



THE COMMONWEALTH ASSOCIATION OF TAX ADMINISTRATORS

Commonwealth Secretariat, Marlborough House, Pall Mall, London, SW1Y 5HX
Tel: (44) 020 7747 6473 • Fax: (44) 020 7747 6225
Email: cata@commonwealth.int • Web: www.cata-tax.org

27 January 2009

CATA CIRCULAR NO: 3 of 2009

TO ALL MEMBERS

ACHIEVING MANAGEMENT POTENTIAL (AMP) 2009

CATA is pleased to announce that Her Majesty's Revenue & Customs (HMRC) of the United Kingdom have completed all arrangements to run the Achieving Management Potential (AMP) training programme for 2009. It is intended for a maximum of fifteen participants.

Kindly ensure this circular is circulated to all potential participants in your administration as soon as possible as deadlines are tight and places are strictly limited.

Dates:

Internet: **Early June to Mid July 2009**
Residential: **3 August to 11 September 2009**
Internet: **To end December 2009**

Venue:

HMRC Staff College, Lawress Hall, Lincoln where accommodation and meals will be provided.

HMRC Offices, London. Participants will be located in a nearby hotel where accommodation and meals will be provided.

Course Director:

John Hudson, is a former senior member of HMRC with wide experience of high level strategic and operational leadership and of personal development. Since his retirement from HMRC, he has pursued his keen interest in the development of overseas tax administrators, through the AMP programme and through work with other agencies.

Delivery Methodology and Environment:

Each participant completes all three phases of the course, Phases I and III from within their home country. Email access is preferable for Phases I and III, but alternative arrangements can be made for those who do not have it.

- Phase I Online **Pre-residential component completed in the home country.** Learning in this period is led by the Course Director and provides essential preparation for the UK residential period in Phase 2.
- Phase 2 **Residential part of the programme that takes place in the UK.** Participants stay at the HMRC College at Lincoln and in a hotel in London. This phase takes place over a period of 6 weeks and includes team and individual project work, presentations and workshops involving a wide range of HMRC and other leading experts, and discussions in operational offices. Towards the end of the UK residential period each participant prepares an individual action plan which they share with their manager on their return home and which is designed to deliver the benefits of programme learning to the workplace in both the short and the longer terms.
- Phase 3 Online **Post-residential part that takes place in the participants' home countries.** The final phase is driven by participants themselves as they take their action plan to their workplace and seek to make a positive difference there. The course director will be available to support participants (and their managers) as programme learning is applied to enhance the delegate's own performance and bring fresh ideas to their organisation.

Course Content:

The Achieving Management Potential programme is an intensive and demanding course organized and run by United Kingdom HMRC. It is designed to develop those with the potential to reach the most senior levels in their administrations, and it therefore addresses the challenges of managing performance whilst initiating and leading change. Past participants have consistently awarded the programme top approval ratings, not least in terms of its success in delivering first class development opportunities of direct relevance to their work and their organisations. It therefore comes highly recommended by those who have experienced its benefits.

AMP emphasises leadership, management and strategy in the taxes context whilst its sister course – the Commonwealth Tax Inspectors Course (CTIC) which runs in parallel - focuses on casework. Intending applicants or managers who are unsure whether the AMP or the CTIC programme is most appropriate for a particular individual may contact Sean Rabbett for assistance. His contact details are provided below.

AMP will provide participants with opportunities to evolve imaginative options for addressing tax administration issues of current concern, with an emphasis on practicability in the developing country context.

Participants will also have the opportunity to:

- * Make the most of their abilities by personal development planning
- * Explore the latest management concepts and techniques
- * Improve and practise fundamental leadership skills such as communication, decision making and problem solving
- * Widen their knowledge and appreciation of domestic and international taxation issues through the exchange of views and ideas, presentations and exercises
- * Meet and discuss management and technical issues with senior experts and leaders from the UK's HMRC and from other tax administrations
- * Meet and exchange ideas with fellow participants from around the world
- * Develop ideas and solutions to problems in their own organisation through project work
- * Use the latest training and development techniques
- * Learn how to make the most of the internet and other resources for research purposes.
- * Visit HMRC operational offices and discuss live issues with a range of front line managers and specialists.
- * ***Relate what they learn to their own and their administration's situation back home, so that they return better able to contribute to organizational goals.***

Eligibility:

Candidates should have experience of, or the potential for, senior management. **A high degree of proficiency in English is essential.** The course is designed for tax officials of the Commonwealth countries, but applications will be considered from other suitably qualified candidates.

Course Fee:

The Course Fee of **TBA – please contact Sean Rabbett for details** - will cover tuition costs, reading materials, all accommodation and all meals for the duration of the course.

Applications:

Applications should be forwarded to the Course Administrator:

Mr Sean Rabbett
HM Revenue and Customs
International Relations and Capacity Building
3rd Floor
Dorset House
Stamford Street
LONDON SE1 9PY
Tel No: 0044 20 8929 2677
Fax No: 0044 20 8929 6757
E-mail: sean.rabbett1@hmrc.gsi.gov.uk

Additional information and on-line application forms can be obtained through HM Revenue and Customs web site at: http://www.hmrc.gov.uk/intassist/cata_course.htm or from the CATA web site.

Funding:

Nominees are strongly advised to start seeking their funding as soon as possible. **Confirmation of funding must be received by 15 May 2009.**

Cut Off:

The **closing date** for all applications is **17 April 2009**, one month earlier than usual. Soon after this date candidates will be contacted by the Course Administrator. The online course will commence in **early June 2009**.

Late Application:

This programme is run with small number of delegates, as it is highly interactive and practical. It is therefore imperative that nominees meet the above deadline. Late cancellation by potential candidates could seriously affect the course and even cause it to be cancelled.



Zahir Kaleem
EXECUTIVE DIRECTOR