

2 Strategic Organization Design and Job Profiling

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2 Strategic Organization Design and Job Profiling

1. INTRODUCTION ON THE COMPETENCY-BASED APPROACH

According to the World Customs Organization (WCO) Customs in the 21st Century strategy.

“Customs administrations need to ensure that they have the capacity and skills across all dimensions of the operating model to perform all Customs functions most effectively and efficiently.”

Many Customs administrations have introduced reform and modernization initiatives. New responsibilities, demands, the introduction of modern technology and new work procedures have significantly changed the operating model of Customs administrations as well as their business processes, organizational design, capabilities and workforce development strategies.

The competency-based approach is crucial to the adoption of integrated performance-focused HR systems which provide the accurate and scalable interface between the political vision, the organizational strategy, the operational tasks and professional work specificities, and the HR systems.

A competency is often defined as an integrated set of knowledge, abilities and aptitudes needed to successfully perform an action or a work activity. This traditional definition can be enhanced by stressing the scalable nature of competencies: competence is to be understood as a mean to act, succeed and progress which enables to carry-out accurately tasks, professional or personal activities, and which is based on a structured body of knowledge, diverse abilities, strategies, perceptions, attitudes, etc. The competence can be translated into an observable and measurable behavior needed to perform a task with a pre-established level of performance.

The competency-based approach then enables to determine job inherent competencies and to formulate them into objectives and/or performance criteria.

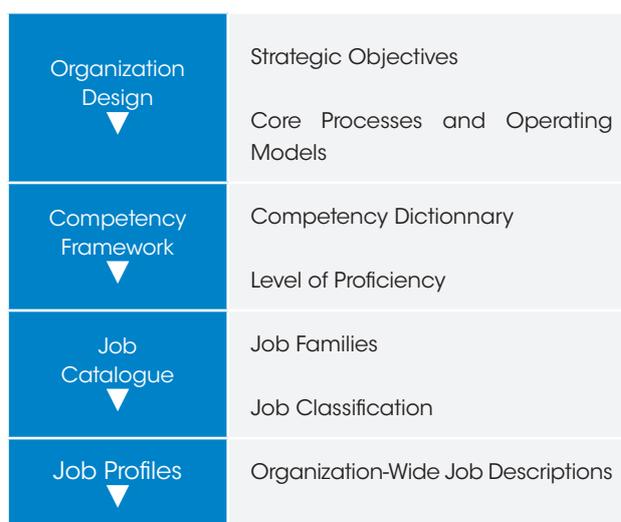
The competence is the foundation of the HR processes and the competency-based approach relies on three pillars: adaptability (to the organizational environment and strategy as well as to the job specifics); consistency (as the foundation of the HR processes it provides a reliable basis for the development of multi-modal, transparent and accessible HR tools); operability (each employee, each supervisor, benefits

from a clear mapping of the competencies required for an optimal performance in a specific position, current or future).

It is a key tool to implement consistently result-based management’s principles throughout an organization’s workforce.

Identifying, developing and assessing competencies needed to support the organization’s strategic plan is the foundation of competency-based management and is key to sustainable organizational development. Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps, including staffing, training, career development and succession management can then be designed, developed and implemented to close the gaps.

Within the Staffing process, HR Planning and Jobs Analysis are the first processes to put in place to efficiently implement the competency-based approach.



The Customs Administration of Burkina Faso has undertaken since 2013 a full review of its HR strategy and has adopted a progressive set up to ensure the successful implementation of a competency-based approach in line with the WCO Framework



on Customs Professionalism. They have followed a 7-step project to achieve the complete alignment of the HRM Strategy (including Training) to its specific organizational strategy:

- Establishment of a HRM Modernization Committee;
- Development of a Competency Framework and Dictionary of Competencies;
- Development of a Job Catalogue;
- Development of Job Descriptions;
- Development of a draft Staffing Plan;
- Development of a draft Training Strategy; and
- Development of a communication campaign on HRM competency-based approach.

The following section aims at presenting the process to translate a Customs administration’s strategy and its organization’s value chain into core processes and core competencies, and therefore implement the competency-based approach for job profiling. It follows a standardized methodology designed after the South African Revenue Service (SARS) experience.



2. THE ORGANIZATION DESIGN, CORE PROCESSES AND COMPETENCIES

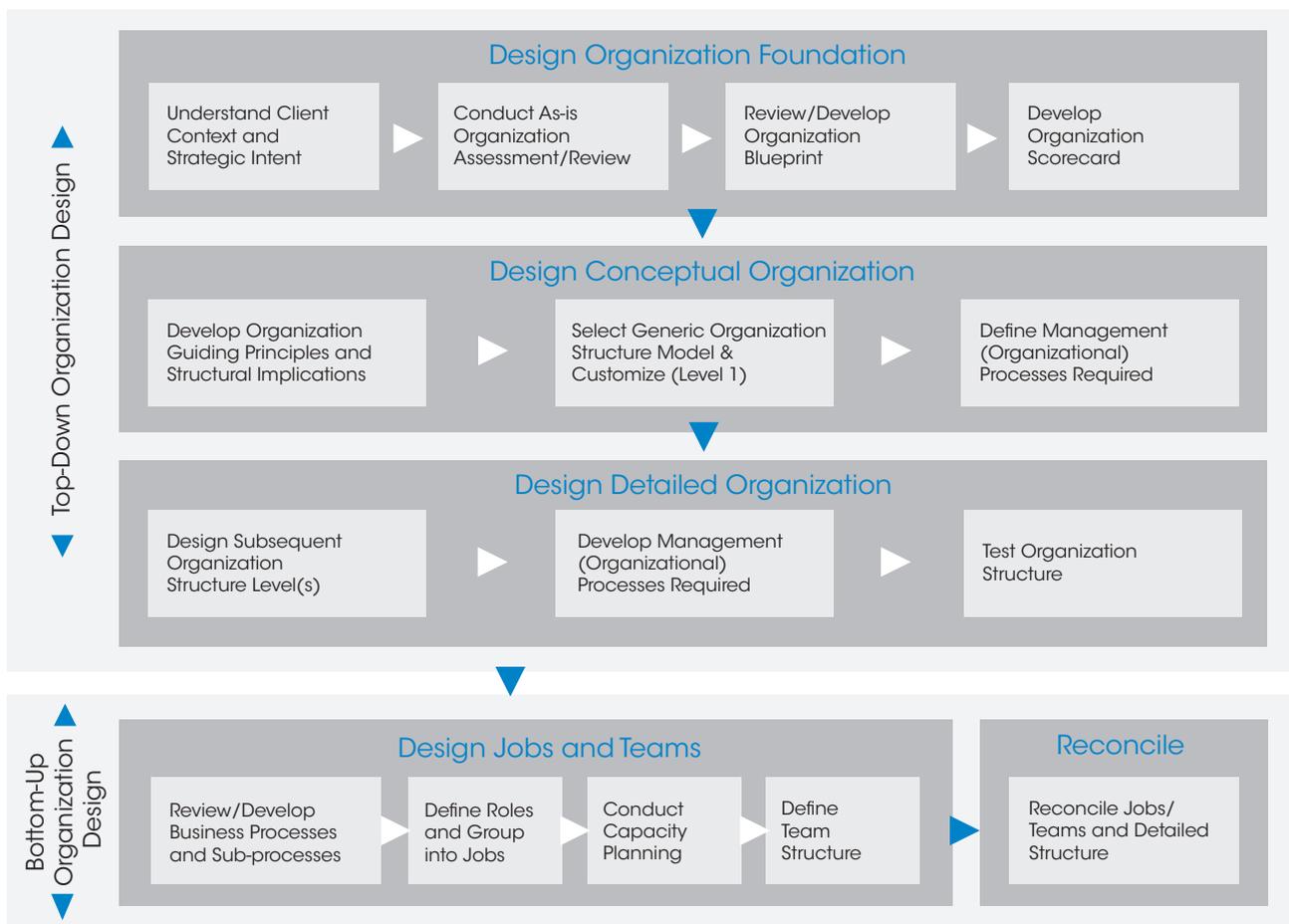
Organizations are comprised of people, the roles that they perform, the structures that organize their relationships, and the processes they perform. Processes include operational and organizational (management) processes, the latter ensuring that the organization is appropriately focused and administered.

2.1. Design the Organization Foundation

When commencing with this part of the initiative, it would be prudent to consider some of the following questions:

- What is the objective or mandate of the organization?
- What is the organization’s value chain?
- What are your core processes?
- What are your support processes?
- What is the current skill level within the organization?

Figure 1 - Organization Design Model



Source: South Africa Revenue Service

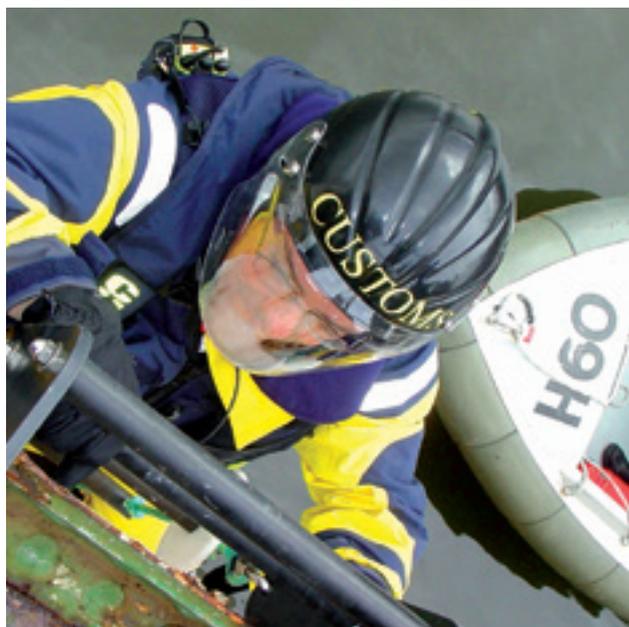
As part of this, it is also advisable to undertake a full skills audit of all Customs staff. This will provide an overview of skills shortages or oversupply. It will also provide for individual and national learning and development needs.

Step 1: Understanding the Strategic Intent

Understanding and defining the mandate of the organization is also about assessing and addressing the global Customs strategic and operational context.

As outlined in the Customs in the 21st Century strategy, modern and responsive Customs administration is about:

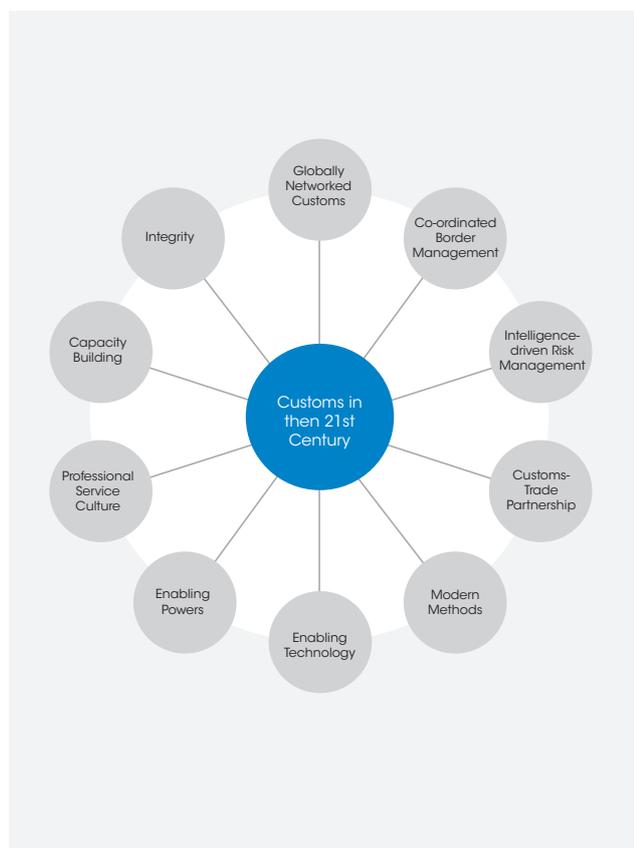
- Coordinated Border Management (CBM) and not only revenue collection and the administration of trade;
- Effective integrated supply chain management, involving comprehensive oversight of and insight into the global supply chain;
- Strong Customs technical instruments;
- Strong Customs-to-Customs networks, involving cooperation and the exchange of information; and
- Strong Customs-to-Trade partnerships, involving trusted trader programmes that see economic operators taking responsibility for aspects of supply chain security and compliance in exchange for Customs benefits.



Step 2: Conduct As-is Organization Assessment / Review

Key Activities	Expected Outcomes
Review current organization analytics and performance metrics	As-Is" Baseline
Conduct focused interviews with key leadership and other stakeholders	Summary of goals against current performance results
Identify key desired behaviours	Summary of key desired behaviors
Develop and implement communications plan	Communication plan

Customs in the 21st Century Building Blocks



Step 3: Design the Organization Blueprint

Once there is a comprehensive understanding of the current state of the organization as well as the organizational scorecard, the organization blueprint could be developed using the output from steps one and two.

Step 4: Review / Develop Scorecard/Key Performance Indicators

Using the mapped core processes and identified Customs functions and activities, it is possible to not only allocate relevant roles and consolidate jobs, but also to identify core competencies. By way of illustration, the following table maps relevant core competencies derived from three core processes in Customs in the 21st Century to be integrated later in the Competency Framework.

Key Activities	Expected Outcomes
<p>Analyse Customs performance management</p> <p>Gather human performance/workforce metrics</p> <p>Research and collate Customs performance management industry practices and benchmarks</p> <p>Review existing processes, career frameworks, tools, documentation and metrics</p> <p>Understand HR context and policies</p>	<p>Understanding of Customs performance management process and measures</p>
<p>Define key performance indicators (KPIs) and rewards processes</p> <p>Define 'to be' Customs performance matrix</p> <p>Define 'to be' performance targets</p>	<p>Updated performance measures and target performance levels</p>
<p>Communicate new performance management measures, process, etc</p> <p>Communicate "to be" performance management process to directly impacted staff (address issues relating to how will this impact me?)</p>	<p>Informed directly impacted Customs workforce</p>
<p>Implement "to be" performance management measures and process</p> <p>Analyse performance management changes' impact on pilot site staff</p> <p>Address performance management issues, by implementing relevant actions in line with Labour relations legislation and HR policies. Actions could include, but not limited to:</p> <ul style="list-style-type: none"> • Establish staff performance baseline • Identify opportunities for improvement, staff developmental needs 	<p>Staff performance management activities</p>

Once the process has been mapped, the activities are taken from reengineered processes and roles are allocated to each activity and consolidated to form jobs. For this purpose and by way of illustration, three core processes from Customs in the 21st Century are Intelligence-Driven Risk Management, Custom-Trade Partnership and Coordinated Border Management (CBM):

Table 1 - Example of Core Processes and Competencies

Core Customs Process: Intelligence-Driven Risk Management
Relevant Core Competencies
Analysis of intelligence systems;
Analysis of customs data as well as 3rd party data, statistical analysis;
Ability to receive and interrogate Customs data at the earliest point in the trade and traveller process;
Enablement of risk analysis in the end to end customs process;
Ability to supporting targeting system by performing targeting and controls;
Ability to provide for compliance measurement and effective risk scoring;
Ability to incorporate results into the risk management process.
Core Customs Process: Customs-Trade Partnership
Relevant Core Competencies
Client Management and selection;
Ability to conduct validation audit - assess whether the internal business processes of this operator are suitable to ensure proper application of the requirements of this Customs procedure;
Ability to conduct capability audit; used to assess and quality assure the internal business processes of an Authorised Economic Operator applicant;
Ability to conduct Post Clearance Inspection: all aspects of different declarations over a longer period of time (including verifying internal business processes);
Ability to perform audits.

Core Customs Process: Coordinated Border Management (CBM)

Core Competencies

- Ability to conduct comprehensive assurance of trade, fiscal, safety and security compliance
- Ability to perform intrusive and non-intrusive inspections
- Ability to perform inspections
- Ability to conduct terminal/port based cargo controls
- Ability for early detection and focused intervention type and resource allocation

2.2. Design Conceptual Organization

Step 1: Develop Organization Guiding Principles and Structural Implications

The organization design guiding principles are informed by the policies, regulatory standards, leading practices, and organization values and are usually determined by a cross-section of the organization. It is primarily used as a set of 'filters' to ensure that the design is aligned to the strategy of the organization. Guiding principles direct our thinking as we implement the operating model. Decisions should meet the criteria of the guiding principles. Furthermore, it aligns the strategic priorities of the Customs area with the design of the future Leadership, Governance and Organization structures.

Once the key guiding principles have been decided upon and defined and once the outcomes have been listed, it is imperative to link the guiding principles to the design elements. Figure 2 hereafter shows an example of guiding principles and design elements. For further clarification, two examples of possible guiding principles are developed for ease of reference and understanding.

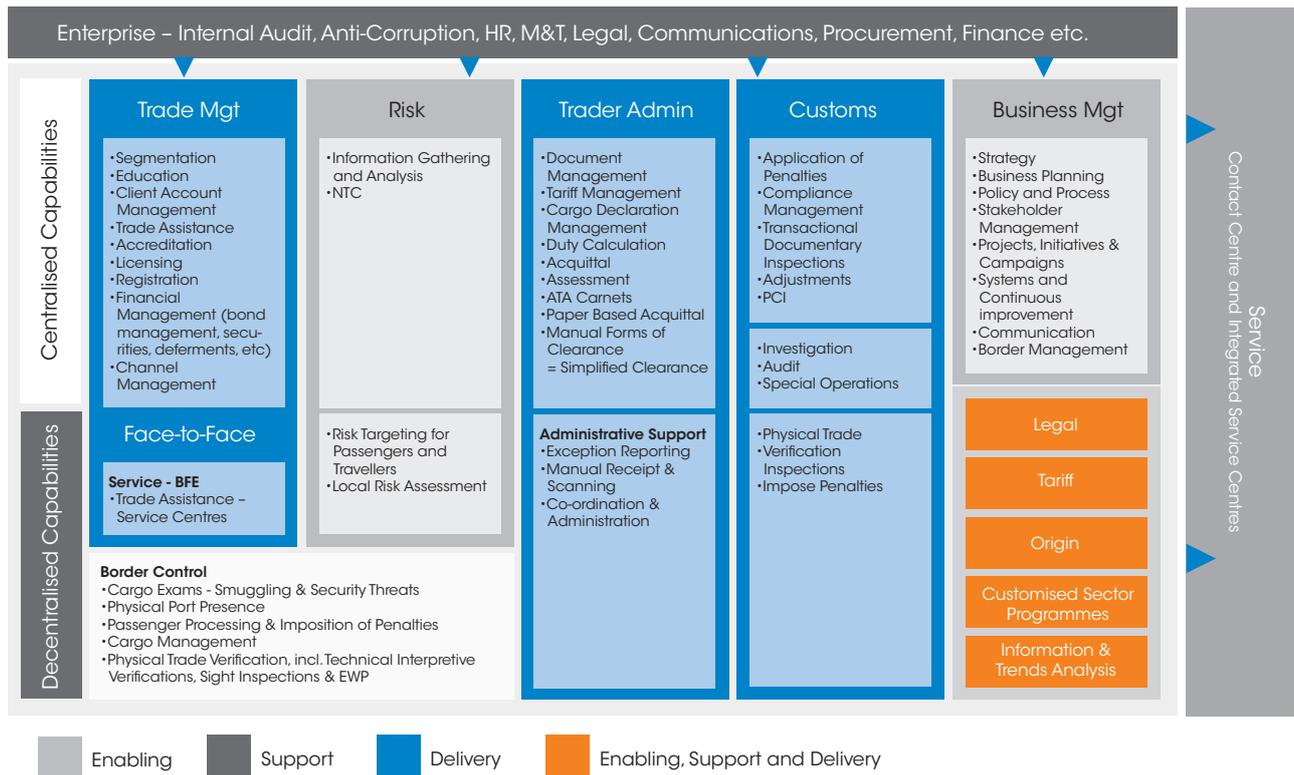
Table 2 - Example of Guiding Principles

Guiding Principles	Standardise Customs Processes	Drive Customs Risk and Compliance Management
Definition	The extent to which processes are standardised across the Customs organization	The ability to manage risk and ensure internal and external compliance.
Characteristics	<p>Standardised processes across the Customs organization to leverage knowledge, leading practice and business systems</p> <p>Consistent services and activities enabled by clear roles and responsibilities, transparency, data integrity and ongoing measurement</p> <p>Standardised and aligned Key Performance Indicators (KPI) enabling transparent performance measurement</p> <p>Formal decision-making framework to standardise decision-making across governance bodies</p> <p>Strong and uniform Customs organizational identity</p> <p>Common terminology throughout Customs</p>	<p>Defined service management framework monitoring compliance to SLA's and OLA's and enabling Trader segmentation</p> <p>Optimised structures enabling Trader compliance, relationship management and C2C communications.</p> <p>Clearly defined roles and responsibilities Performance management system measuring internal compliance</p> <p>Clearly defined process for identifying, assessing, controlling and mitigating risks</p> <p>Compliance with internal policies and external regulations</p> <p>Customs governance, process and policy alignment</p>
Outcomes	<p>Standardised practices</p> <p>Standardised decision-making process</p> <p>Standardised processes and procedure across divisions</p>	<p>Increased internal and external compliance</p> <p>Reduced unsuccessful audits</p>

Figure 2 - Example of Guiding Principles linked to the Design Elements

		Guiding Principles									
		Risk & Compliance	Performance Driven Culture	Collaboration & Integration	Integrity	Accountability	Flexibility and Responsive	Service Delivery	Standardised Processes	Transparency	
Design Elements	Processes			X			X	X	X	X	
	Roles	X		X	X	X			X		
	Teams and Structures	X			X		X	X			
	RACI	X				X				X	
	Competencies				X		X	X			
	Governance					X			X	X	
	Service Management	X	X	X		X	X	X			
	Performance Management	X	X		X	X	X		X	X	

Figure 3 - Example of a Customs Operating Model



Step 2: Select Generic Organization Structure Model & Customize (Level 1)

Once the guiding principles have been developed and agreed upon, a generic organization structure is designed based upon the operating model most suited to the organization's requirements and operating model. Below is an example of a Customs Operating Model where the core functions are centralised and the "customer-facing" functions are decentralised¹.

Step 3: Define Management (Organizational) Processes Required

As can be seen in the example above, the specific management processes are highlighted during the previous step. In our example above, the management processes are highlighted (see Business Management). In Step 3, each business function is further broken down into specific sub-processes that fully describe each function. This will allow for the proper job designs and teaming structures, which are required for the management processes.

2.3. Design Detailed Organization Structure

Step 1: Design Subsequent Organization Structure Level(s)

Step 2: Develop Management (Organizational) Processes Required

Step 3: Test Organization Structure

The execution of a comprehensive organization redesign is heavily dependent on structured work processes and process flows, which are catered for in Job Profiles and in Applicable Monitoring Mechanisms, such as a Job Evaluation Committee.

In order to ensure consistency and standardization across the organization, these work processes and process flows are generally built from a pre-populated catalogue of skills, competencies, qualifications and knowledge which are grouped into logical categories, Competency Framework or Dictionary of Competencies, which cover the full spectrum of an organization's Value Chain.

It could be possible to define a typology of the different Customs administrations' organizational design structures and therefore to identify how the different architectures and cultures impact job profiling. The different identities found in the Customs Community with distinct legal powers and specific history, culture and values draw a wide spectrum of distinct models.

¹ See Figure 3 - Example of a Customs Operating Model

This document does not explore further this Customs organizational designs typology but some practices will be collected and gathered in the near future to illustrate some of those models' influence on the job profiling design components.

3. COMPETENCY MANAGEMENT

Competencies are one of the HRM core elements as they are used for Recruitment (e.g. assessment of specific job-related competencies, to help fitting the job into the organization chart or a job classification system), for Performance Management (e.g. during performance reviews by including them into job descriptions), and for Staff Development (e.g. improvement of core or job-specific competencies). It is therefore essential to describe efficiently the different competencies and identify how they can be measured in practice. Customs competencies can be divided into different broad categories.



The EU Customs Competency Framework identifies four categories: professional, operational and managerial, underpinned by a core set of Customs core values, including ethics, integrity, continuous learning, service orientation and a commitment to public service. Professional competencies are those broader competencies, such as teamwork, problem solving and analytical thinking that are not specifically tied to Customs, however are essential in fulfilling the mandate of a modern Customs administration.

Operational competencies are those Customs-specific competencies, such as valuation, enforcement and risk analysis that have a specific application to the world of Customs. Management competencies, including supply chain management, planning, monitoring, change management and people management encompass a mixture of general and Customs-specific competencies.



The Competency Model of the Swiss Federal Administration applied to Customs gathers management competencies (to lead people and manage professional business), personal competencies (to steer one's own), social competencies (with other people), professional competencies (with areas of expertise), methodology competencies and language competencies.

Burkina Faso Customs Administration has selected four categories to structure its Competency Framework: professional competencies, support competencies, cross-cutting competencies, and behavioral and management competencies.

These different models reflect the impact of the cultural and strategic components in implementing the competency-based approach but underline the adoption of similar methodology by the various Customs Administrations. The transparent identification of the required competencies across the whole organization enables the elaboration and adoption of a critical corporate document which is the backbone of fair and performance-focused staffing policy.

Competency frameworks are the foundation of the HRM's various processes. Those standard documents provide any organization with a transparent tool which directly participates to:

- Improved Gap Assessment (Assessment of which competencies and levels of proficiency are required for specific tasks/roles);
- Strategic HR Planning (Strategic planning enabler for leaders, Information for tactical resource decisions);
- Recruitment & Selection (Matching values and competencies of potential new hires to the organizational values and the competencies required for the role.);
- Higher-Performing Workforce (Identification of behaviours for high performance);
- Development & Career pathing (Enhanced Individual Development, Enhanced Organizational Development);
- Improved Learning and Training (Improved alignment of training to training needs/gaps, Improved training investment); and
- Succession Planning (Identification of expected critical vacancies, Identification of employees and candidate gaps).

3.1. Customs Competency Framework

The Competency Framework is the tool listing the whole competencies set required for carrying out the organization's jobs or the whole of competencies held by the organization's workforce. These competencies are clustered by categories/families of competencies. In a dictionary each competence is described in an explicit manner to avoid any subjective interpretation.

The Dictionary of competencies is key to operationalizing the exhaustive list of competencies used throughout the organization, provides descriptions, and behavioural indicators for each competence. The descriptions must be SMART and simple to enable the practical use of the Framework by the HR professionals, the employees and the managers. It then enables both employees and managers to agree on common criteria, and expected results, to be measured through daily observation and scored during appraisal of performance.

The levels of proficiency are another important component of the Competency Framework and guarantee its adaptability to the various levels of capacity required for the different functions in an organization. They provide an essential indication to identify the importance or frequency of use of a competence.



The EU Competency Framework identifies four levels which apply to all the competencies in the Framework but the 7 core Customs values, "since all Customs professionals are expected to adhere to and to demonstrate these values as much as they can":

- Level 1: Awareness (General understanding, Basic knowledge);
- Level 2: Trained (Level 1 + Good working knowledge, Ability to apply, Work independently in standard situations);
- Level 3: Experienced (Level 2 + Broad and in-depth knowledge, Ability to deal with and manage exceptions and special cases in an independent manner, Ability to effectively share experience); and
- Level 4: Expert (Level 3 + Extensive Expert knowledge, Ability to link expertise to the bigger picture (trade facilitation, supply chain, safety and security, risk, etc.), Ability to provide tailored advice and to underpin it with the relevant and context specific arguments when responding to internal and external queries).

Based on the Union Code of Customs, the EU Competency Framework is therefore applicable to all roles and tasks within Customs in Europe and to all staff levels from trainee officers to higher management¹.

Both the Framework and the methodology used to prepare the Framework can be useful for any other Customs administrations interested in adopting a competency-based approach throughout its organization and/or establishing its own Competency Framework. The EU has used the following key inputs to prepare its model: the WCO PICARD Professional Standards, the Lominger tools, results from studies on current practices in both EU Customs administrations and Business partners.

The EU Member States are assisted by the EU Commission to adopt a phased approach in implementing nationally the EU Competency Framework: from the strategic review (assessing the local situation), the design of local Competency Framework and local competency management process, its integration in the local IT landscape (and HR supporting tools and systems), to the integration in the HR processes.

Based on the collected practices, the key principles for the successful development and implementation of a Competency Framework's are: organization-wide implementation as one of the foundations of the HR processes, enhanced transparency and accessibility (available to all

¹ The European Union's Customs Competency Framework aims at establishing a comprehensive common view of professional competencies required for Customs in the European Union, and applied to the Union's 28 Customs Administrations. A version for EU private sector's Customs practitioners has also been developed.

employees and with explained and promoted use), and constant maintenance and adaptability to match the dynamic evolution of Customs' operating models.

This corporate tool is essential to support the definition of transparent, results-oriented and fair staffing policies in Customs. This is the source document to be referred to when designing generic job profile competencies. All new/emerging competencies must first be updated in this corporate document by the process owner and then uploaded onto the relevant system for ease of access.

4. JOB PROFILING

The organization should be structured in such a way as to achieve the optimal performance of tasks so that the targets, results and impacts set for the organization can be achieved as efficiently and effectively as possible.

The job profiling process entails the structuring of the work and the designation of specific work activities, in order to achieve certain outcomes (divisional objectives). Compiling a job profile determines the tasks which make up the job and the skills, knowledge, competencies and accountabilities required of the holder of the job for successful job performance. Job profiling forms the foundation of job evaluation and is thus not only the responsibility of HR but also involves inputs from line managers and employees. The job evaluation process will determine the complexity and relative worth of a job in relation to other jobs, on the basis of job content and job requirements (Job Profile).

A job profile is a source document that describes the generic job content designed around common skills sets that will enable an individual to perform his/her work. As a written account of the contents of a specific job, it draws the composite of tasks assigned to an employee by the competent manager.

In a Customs environment, this will entail:

- Key Performance Areas (KPAs);
- Competencies;
- Qualifications and experience;
- Other job specific requirements.

4.1. Key Elements of a Generic Job Profile

Some considerations in preparing job profiles include:

- The job profile must be relevant and align with the business processes;
- Generic job titles must be standardised;
- The job purpose statement should define the reason for the existence of the job;

- Key performance areas must be generic in nature and well defined;
- The line manager should provide input as the owner of the job family (subject matter expert);
- Job content should be differentiated in accordance to output, competence and pay and include all compulsory elements of the job; and
- Competencies should be defined according to type, name, definition, level of proficiency and indicators and included in a competency management framework for the organization.

Continuing with the example of the core processes and relevant core competencies as identified, used to identify job functions, the next step is to identify the knowledge, skills, behavioural competencies and attributes required to perform these job functions. This can be illustrated as follows:

Table 3 - Linking Core Processes and Competencies

Core Customs Process: Intelligence-Driven Risk Management			
Relevant Core Competencies	Knowledge	Skills	Behavioural Competencies and Attributes
Analysis of intelligence systems;	Relevant academic qualification	Ability to communicate effectively with other staff, agencies and public	Drive for results
Analysis of Customs data as well as 3rd party data, statistical analysis;	Customs experience	Ability to conduct research and analysis	Conflict management
Ability to receive and interrogate Customs data at the earliest point in the trade and traveller process;	Relevant national legislation (regulations, rules, policies and procedures)	ICT and use of relevant software	Interpersonal skills
Enablement of risk analysis in the end to end Customs process;	Mandate of the administration		Decisiveness
Ability to support targeting system by performing targeting and controls;	Systems		Resilience
Ability to provide for compliance measurement and effective risk scoring;	Business practices		Integrity
Ability to incorporate results into the risk management process.			Information seeking
			Attention to detail
			Analytical thinking
			Conceptual thinking

Core Customs Process: Customs-Trade Partnership

Relevant Core Competencies	Knowledge	Skills	Behavioural Competencies and Attributes
<p>Client Management and selection;</p> <p>Ability to conduct validation audit - assess whether the internal business processes of this operator are suitable to ensure proper application of the requirements of this Customs procedure;</p> <p>Ability to conduct capability audit; used to assess and quality assure the internal business processes of an Authorised Economic Operator (AEO) applicant;</p> <p>Ability to conduct Post Clearance Inspection: all aspects of different declarations over a longer period of time (including verifying internal business processes;</p> <p>Ability to perform audits</p>	<p>Relevant academic qualification</p> <p>Customs experience</p> <p>Relevant national legislation (regulations, rules, policies and procedures)</p> <p>Mandate of the administration</p> <p>Valuation Controls, Post-Clearance Audit and Accounting</p> <p>Statistics</p> <p>Systems</p>	<p>Ability to communicate effectively with other staff, agencies and public</p> <p>Ability to conduct interviews</p> <p>Ability to perform audits</p> <p>Adaptability</p>	<p>Drive for results</p> <p>Conflict management</p> <p>Interpersonal skills</p> <p>Decisiveness</p> <p>Resilience</p> <p>Integrity</p> <p>Information seeking</p> <p>Attention to detail</p> <p>Analytical thinking</p> <p>Conceptual thinking</p> <p>Teamwork</p> <p>Customer service</p>

Core Customs Process: Coordinated Border Management (CBM)

Relevant Core Competencies	Knowledge	Skills	Behavioural Competencies and Attributes
<p>Ability to conduct comprehensive assurance of trade, fiscal, safety and security compliance</p> <p>Ability to perform intrusive and non-intrusive inspections</p> <p>Ability to perform inspections</p> <p>Ability to conduct Terminal/ Port based cargo controls</p> <p>Ability for early detection and focused intervention type and resource allocation</p>	<p>Relevant academic qualification</p> <p>Customs experience</p> <p>Relevant national legislation (regulations, rules, policies and procedures)</p> <p>Mandates and Responsibilities of all border agencies</p> <p>Risk Assessment techniques and Risk Management system and procedures</p>	<p>Ability to communicate effectively with other staff, agencies and public</p> <p>Ability to conduct interviews</p> <p>Ability to perform inspections / examinations</p> <p>Adaptability</p> <p>ICT</p> <p>Safety orientation</p>	<p>Drive for results</p> <p>Conflict management</p> <p>Interpersonal skills</p> <p>Decisiveness</p> <p>Resilience</p> <p>Integrity</p> <p>Information seeking</p> <p>Attention to detail</p> <p>Analytical thinking</p> <p>Conceptual thinking</p> <p>Teamwork</p>

4.2. Guiding Principles / Principles of Good Practice in Job Profiling

All managers responsible for staff management, job profiling and work allocation should be aware of, and observe, the following principles:

- The Job Profile should be in alignment with the particular Customs administration's Operating Model as well as with the roles in the applicable Competency Framework;
- A Job Profile needs to be linked to one role (Level of Work) with an 80% fit on the entity's Competency Framework;
- Discrepancies and misalignment on both the Job Profile and the Competency Framework should be reviewed and adjusted;
- Clear communication to staff about the duties and requirements of a job has to take place;
- Clear job profiles have to be developed with staff, to ensure that duties and responsibilities are clearly communicated and recorded;
- Clear lines of responsibility have to exist for staff and managers and management structures have to be in place;
- Transparent and fair procedures for the allocation of work and specific duties and responsibilities have to be put in place and communicated widely;
- Job profiling and work allocation is based upon meeting the aims and objectives of the divisions and of the organization; and
- Information provided in the Job Profile has to be an accurate reflection of the actual job in reality and not projected.

A Job profile is attached to the required tasks for a given position, independently from the person handling the position.

4.3. Key Considerations Before Creating a New Job (Situational Analysis)

The need for a new job may result from any or the combination of any of the following triggers:

- Large-scale re-organization;
- Changes to the operating model, business strategy or plan;
- Workforce planning (new or emerging skills).

Alternatives to creating a new job

Before creating a new job, check if the need can be addressed via one of the following approaches to job design which focus on re-designing existing jobs, like:

- **Job enlargement:** changing jobs to include more or different tasks;
- **Job rotation:** moving employees from one task to another and distributing tasks among a number of employees;
- **Job enrichment:** allowing employees to assume more responsibility, accountability and independence when learning new tasks or to allow for greater participation and new opportunities.

Critical questions to consider when creating a new job

Once the need for a new job has been identified, the following diagnostic questions can be used to substantiate the need for a new job:

- Are the objectives, accountabilities and performance measures clear within the proposed new job?
- Is the focus and purpose of the new job aligned with the proposed or existing organization structure e.g. functional and process alignment?
- Are the job inter-dependencies and reporting lines clearly defined?
- Does the job design enable authority and accountability to be positioned at the level of expertise and requirement for decision making?
- Are the interfaces with other roles in the value chain clear?
- Are there any overlaps, gaps or misalignments with other roles across the organization?
- Do the job accountabilities support the goals and objectives of the division and organization?
- Do the accountabilities align correctly with both business processes and organization units?
- Does the new job not already exist elsewhere in the organization (either partially or in its entirety)?
- Will the new job be performed by the organizational unit best equipped for the task?
- Where else could this job be performed?
- How mission-critical is the creation of the new job and can it be financially justified?
- Has the value added of the proposed new job, in terms of bottom line results, customer engagements, risk avoidance, etc, been critically evaluated?

The process depicted below should be applied end to end when there is a need for a new or revised job profile.

Identify Needs ▼	Establish the business rationale for creating a new job
Gather Data ▼	Capability framework available to the organization Standard operating procedures to assist with listing tasks and determine if role is manager, specialist or team member
Compare ▼	Compare new job requirements against existing database of job profiles (If there is 50% +1 match to existing job profile then submit for quality assurance and adopt the job profile)
Consult ▼	Establish what is required from the job in consultation with a panel of subject matter experts
Draft ▼	Refer to existing competency management framework, job profile guideline, organization value chain and existing job data
Submit Draft ▼	Send job profile to a specially selected task team for quality assurance Task team will advise on next steps (e.g to Job Evaluation process or to panel of SME's for adjustment)
Quality Assurance ▼	Validate content of the job profile in alignment with other existing job profiles in consultation with other business areas where the generic job might exist and feedback to all relevant stakeholders
Sign Off ▼	Obtain sign off from the relevant Executive on the final job profile
Maintain ▼	If business process changes due to evolving business requirements job profiles should be updated accordingly
Evaluate ▼	The Job Evaluation committee will confirm and approve the job grade
Feedback ▼	Communicate job evaluation outcomes
Upload ▼	Job profile content must be saved onto relevant system

4.4. The Job Profiling Process / Methodology / Value Chain

Before embarking upon the Job Profiling process, firstly determine if the proposed new job already exists within the organization, or whether a similar job already exists in the organization Job Catalogue. If it doesn't already exist, the process presented in Figure 4 could apply.

Step 1: Needs Identification

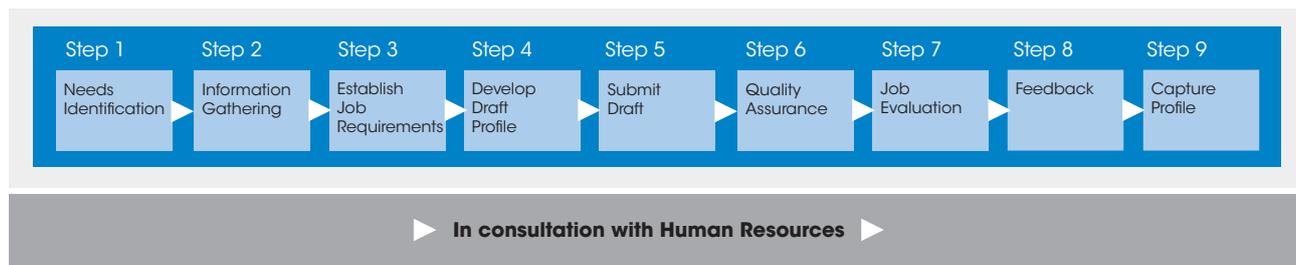
Perform situational analysis to establish the business rationale and verify the absolute need for creating a new job.

Step 2: Information Gathering

Utilise existing job related information which would assist with the profile compilation. Any of the following could be helpful:

- Competency Framework information applicable to the division;
- Currently available Job Profiles;
- Process information/Standard Operating Procedures (SOP) and applicable policies;
- Current Performance Management tools e.g. scorecards; and
- Organizational Design and Management Policy.

Figure 4 - Process Steps in Creating/Revising a Job Profile



Step 3: Establish Job Requirements

The Human Resources Representative arranges job profile sessions with the Line Manager and/or subject matter experts to establish what is required from the job (e.g., "What is the job to accomplish?"). Understand the purpose of the job, where it fits in the relevant business structure and the role alignment within the Competency Framework.

Step 4: Develop Draft Profile

Develop a draft job profile based on the information gathered. A job profile has two key components:

- Job information – This includes the job purpose and principal accountabilities which indicate what the job is about.
- Personnel requirements – This indicates what kind of knowledge, skills and experience are required from the incumbent.

Discuss input/changes within the Business Area. Update and finalize the draft Job Profile by obtaining sign-off at an Executive level within the Business Area. Any amendments should also be signed.

Step 5: Submit Draft

Submit the job profile information on the approved excel spreadsheet template to Human Resources (HR) for quality assurance and, if applicable, request job evaluation.

Step 6: Quality Assurance

HR will facilitate a work session with managers from other Business Areas where the job may already exist, in order to validate the content of the Job Profile document.

Step 7: Job Evaluation

The Job Evaluation Committee will perform the job evaluation to determine the job grade.

Step 8: Feedback

HR should submit the validated Job Profile document to the relevant Executive for feedback and sign-off.

Step 9: Capture Profile

HR should capture the final signed-off Job Profile.

4.5. Job Catalogue and Job Classification

Whereas the Job profiling process needs to be consistently carried out throughout the organization and to apply the competency-based approach within each of the Job Descriptions, these two related components complete the HR tools set to implement the competency-based approach with the HR processes.

The Job Catalogue is the document listing all the existing jobs in an organization. The jobs are gathered by functional areas/domains, Job clusters or families, mapping out the administration's jobs required to achieve the organizational strategy.

The Job Classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks and authority level of a job. The Job Classification is based on a thorough description of the responsibilities of a position, in total independence of the individual performing the job.

The process of classification involves the assignment of a set of duties and responsibilities to an appropriate job clusters or family and level within this family. The Competency Framework and its level of proficiency applied within each job descriptions, as well as the Job Catalogue mapping out the vertical functional areas, provide essential elements to identify the job position and authority level.

Once the Job Classification is adopted, reclassification of a position takes place when a job is newly created or when there are significant changes in the duties assigned to an existing position.

In Customs administrations like in every large companies or government agencies have a formal and structured approach with pay or salary grades attached to the results of the job classification.

The purpose of a job classification system includes the following:

- To identify the organization's types of jobs, jobs families or clusters of jobs (within which different levels can be distinguished)¹;



¹ National best practice in Dutch Customs on clustering jobs

- To establish a compensation and salary system proposing processes and matrix grading jobs¹;
- To provide the integrated framework of all the organization's job profiles and act as a reference for assessing employee performance (see also the Compendium sub-chapter "Appraisal");
- To determine development and career planning opportunities;
- In the context of organizational changes : to help decide whether a particular job will again be part of the new organization and/or will be made to fit the organization; and
- To act as a framework for recruitment and selection (see also the guidelines on "Recruitment").

5. CONCLUSION

Based on the practical experiences of the Customs administrations having undertaken HRM modernization, the success of the competency management implementation encompasses the following key elements:

- The strategic alignment and organizational consistency of the organization's competencies;
- Dialogue and change management to ensure all stakeholders' support to the competency-based approach (including the employees, and the unions, if applicable);
- The Competency Framework and related tools' quality, accessibility and maintenance (as clear, transparent and up-to-date enablers for high performance);
- The operational implementation modalities between line managers and employees (competencies co-assessment and performance appraisal);
- The HR processes' consistency which all need to apply the competency-based model (classification, compensation, mobility, development, etc.).

The Organization Design and competency management offer Customs administrations a robust methodology to translate the organizational strategy into adapted HR processes and enable the adoption of fair, transparent and result-based staffing policies directly participating to the organizational performance.

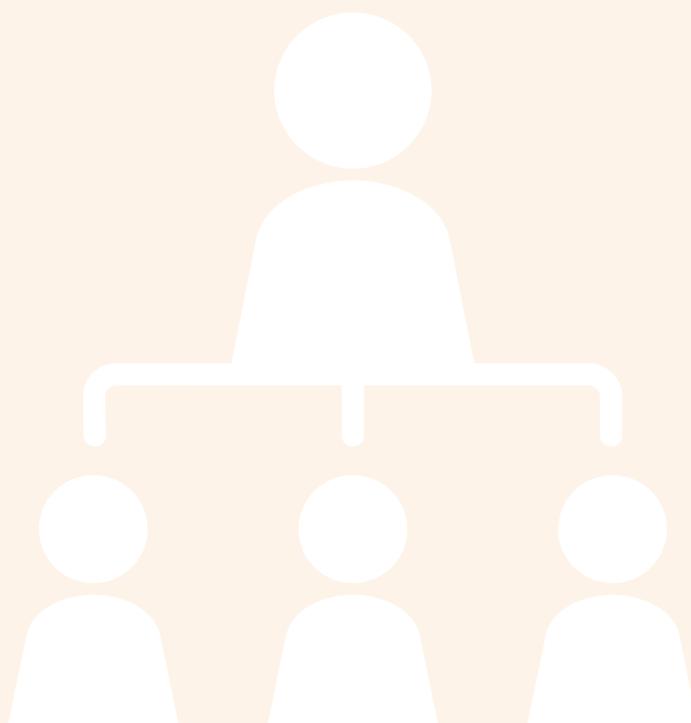
The development of key HR tools such as a comprehensive Competency Framework, Job Catalogue and Job Classification system as well as Job Profiles/ Job Descriptions are essential.

Competency-based job profiling plays a core role assisting to drive learning/training design and requirements throughout the workforce, to establish consistent definitions and expectations towards jobs, to clarify organizational and individual capabilities, and to support the mobility of transferable competencies. The next sections will develop those processes.



¹ National best practice in the Finnish Customs Service

ANNEXES



ANNEX 1: Job Profile/Job Description Checklist

You will find below a checklist presenting and distinguishing the two levels of data: the elements indicated in *italic* being those meeting the level of details required for a job description.

A good job profile is essential to qualify a new post when creating a new job, and a job description is virtually indispensable when an employer starts to recruit for a vacant post, either internally or externally. The following checklist may be useful as it provides a template gathering the major categories which should be included in any job profile or job description along with an explanation of what to include in each category.

Job Information	General	<p>Job title</p> <p>Reports to</p> <p>Job grade</p> <p>Location</p> <p>Date</p>
Personal Requirements	<p>Job content</p> <p>(The set of requirements (Annex 5) could be used here)</p>	<p>Job Purpose/Objectives: A brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish. Usually no more than four sentences long.</p> <p>Key Performance Areas (3 to 5)</p> <p>Duties and responsibilities: Prioritize the primary duties and responsibilities (3 to 8) and give examples for each of them using action verbs and clarifying the task (where, when, why or how often)</p>
Personal Requirements	<p>Competencies and Qualifications</p> <p>(Minimum level required to successfully perform the job, necessary for someone to consider for the position)</p> <p>(Set of requirements)</p>	<p>Job level</p> <p>Level of education</p> <p>Competencies (using the Competency Framework): Specialized knowledge, Skills, abilities, personal characteristics/attitudes</p> <p>Level of experience</p> <p>Professional Certification (if applicable)</p>
Job Information	Direct reports - Work relations	<p>To whom is the employee accountable?</p> <p>Does the employee have executive powers? List by job title any positions to be supervised by the incumbent</p> <p>For what department(s)?</p> <p>How many persons?</p> <p>Is co-operation with other persons required?</p> <p>Who are they?</p>

Job Information	Work conditions	<p>Are the conditions physically challenging? A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, etc.</p> <p>Are the conditions mentally challenging?</p> <p>Does the job require working in special conditions? Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, etc.</p> <p>What tools or equipment must be used?</p> <p>Where and/or in what (type of) environment is the work to be carried out?</p> <p>Do the tasks carry any health risks?</p> <p>If so, which risks?</p> <p>What precautions can be taken?</p>
	Terms of employment	<p>What is the gross salary?</p> <p>What are the secondary terms of employment?</p> <p>What are the working hours of the employee?</p> <p>How many days per week does the employee work?</p>
	Direct reports - Work relations	<p>Who are they?</p>
Approved by:	<Signature of the person with the authority to approve the job profile/description>	Signature:
Date approved:	<Date upon which the job description was approved>	
Reviewed:	<Date when the job profile/description was last reviewed>	

Ideally, a job description should be reviewed annually and updated as often as necessary.

Example of a Job Profile Template

The following illustrates the layout of an example of profile template used by the South Africa Revenue Service.



Job Profile			
PART A			
Job Title			
Job Code			
Job Family			
JOB PURPOSE:			
KEY PERFORMANCE AREAS:			
MANAGEMENT ACCOUNTABILITY:			
Budget Accountability	To	By	
Budget Range			
Staff Accountability			
PART B			
	Minimum Qualification Required		Minimum Years of Relevant Experience:
Managerial Experience:	Years	Years of Relevant Managerial Experience:	
Additional Job Requirements:			
Membership			
Professional Registration/License/Certification			
Other Requirements			
Competencies:			Level Required
Technical Skills and Knowledge			
Enterprise Wide Competencies:			
Behavioural Competencies			
PART C (FOR OFFICE USE ONLY)			
Approved Job Grade			

ANNEX 2: Set of Requirements

You will find below a checklist presenting and distinguishing the two levels of data: the elements indicated in *italic* being those meeting the level of details required for a job description.

Job Title	Supervisor/Contact
<p>Main tasks <i>What do the tasks comprise and what is the work environment? (Working individually, in groups, daytime or evening hours, etc.)</i></p>	<p>Core competencies <i>What are the basic requirements? What minimum competencies should the candidate meet?</i></p>
<p>Specific competencies <i>What do the tasks comprise and what is the work? What is desired in addition to the basic requirements? What unique combination of competencies does the organization need?</i></p>	<p>Experience and skills <i>Previous work experience. What experience is the Customs administration looking for?</i></p>
<p>Personal characteristics <i>Define what is meant by a certain characteristic and describe the situations in which the characteristics would be needed by the candidate. Remember that these are personal characteristics that relate both to the capability to perform the job and to the capability to fit in with the organization.</i></p>	<p>Other requirements to be met by the candidate <i>Driver's licence, interest in being a lecturer at the Customs Training Centre, no allergies, salary range, work hours, travel, etc.</i></p>
<p>Duties and responsibilities <i>Identify between three and eight primary duties and responsibilities for the position. List the primary duties and responsibilities in order of importance. Begin each statement with an action verb. Use the present tense of verbs and gender neutral language such as s/he. Also use generic language such a photocopy instead of Xerox, where appropriate. Use qualifiers to clarify the task - where, when, why or how often - for example instead of "greet visitor to the office" use "greet visitors to the office in a professional and friendly manner", avoid words that are open to interpretation - for example instead of "handle incoming mail" use "sort and distribute incoming mail".</i></p>	

ANNEX 3: Job Description Case Study: HRM Policy Advisor, Recruitment & Selection (grade xx)

Organization	Customs
Name	DIRECTOR HRM / HRM ADVISOR FOR DG, Speciality recruitment, selection & job advertising strategy (grade indication XX)
Position in the Organization	Strategic Management, Customs Management support, HRM Policy Advisor
General	<p>The HRM Policy Advisor works in a team of about 30 persons in the HR Management Unit.</p> <p>The team reports to Customs strategic management and is responsible for policy development and implementation, and for co-ordinating the Customs Personnel and Organization Department.</p> <p>Another of the team's tasks is to advise on the organizational development of Customs.</p> <p>The following areas of activity can be distinguished : operational advice; managing sickness absence; career advice, career coaching and staff development; health, safety and environment issues; organizational development and general personnel policy.</p>
Role	The HRM Policy Advisor advises Customs strategic management on policies regarding recruitment, selection and job advertising strategy, and also focuses on promoting effective recruitment and career opportunities.
Duties	<ol style="list-style-type: none"> 1. Establishing and running the recruitment process (job advertising strategy). 2. Preparing and participating in job advertising, etc. 3. Supervision of all recruitment and selection procedures. 4. Point of contact for external recruitment and selection agencies (e.g. recruitment, content and publication of advertisements). 5. Liaising with the national internship agency (deciding on educational institutes, dealing with requests from the educational institutes, co-ordination of internship assignments and final study projects). 6. Development and supervision of standard procedures related to recruitment, selection and job advertising strategy.
Required Level	Higher education or equivalent, substantiated by a relevant degree.
Knowledge	<p>Knowledge of the content and role of the entire HRM field.</p> <p>Thorough knowledge of the content and role of recruitment, selection and job market strategy.</p> <p>Understanding of the field of action and the organization of Customs.</p>
Competencies	<p>Customer-oriented</p> <p>Creative</p> <p>Contact-oriented</p> <p>Planning and organizational skills</p> <p>Forming opinions</p> <p>Powers of persuasion</p>

Competency Management offers Customs administrations a robust methodology to translate the organizational strategy into adapted HR processes.