Leadership and Management

Development in China Customs: Review on Leading Board Regime

For the WCO PICARD Conference 2012
ZHANG Shujie
Shanghai Customs College
General Administration of China Customs
Contingent factors

• Uniqueness of China Customs
  - Ministerial-level government agency
  - Wide geographical distribution
    - 42 Customs Regions
    - 580 Customs houses
    - Over 4000 check points
  - Large work force: Over 50,000 staff
Wide geographical distribution
Three-tier structure

State council

GAC

Guangdong Customs
Offices of Special Commissioners in Tianjin
Offices of Special Commissioners in Shanghai
42 customs directly under GAC
2 customs colleges

580 local customs

Washington
Moscow
Brussels
Why HRD and LMD: imperatives

- National policy and strategy on civil servants from 2006
- Commitment of state leadership and legacy
- Para-military Customs Initiative and Customs Ranking Regime from 2003
Principle
- “People are the top resource”
- “Building modern Customs by developing talent”
<table>
<thead>
<tr>
<th>Policy document</th>
<th>Year of Launching</th>
<th>Focus</th>
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<tbody>
<tr>
<td>Strategy on Customs Personnel and Talent Development 2010-2015</td>
<td>2010</td>
<td>Strategic planning for HRM and HRD for the coming 5 years</td>
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<tr>
<td>Strategy on Customs Education &amp; Training Development 2010-2015</td>
<td>2010</td>
<td>Overarching policy on training and development issues for the coming 5 years</td>
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<tr>
<td>Strategy on Development of Customs Leading Board Regime</td>
<td>2010</td>
<td>Policy on leadership development especially for officials at Director-General level</td>
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<tr>
<td>Guidelines on Customs Personnel Competency Building</td>
<td>2012</td>
<td>Providing direction on classified administration of Customs officers and establishing a basic framework for competency needed by Customs profession</td>
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Leading Board Regime:

a holistic approach towards LMD

- Meaning
- Measures
  - Building Learning-oriented Team
  - Strengthening Training Efforts
  - Rotation and secondment
  - Selecting the board leader
  - Enhancing Buddy Regime
  - Promoting accountability and integrity
Case Study: Training against WCO Standards

- Modular based
- Reflect the elements in the WCO PICARD Standards
- Combination of theory and practice
Lessons learned

- Strategic approach in its HR policy
- Political commitment and buy-in from the bottom should be sought.
- A holistic approach for LMD.
- Career path and competency framework is necessary
- Balance of structure of Leading Board
- WCO standards and tools do provide a sound benchmark framework
- Integrity is integral