



Professionalism & People Development in Customs

a WCO Framework of Principles and Practices on
Customs Career Development and Training

→ Customs as a Profession

For a coherent professional body:

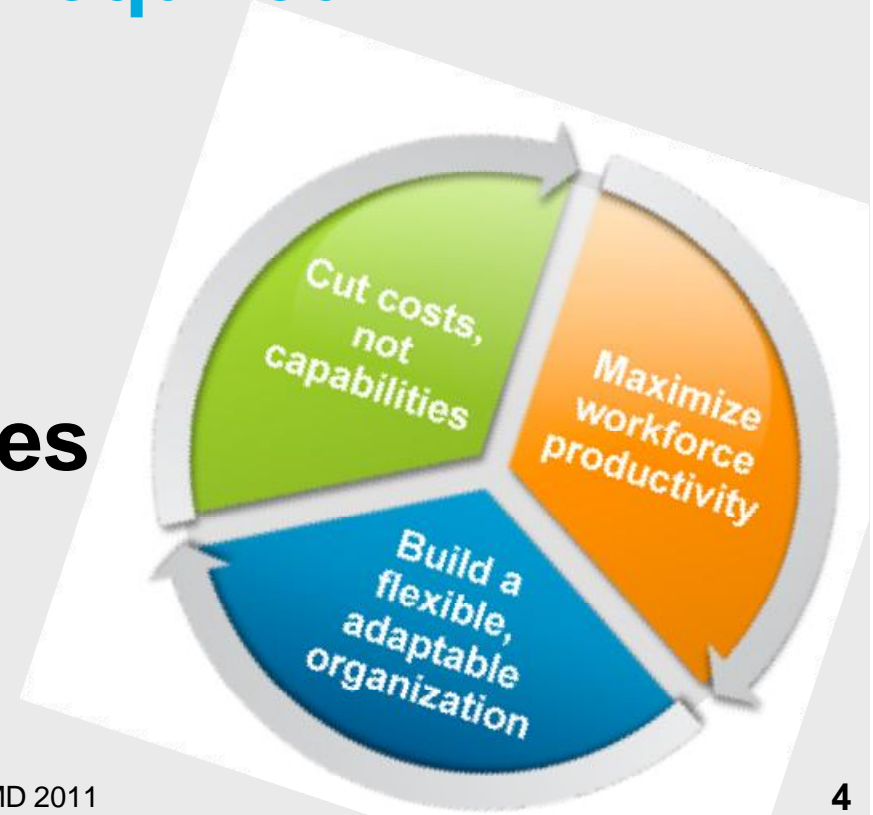
-sharing specific and graduated knowledge, competencies and skills, and

-fully connected to today's economic and social challenges.

Customs environment

- New challenges
- Enhanced processes required

➔ **Organizational Stakes**





Mandate from WCO Members

- Set a Virtual Working Group
- Objectives
 - Develop **Framework** to guide / inform the implementation of **workforce development** strategies for Customs

Principles & Practices

- Set **Professional Standards** for all **Customs practitioners'** profiles

Job profiles & Career streams



Methodology

- Membership of Contributors
 - Representatives Administrations
 - Academia
 - Business partners
- Scope

Collect &
Benchmark
practices

Research gaps &
Adapt to Customs
operating models

Report

Key deliverables & Milestones

- Early achievements



- Virtual Working Group kick-off
- Dedicated virtual workspace on CLiKC!
- Framework outline adopted

Framework outline



Framework outline

Topical clusters

6. Career Development Tools and Practices

- Succession Planning, Mobility and Outplacement - Rotation and Posting
- Talent Management - Personal Development Planning and Learning
- Performance Appraisal System - Professional Standards

5. Leadership and Management Development Path

- Principles - Practices

4. Career Development Paths and Training

- Principles - Practices

3. Recruitment and On-boarding

- Principles - Practices

2. Workforce Development Strategy

- Principles - Practices

1. Customs Job Profiles

- Job families - Competencies Cards
- Developmental Programs/Progression criteria

Key deliverables & Milestones

- Early achievements



- Virtual Working Group kick-off
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- Career Development programmes preliminary questionnaire
- Tentative Qualifications Framework

- Tentative Qualifications Framework
 - 8 levels (?)

Annex II to
Doc. HC0017E1a

Level	Certificate/ Diploma	Knowledge	Skills	Tasks	Competencies
Level 4 - Senior Customs practitioner	Ordinary Diploma	Factual and theoretical knowledge in broad contexts within Customs processes and procedures and regimes Understand all the Customs regimes	A range of cognitive and practical skills required to generate solutions to specific problems in Customs processes and procedures and regimes	Be totally autonomous to understand and solve a problem Coach lower practitioners Apply risk assessment techniques	Exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change Supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities
Level 4 - Junior manager	Ordinary Diploma	Factual and theoretical knowledge in broad contexts within Customs processes and procedures and regimes Knowledge of management, HR systems	A range of cognitive and practical skills required to generate solutions to specific problems in Customs processes and procedures and regimes Management/leadership skills Interpersonal skills	Manage Performance Plan and monitor the operational work carried out by the team	Exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change Supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities
Level 5 - Specialist	Higher Diploma	Comprehensive, specialized, factual and theoretical knowledge about Customs processes, procedures and regimes and an awareness of the boundaries of that knowledge	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems Mentoring, coaching and training skills	Undertake complex case work, Assess the wider implications of an individual case work, Interact with stakeholders at the highest level. Draft guidance and educational materials	Exercise supervision in contexts of work or study activities where there is unpredictable change Review and develop performance of self and others
Level 5 - Middle manager	Higher Diploma	Comprehensive, specialized, factual and theoretical knowledge within Customs processes and procedures and regimes and an awareness of the boundaries of that knowledge Specialised knowledge of particular aspects (e.g. HR)	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	Responsible for the management of larger or more specialized teams Apply a performance management system	Exercise management and supervision in contexts of work or study activities where there is unpredictable change Review and develop performance of self and others

Challenges

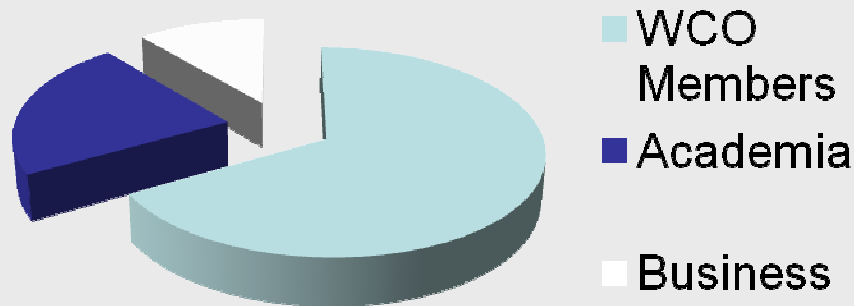
- Strategic thinking

Integrate cross-cutting issues: Integrity, Change Management, etc.

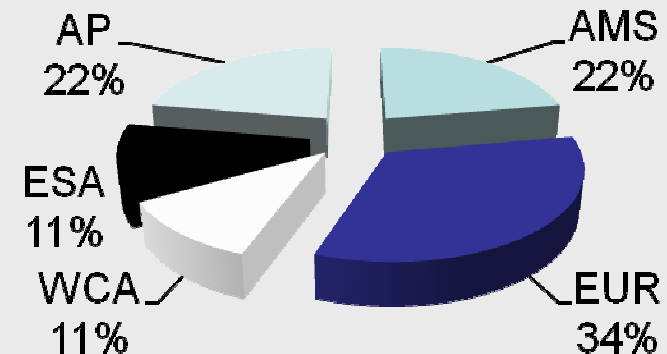
- Representativeness and Engagement

Balance contributions fields and collection channels

VWG Contributors



VWG Regional Representation



- Accuracy and Relevance

Process the practices to draw principles and patterns

- Individual Autonomy and Responsibility
- Organizational Transparency and Predictability



**Customs as a set of Career streams,
a Profession**

Thanks for your suggestions
and contributions...

