December 2011 to provide follow up support after the 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 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  
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's staff
- From Board level to front line 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

### 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 recent delegates:

“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”

And from the manager of a 2009 participant:

“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.”

Applications received on or before Friday 15 April 2011 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	15 April 2011
Online course commences	25 May 2011
Residential course commences	1 August 2011
Residential course ends	9 September 2011
Online consolidation ends	31 December 2011
Course location	Lincoln and London
Course fee	Please contact Danny Pedley for details



Lawress Hall, Lincoln

### More information and applications

Internet [www.hmrc.gov.uk/intassist/cata\\_course](http://www.hmrc.gov.uk/intassist/cata_course)

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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 13 May 2011.