# Leadership and Management

## Development in China Customs: Review on Leading Board Regime

For the WCO PICARD Conference 2012
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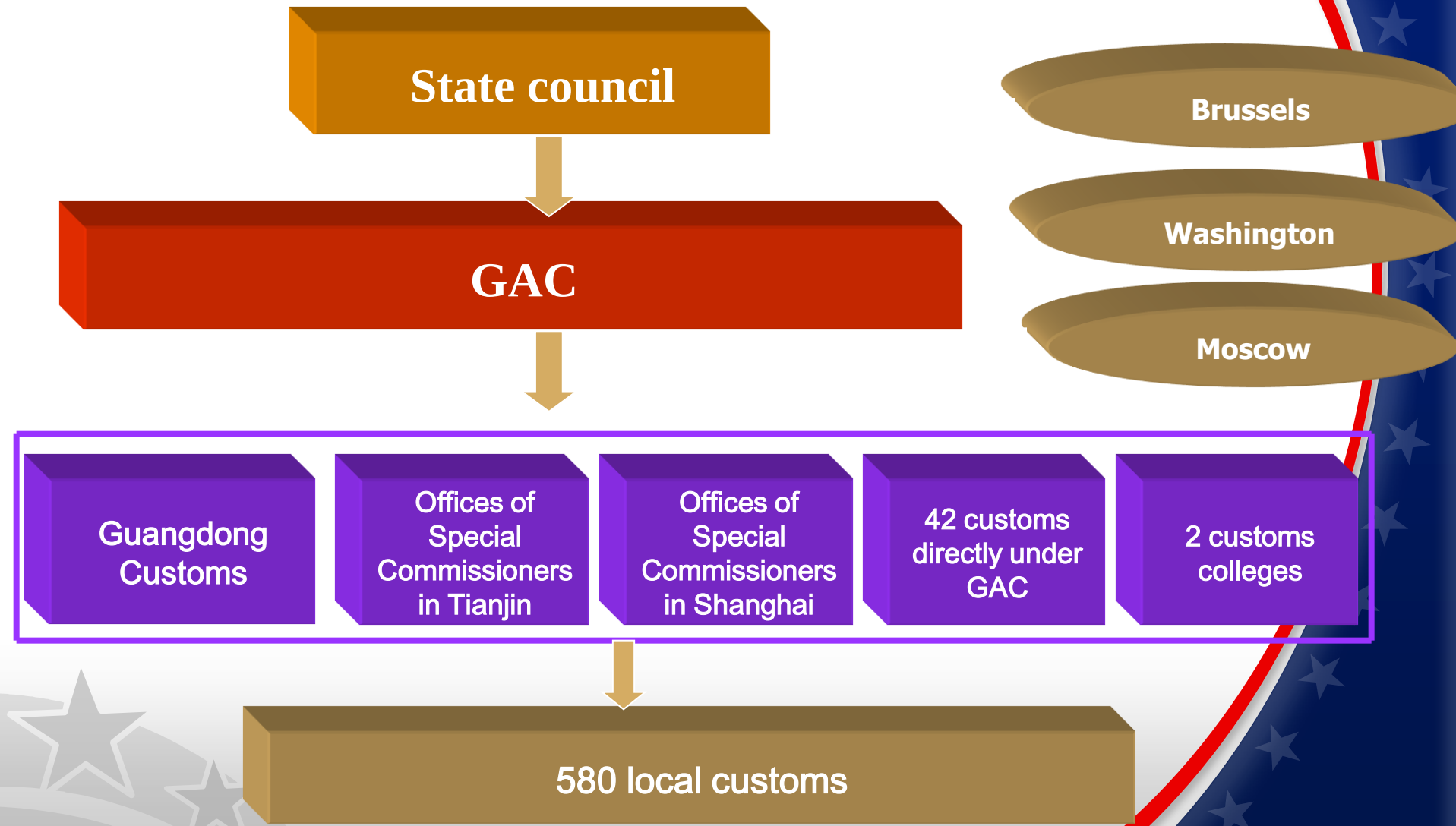
# Contingent factors

- 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



# 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

# Strategy for HRD

- Principle
  - “People are the top resource”
  - “Building modern Customs by developing talent”

# Key Policy Documents on HRM and HRD in China Customs

| Policy document | Year of Launching | Focus |
|---|---|---|
| Strategy on Customs Personnel and Talent Development 2010-2015 | 2010 | Strategic planning for HRM and HRD for the coming 5 years |
| Strategy on Customs Education & Training Development 2010-2015 | 2010 | Overarching policy on training and development issues for the coming 5 years |
| Strategy on Development of Customs Leading Board Regime | 2010 | Policy on leadership development especially for officials at Director-General level |
| Guidelines on Customs Personnel Competency Building | 2012 | Providing direction on classified administration of Customs officers and establishing a basic framework for competency needed by Customs profession |

# 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

THANK
YOU