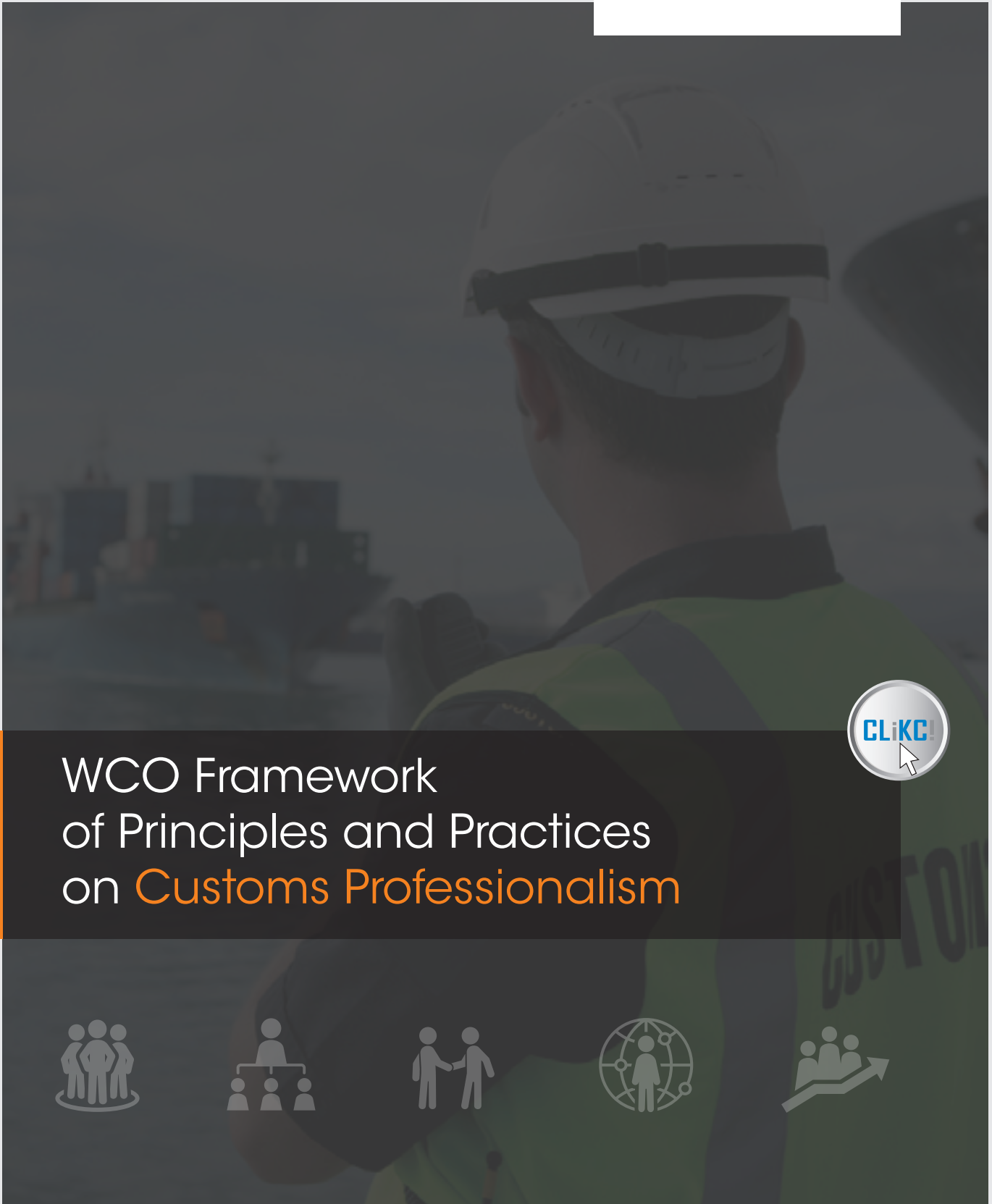


WORLD CUSTOMS ORGANIZATION



WCO Framework of Principles and Practices on **Customs Professionalism**





WCO Framework of Principles and Practices on Customs Professionalism

Human capital is the most valuable asset to keep pace with an ever-changing environment.

Preface

The opportunities and challenges of the modern Customs environment require Customs administrations to respond to a rapidly changing global trade environment in a strategic and cost-effective manner. Considering that human capital is one of the most valuable assets that will allow Customs to adapt to this fast-changing environment, it is essential that Customs administrations invest in their people as a foundational element of their organizational development and modernization agendas. The identification and development of modern Customs values and competencies – professional, operational and managerial – rests at the centre of the WCO’s “investing in people” approach.

The WCO supports Customs around the world with the “investing in people” approach. This includes the development of Customs values and competencies through the PICARD Professional Standards, the Leadership and Management Development Programme, the Virtual Customs Orientation Academy and continued support in the development of competency-based Customs professional frameworks. The WCO will also continue to support a comprehensive training approach through an expanded CLiKC platform and working closely with Regional Training Centres.

The theme for the Fifth Session of the WCO Capacity Building Committee was “Strong People – Strong Organizations: Investing in People as the basis for Organizational Development”. This underlines the WCO’s strong belief in a people-focus pathway to organizational development

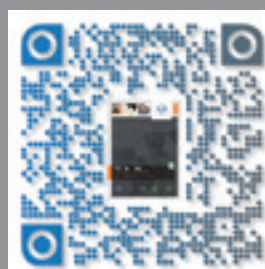
that is essential in the development of a modern, 21st century Customs administration. It is therefore appropriate that the Framework of Principles and Practices on Customs Professionalism was approved at this Session before it was transmitted to the Council for adoption. Work on the Framework started in 2012 and its objectives are to equip Members with a blueprint to design comprehensive workforce development strategies and programmes for Customs administrations as well as pooling methods on the related key concepts such as staffing, recruitment, development and learning, career paths and mobility and performance management.

The Framework is linked to an on-line repository of practices, the CLiKC! People Development Interactive Map, that provides an overview of the Customs community’s initiatives and solutions implemented worldwide to efficiently manage competency-based HR processes. The virtual and interactive format of the Framework will enable Customs practitioners to benefit from a tool that is regularly updated with the latest principles, models and methods tied to the development and implementation of workforce development programmes. It can be accessed at <http://clikc.wcoomd.org/course/view.php?id=387&lang=en>.

The WCO will continue to actively work with administrations to develop solutions to attract, develop and retain the right competencies, and to ensure there is a strategic alignment between their needs, organizational goals and the allocation of resources. This will promote a virtuous circle of cutting costs and not capabilities, maximizing workforce productivity and building responsive organizations.

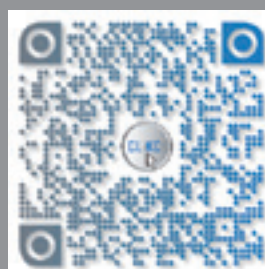
This publication is completed by the People Development Interactive Map, gathering data and best practices from Member Administrations in the areas of Human Resources Development and Training.

The electronic version of this publication and the People Development Interactive Map are both available on the CLiKC! website, by scanning the following QR codes with your mobile device or by using the following links.



WCO Framework of Principles and Practices on Customs Professionalism:

<http://clikc.wcoomd.org/course/view.php?id=387&lang=en>



People Development Interactive Map:

<http://clikc.wcoomd.org/course/view.php?id=320&lang=en>



The CLiKC! logo invites you to get connected and access the on-line People Development Interactive Map to get more information on the collected Members practices.



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Overview

Human capital is the most valuable asset to keep pace with an ever-changing environment. And global, regional and national imperatives have reinforced the need for responsive Customs administrations. The WCO has then led innovative initiatives aimed at establishing Customs as a Profession. New platforms have strived to provide a cooperation framework for Customs Education and Research and to build up solutions to increase the professional knowledge and raise the standing of Customs executives and practitioners, such as the PICARD Professional Standards adopted in 2008 for Operational and Strategic Customs Managers and the Chapter on Human Resource Management in the WCO Capacity Building Development Compendium published in 2010.

Customs is a coherent professional body with unique operating models, and the WCO has endeavoured to ensure that its workforce's characteristics are progressively identified as sharing specific and graduated knowledge, competencies and skills, and fully connected to today's economic and social challenges.

The importance of setting Customs as a recognized Profession and as a career has led the WCO and its partners to contemplate encouraging national adoption of integrated education, training and development schemes by Customs and Education authorities as well as initiating new approaches to Customs whole-of-career development strategies.

People are the key enabler of any organization and the strategy of having the right person at the right place, at the right time is central. Attracting talents, aligning employee performance with the organization's mission and values, proactively shaping the future workforce and retaining the top performers are some of the strategic issues that Customs administrations are facing.

The 2nd WCO Capacity Building Committee (CBC) held in Brussels from 3 to 5 May 2011 outlined the crucial importance of people development for Capacity Building and Customs modernization and decided to trigger further reflection on methods of building Professionalism in Customs. To assist Members with their understanding and implementation of Customs Professional qualifications and Customs Career Paths, the Secretariat has received the mandate to develop a Framework of Principles and Practices on Customs Professionalism and to set up a Virtual Working Group to address this priority issue. The Group gathered officials from

different parties such as Customs administrations, academia and the private sector who specialize in human resources management, organizational development and change management.

The Group's objectives were to set principles and standard frameworks to design comprehensive workforce development strategies and programmes for Customs administrations, to develop principles and methods on the key concepts tied to the implementation of workforce development programmes by examining approaches already adopted or under development by Customs administrations, academia and the business community. It has collected principles and practices from these communities, researched gaps and missing components and adapted theoretical concepts and academic findings to Customs operating models.

The 3rd Session of the CBC agreed on the Framework's components, namely Customs Job Profiles, Recruitment, Customs National Training Centres, and Career Paths in order to have a practical toolbox for Customs Career Development strategies. The Committee also agreed that the Framework should not be a stand-alone document but be incorporated into Chapter 9 of the WCO's Capacity Building Development Compendium.

The Framework is structured around a set of sections and a virtual repository of practices accessible on CLiKC! (WCO Customs Learning and Knowledge Community) which is continuously up-dated by the Members where they can publish practices, case studies and other documentation on Human Resource Management and Training. This repository is the CLiKC! People Development Interactive Map.



The Framework of Principles and Practices on Customs Professionalism now consists of:

- 1. Strategic Principles on Human Resources Management**
 This section introduces the evolving role of Human Resources and provides insights on the new responsibilities of HR professionals which have to be embedded when considering Customs Career Development.
- 2. Strategic Organization Design and Job Profiling**
 This section presents an updated and expanded version of the related part of the Compendium and elaborates on the development of Job Profiles linked to Organizational Design. It is enriched with result-oriented Job Descriptions practices to ensure a systematic competency-based approach.
- 3. Recruitment Processes**
 The main steps to conduct a transparent and effective recruitment process are defined and explained by way of general principles along with illustrative examples and practices provided by Members.
- 4. Customs Competency-Based Training Guidelines**
 The core components of efficient Customs Training strategies, processes, curricula and infrastructure are identified and this section gathers the fundamentals and practices to create or improve National Training Centres (NTC) and competency-based, career-long Development and Training policies. Sets of national curricula as well as any other relevant documents to NTCs can be found on the CLiKCI platform.
- 5. Customs Career Path Development**
 The driving principles for flexible and fair career paths in Customs are identified. This will enable solutions to sustain staff motivation and engagement and to efficiently match staff potential with organizational goals.