



# PICARD CONFERENCE

**Professional  
standards  
- Why?**





# CONTENT

- **Emerging findings from Diagnostics**
- **Emerging view of Customs development requirements and WCO role**
- **Management support approach**





# **EMERGING FINDINGS**

- Customs is firstly a national asset with international responsibilities**
- Will to change, not always backed politically**
- Competing priorities not resolved**
- Confusion between compliance and facilitation. (General lack of compliance culture)**



# EMERGING FINDINGS

- Many of the quick wins have been met. Focus has been on clearance times and fewer stops. This has reached a plateau as the corresponding modern controls have not been implemented in parallel i.e. approval, audit and anti smuggling
- Trade relationship sometimes consultative but largely confrontational. Lack of understanding of trade requirements
- Trade not ready for change ( particularly SME's)



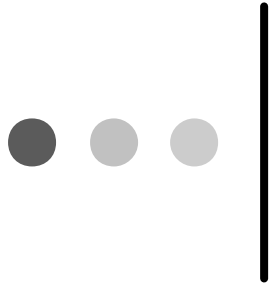
# EMERGING FINDINGS

- Risk assessment and analysis but little risk management
- Traditional Customs skills eroded
- Under use of computerization, functionality not exploited. Business requirement not specified correctly
- NII ( Scanners) relatively common but revenue targeted

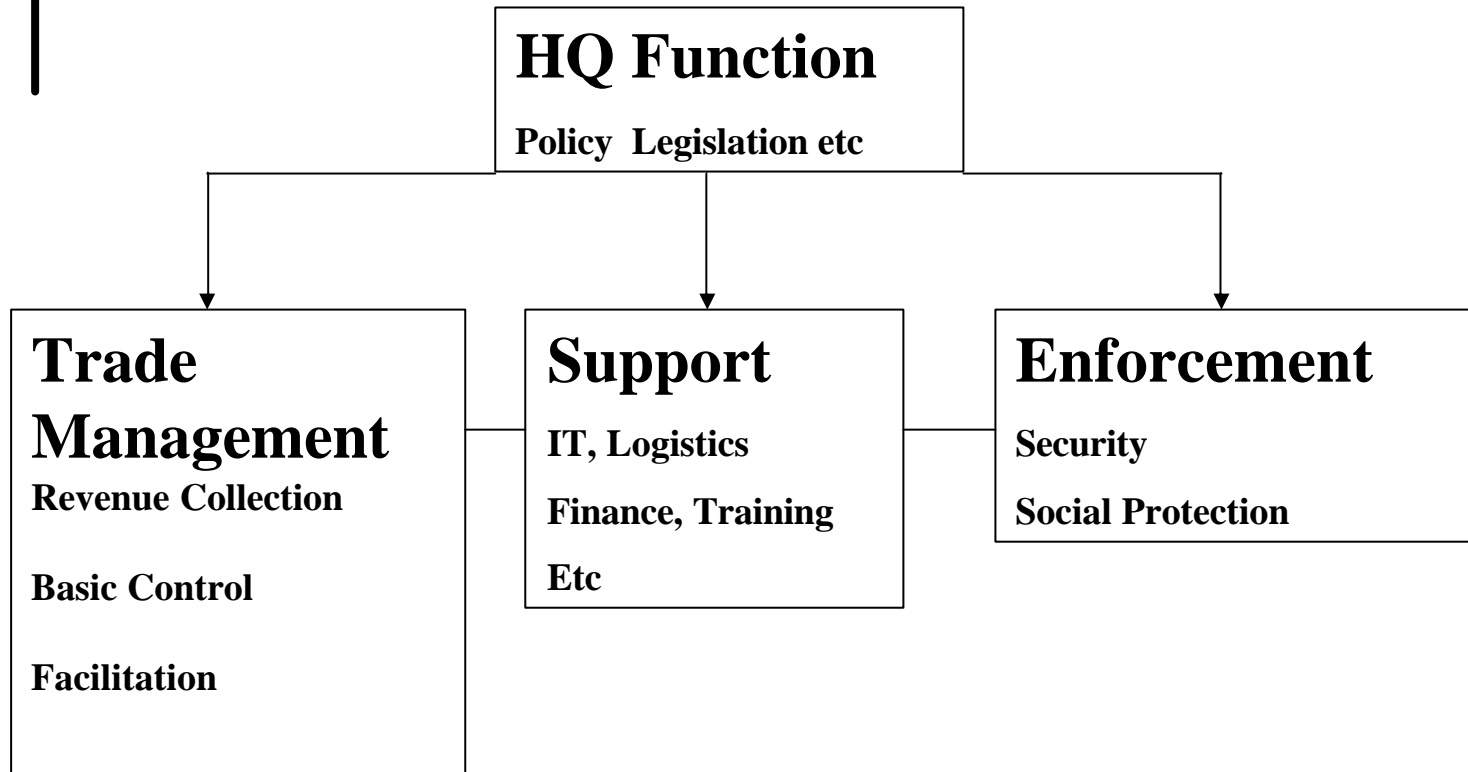


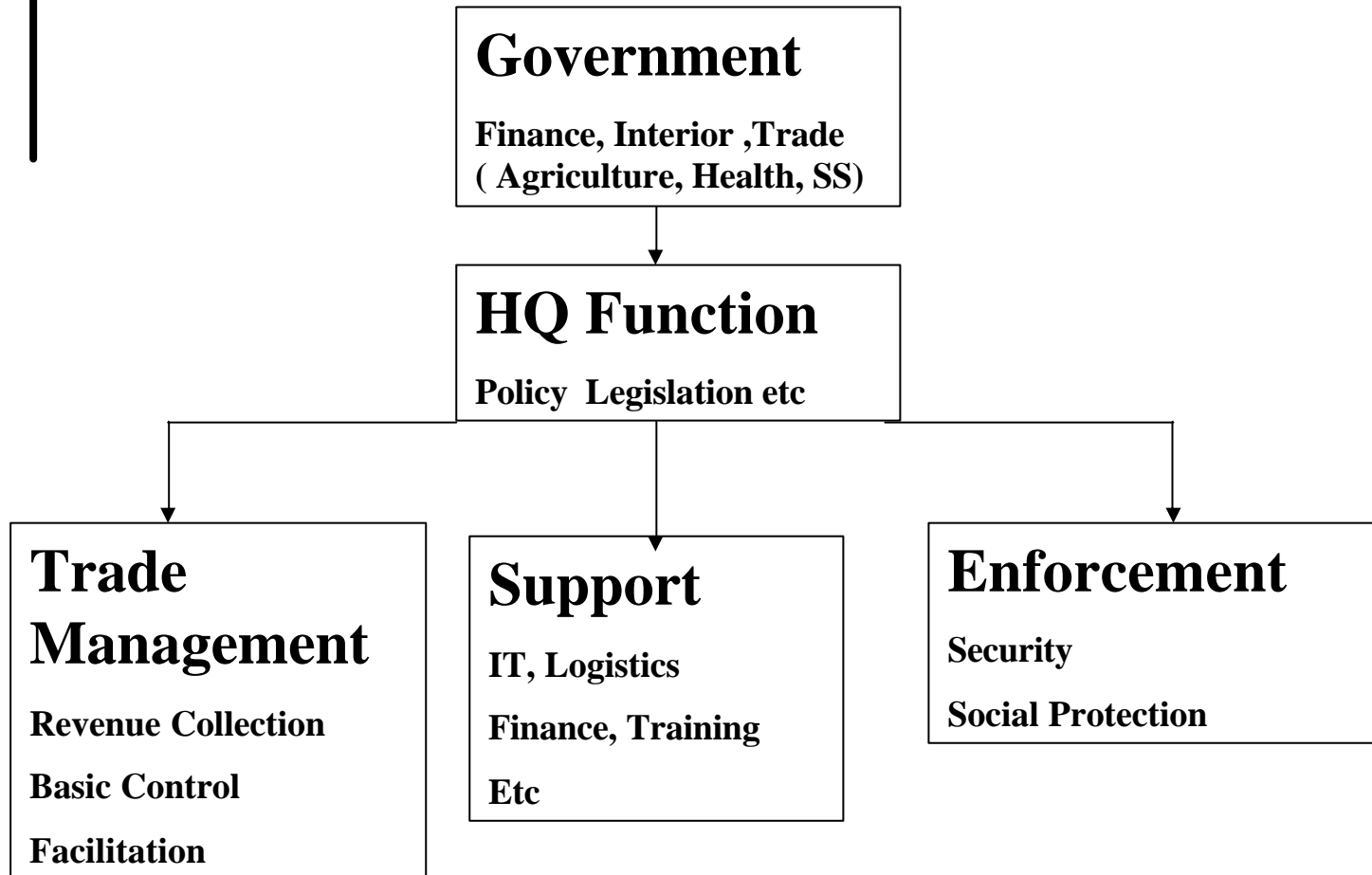
# **EMERGING FINDINGS**

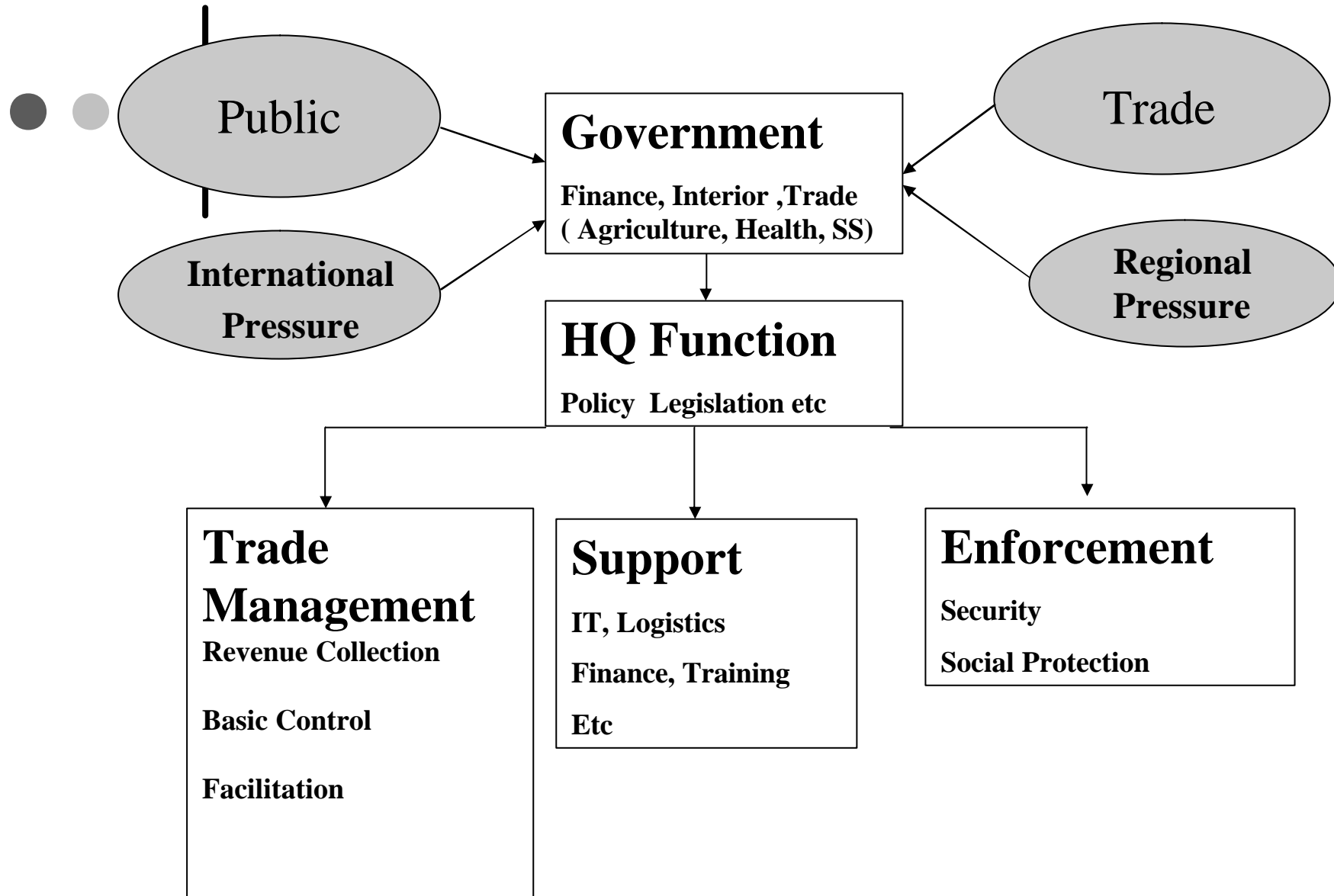
- **Lack of management skills in organizational development**
  - they know what to do but not how.
- **Lack of specialist business skills**
  - e.g. contracting, IT scoping, programme/project management
- **In some organizations, lack of technical knowledge at middle management level**

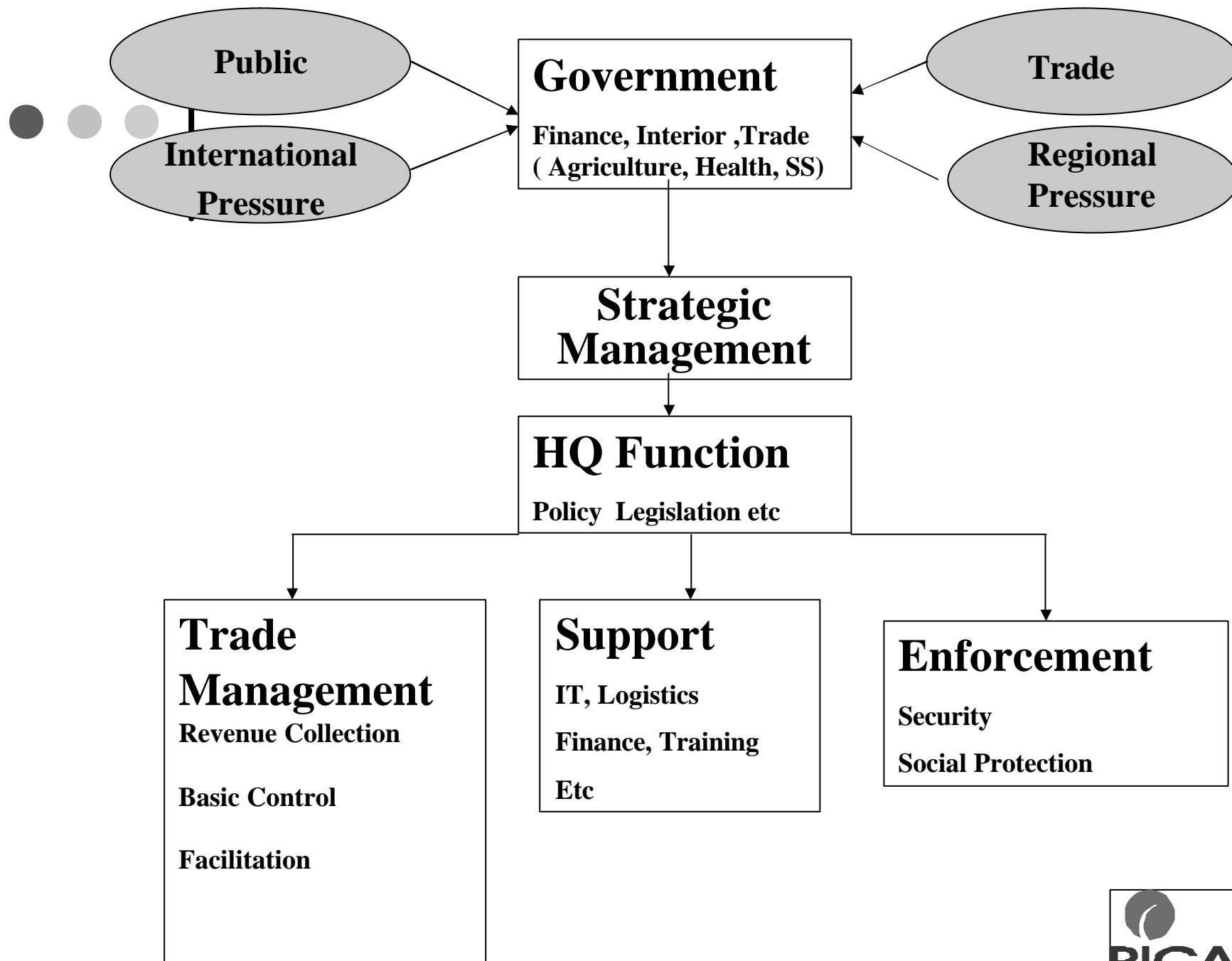


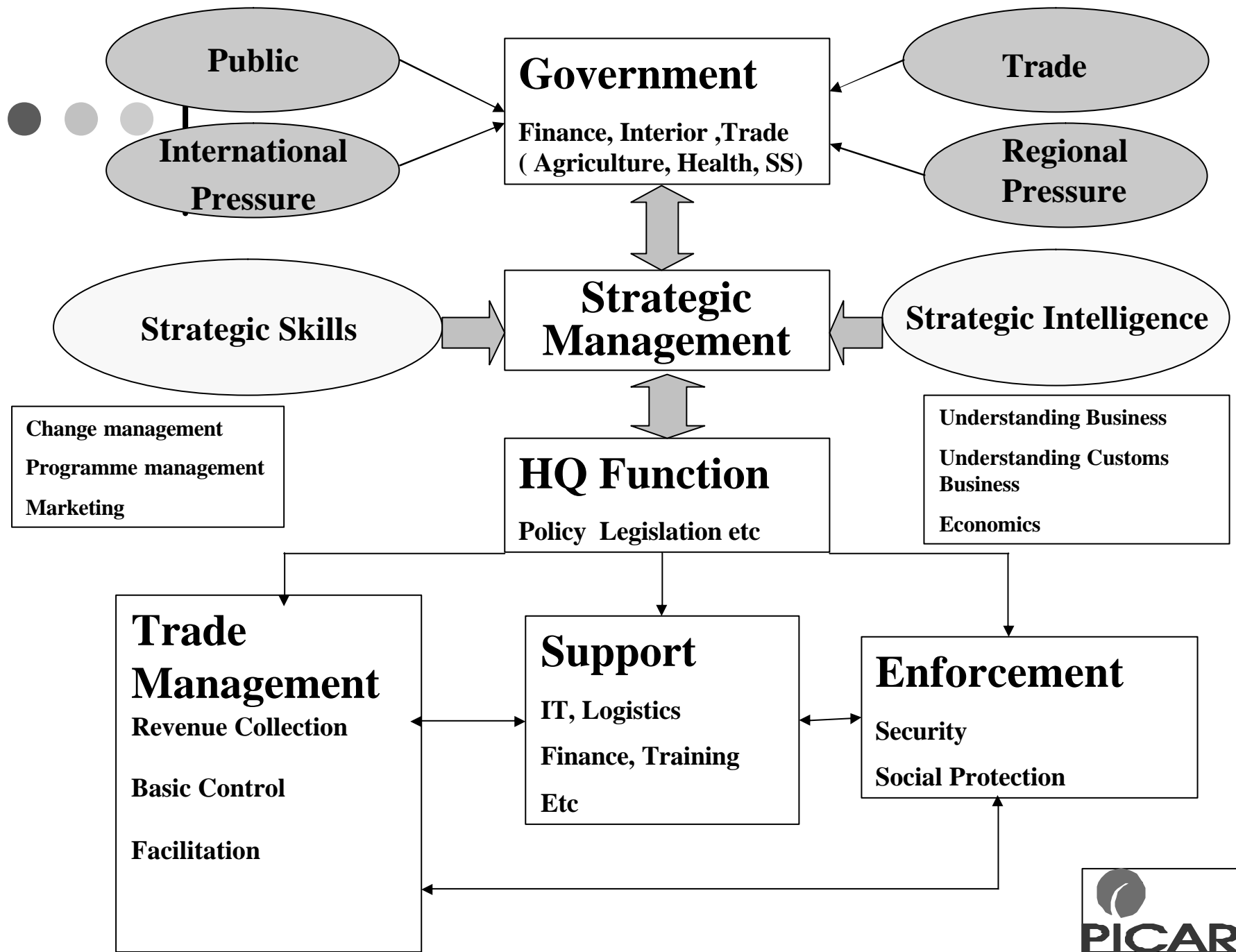
# Emerging View of Customs

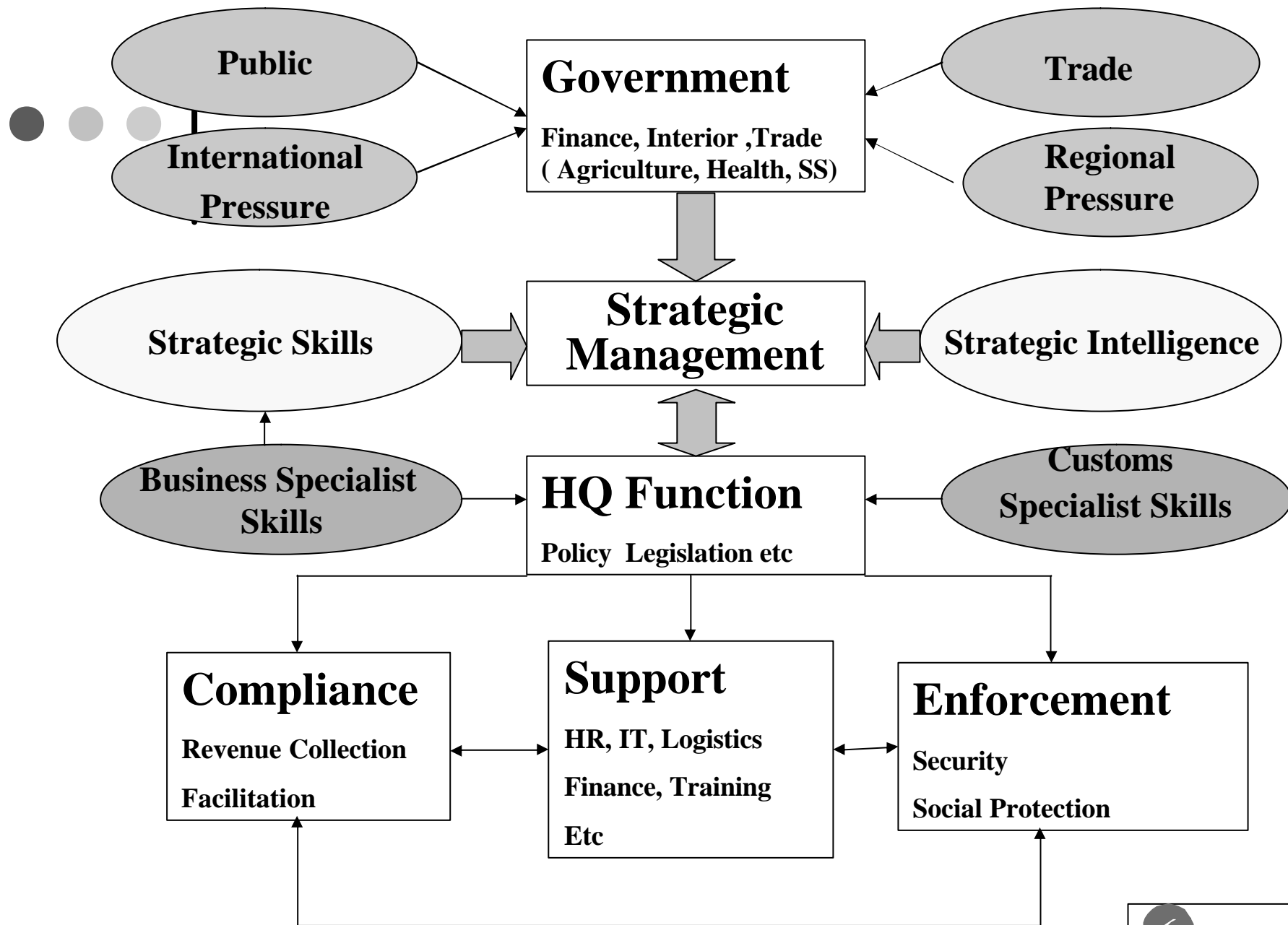


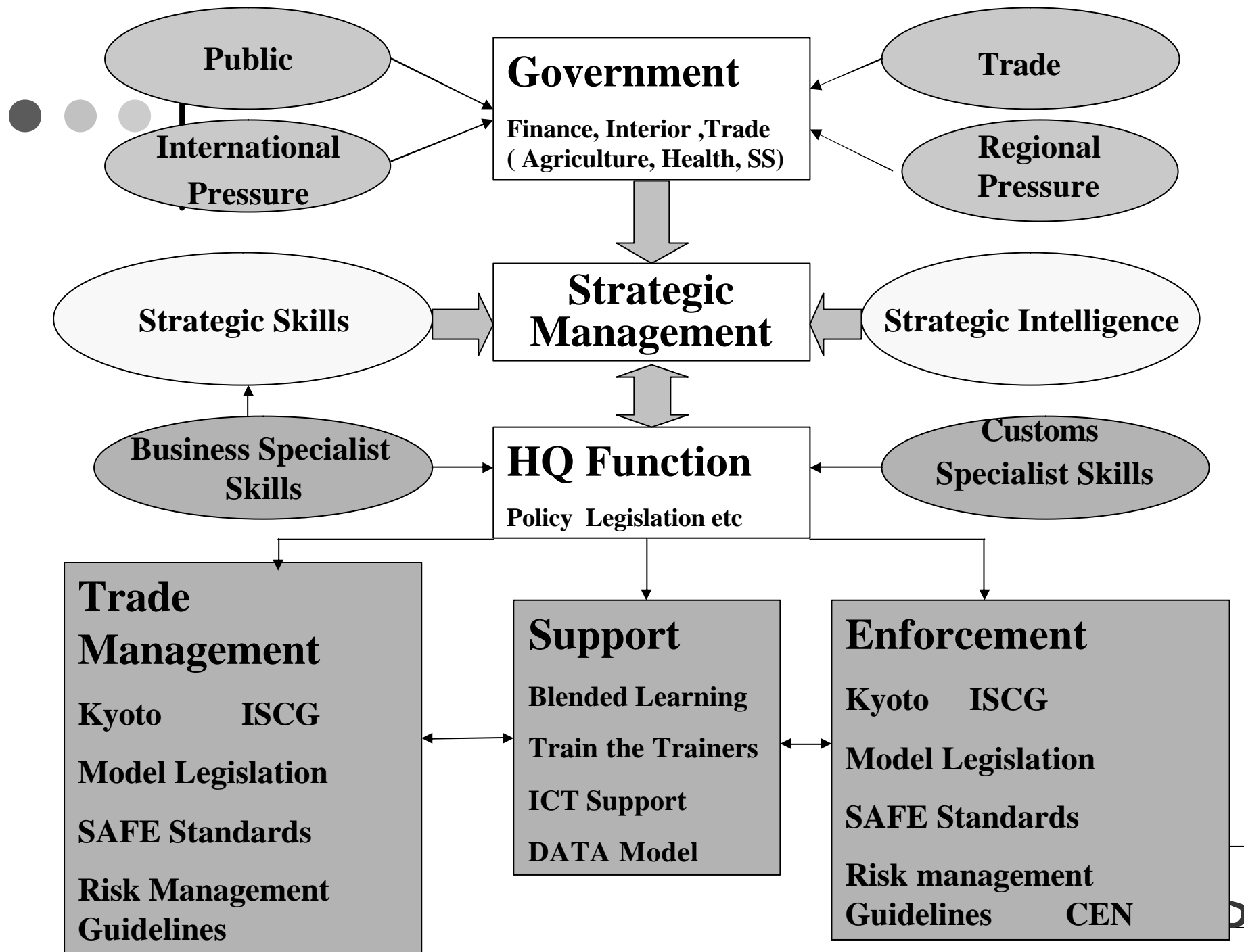


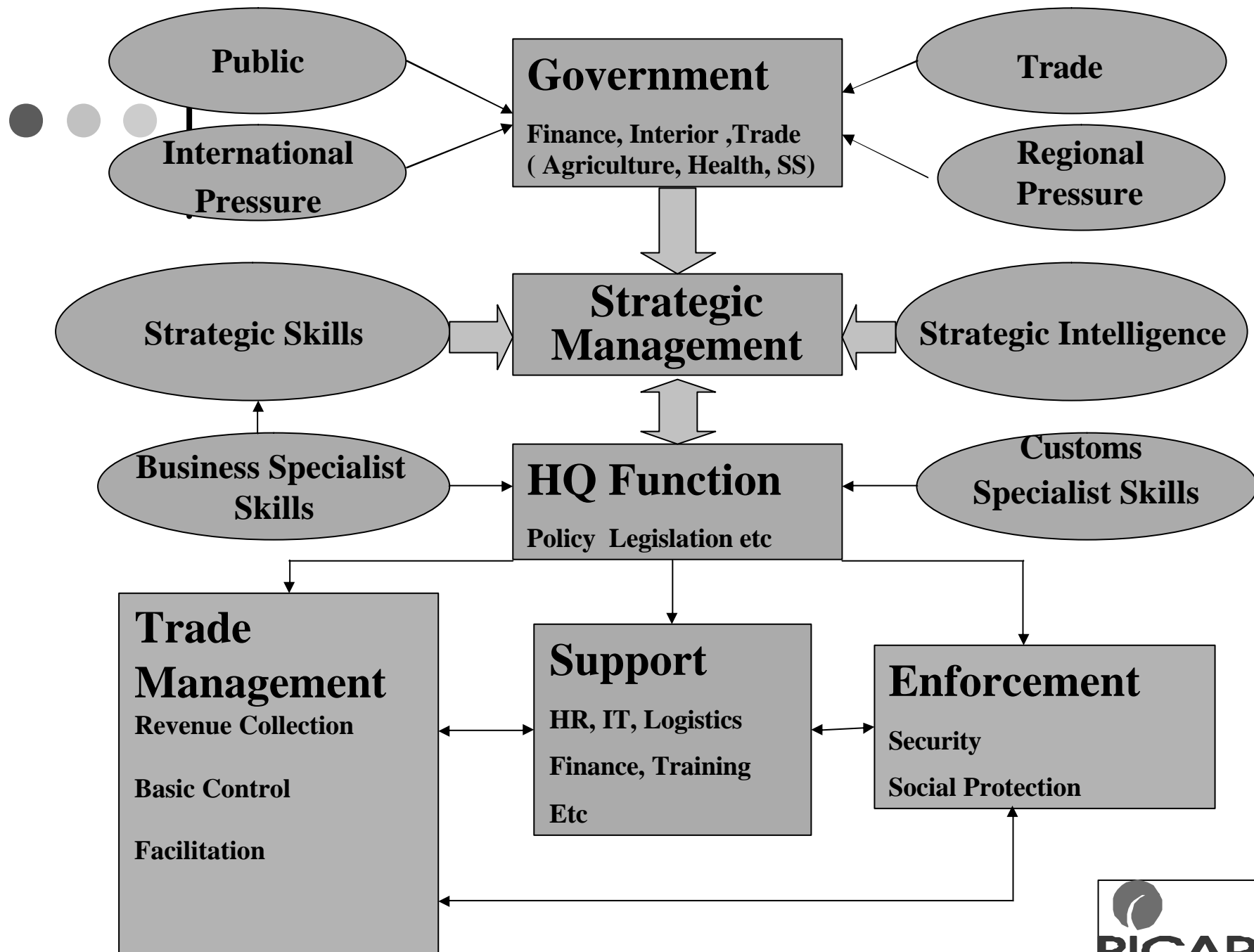














# **IMPROVING SUPPORT FOR MANAGEMENT**

- Strategic development (Education)\***
- Improved intelligence ( R&D)**
- Personal development\***
- Technical management\***
- Consultancy**



# STANDARDS

- **International benchmarks against which recruitment, training and education, and career development can be based.**
  
- **Based on requirements of a Customs fit for the 21<sup>st</sup> Century.**
  - **Customs component**
  - **Economic component**
  - **Under standing business**
  - **Leadership and management**





# TARGET GROUPS

- Strategic manager/leader
- Operational manager/leader
- Operational officer



## **Overall Knowledge Requirements**

National and international policy/politics

Customs role in government and interaction with other government departments.

The Customs Business

## **Overall Skill requirements**

Leadership

Motivation

Visioning

## **Overall Behavioral /Attitudinal requirements**

Ethical

Role model

Empathy awareness

Confidence





KNOWLEDGE	SUMMARY	ESSENTIALS
<b>1. National and international policy/politics</b>	The understanding of the government's overall economic policies and social direction; and its international and regional obligations and priorities.	<ul style="list-style-type: none"><li>oThe identification of the key players at governmental level with influence on Customs policy and resources</li><li>oCreation of a proactive system of information gathering to enable constructive engagement with government</li><li>oThe ability to identify and provide advice to government of international and regional developments</li></ul>