



WORLD CUSTOMS ORGANIZATION
ORGANISATION MONDIALE DES DOUANES



WCO **Learning and Development** **Activities**

Empowering Members in their sustainable reform efforts

SUMMARY

Contents

Capacity Building, Learning and Development, and Professionalism in Customs	3
Supporting the WCO Capacity Building Policy	3
Competency-based Development to sustain reform ownership.....	3
WCO Learning and Development tools	4
Managing a state-of-the-art Customs knowledge	4
Empowering the regions	5
Offering à la carte activities.....	5
Annex I – Framework of principles and practices on Customs Professionalism	6
Annex II - List of available WCO Training Materials	7
Annex III – WCO Regional Training Centres.....	8
Annex IV – The Virtual Customs Orientation Academy	9

Capacity Building, Learning and Development, and Professionalism in Customs

Supporting the WCO Capacity Building Policy

Global, regional and national imperatives have reinforced the need for responsive Customs organizations. Their human capital is one of their most valuable assets to keep pace with an ever-changing environment.

The World Customs Organization (WCO) has been developing initiatives and tools to enable the Customs community to empower its organizational platforms and promote an efficient shift to organizations which shall be compliant, agile and adaptable.

Customs is a coherent professional body with unique operating models, and the WCO has endeavored to ensure that its workforce's characteristics are progressively identified as sharing specific and graduated knowledge, competencies and skills, and fully connected to today's economic and social challenges.

In order to continue contributing to today's economy and knowledge society, it was therefore strongly recommended that the Customs community adopt appropriate and relevant "fit-for-purpose" professional development principles and practices in line with the Customs in the 21st Century approach adopted by the WCO.

Competency-based Development to sustain reform ownership

In a fast-changing environment for many Customs administrations, but also for many Customs professionals in the private sector, there is a need for investment in their human capital. The Customs in the 21st Century strategy document identifies the need for a professional, knowledge-based and customer-oriented culture where learning values and organizational culture serve to support efficient and pro-active staff competencies.

The preparation of Customs professionals to efficiently perform their duties necessitates the acquisition and development of a wide range of skill sets, knowledge, attitudes and behaviors through a comprehensive and complex process of learning. This requires setting up an organizational and operational model for both the national HR and training policy and infrastructures, taking into account the regional and national diversity of Customs.

Implementing a learning culture entails viewing training and staff development as a continuous and long-term education and learning process at each level within a Customs hierarchy and each step along a Customs Practitioner career path.

In addition to the guidance the WCO is offering to its Members in adopting or reviewing their Workforce Development strategies through the "Framework of principles and practices on Customs Professionalism", the WCO has developed Customs Training tools and programmes based on Customs-specific competencies. This Framework is at the Members' disposal to sustain and enhance the modernization and change management processes applying efficient Staff Development strategies.

WCO Learning and Development tools

The WCO has been developing its Learning and Development, and Training, offer around three principles.

Managing a state-of-the-art Customs knowledge

Standardized training materials are produced by the Secretariat gathering the state-of-the-art knowledge and expertise on the WCO topics. They are available for free for all Members staff.

You will find attached a document presenting the list of standardized learning and development materials available to our Members through our platform CLiKC! (WCO Customs Learning and Knowledge Community). The WCO has developed training kits for trainers and e-learning modules on the majority of the WCO Conventions, instruments and tools. Widely disseminated, they are constantly being updated and are also used by the Secretariat as powerful knowledge management means inside the organization. Those standardized tools can be downloaded by any Members in order to be fully complementary with the national training policy and material.

The CLiKC! platform hosts as well the Virtual Customs Orientation Academy (VCOA) which 12-week tutored sessions provide new Customs inductees with an understanding of international Customs standards and how they might be interpreted and applied to their future tasks.

A Leadership and Management Development Programme also articulates a wide range of activities from national workshops upon Members' request to fellowship and internship programmes within the WCO, inter-regional exchange programmes between two regions, and top-executives symposiums. All those components are based on the WCO PICARD Professional Standards for Customs managers which are defining the management knowledge, skills and competencies necessary for modern Customs administrations.

The WCO Training Tools	
Guidelines for National Customs Training Centers	<ul style="list-style-type: none"> • Section of the “Framework of principles and practices on Customs Professionalism” dedicated to the Customs Training policy, strategy, processes and tools
Training Design Concepts	<ul style="list-style-type: none"> • Reference material for developing training contents • Standard organization and evaluation procedures
CLiKC!	<ul style="list-style-type: none"> • Collaborative Learning Portal to develop the Customs Community's Knowledge
E-learning	<ul style="list-style-type: none"> • Freely available self-learning online courses • More than 250 hrs of courses on 14 customs topics • List of courses available in Annex I
Training Kits	<ul style="list-style-type: none"> • Standardized training materials for trainers • List available in Annex I
Virtual Customs Orientation Academy	<ul style="list-style-type: none"> • Knowledge of the essential principles of the Customs environment, international conventions and systems • Basic cognitive skills and core competencies to be an efficient and effective Customs professional
Programmes	<ul style="list-style-type: none"> • PICARD Programme

	<ul style="list-style-type: none"> ○ Professional Standards for Customs Managers ○ Recognition of University diplomas (Masters & Bachelors) ● Leadership & Management Development <ul style="list-style-type: none"> ○ L&MD workshops ○ Fellowship Programme ○ Internship Programme: Career Development ○ Top-executive symposiums, etc.
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Empowering the regions

A network of different regional structures and Capacity Building coordinators comprises 24 Regional Training Centres hosting and disseminating the WCO training offer worldwide.

A network of constantly assessed accredited trainers and experts enhances the WCO delivery capacities as, being compliant with both WCO standards and regional specificities, they are allowed to deliver WCO training activities in their region.

The WCO Training Networks	
RTCs	<ul style="list-style-type: none"> ● 24 Regional Training Centres (Annex II) ● Identify and respond to the Region Members' training needs. ● Towards the establishment of Centres of Excellence
Accredited Experts	<ul style="list-style-type: none"> ● 100+ Training Experts in <ul style="list-style-type: none"> ○ Customs Valuation ○ Harmonized System ○ Rules of Origin <p>helping the WCO for a broader and adapted dissemination</p> <ul style="list-style-type: none"> ● Accreditation workshops are regularly organized in the regions ● Other Accredited Experts with operational profiles are also available for Training under conditions (AEO, Data Model, Risk Management, Intellectual Property Rights, etc.)
National Coordinators	<ul style="list-style-type: none"> ● Establishing e-learning and b-learning policy ● Coordinating registrations of users

Offering à la carte activities

Each Directorate in the Secretariat is developing upon request tailor-made training activities adapted to the strategic needs and priorities of each administration.

The WCO Training Activities	
Technical Assistance / Training	<ul style="list-style-type: none"> ● On-request activities ● Focused on established Members needs

Annex I – Framework of principles and practices on Customs Professionalism

[Access the Framework on](#)



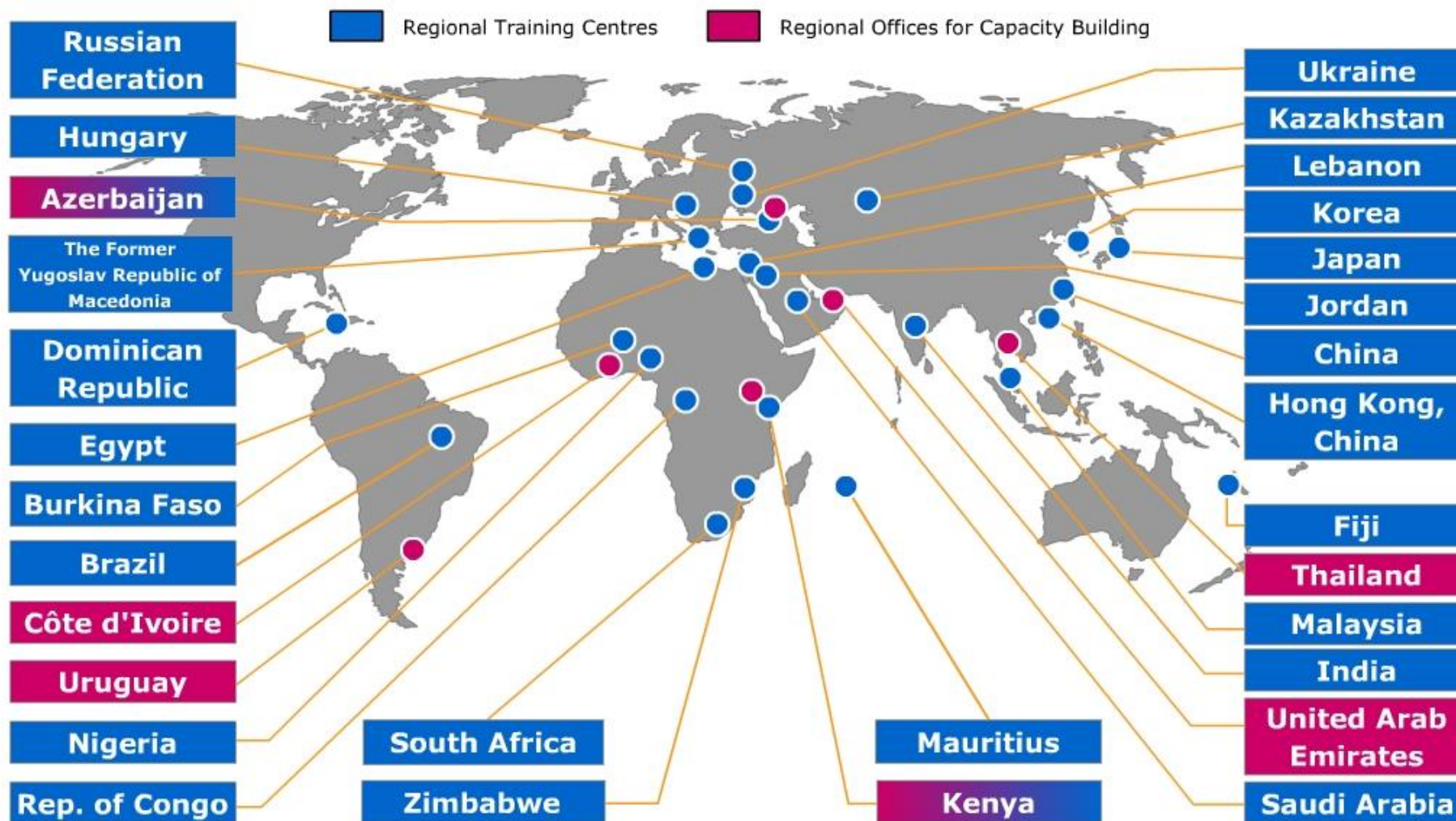
- 1 Strategic Principles on Human Resources Management
- 2 Strategic Organization Design and Job Profiling
- 3 Recruitment Processes
- 4 Customs Competency-Based Training Guidelines
- 5 Customs Career Path Development

Customs Professionalism and Career Paths Development

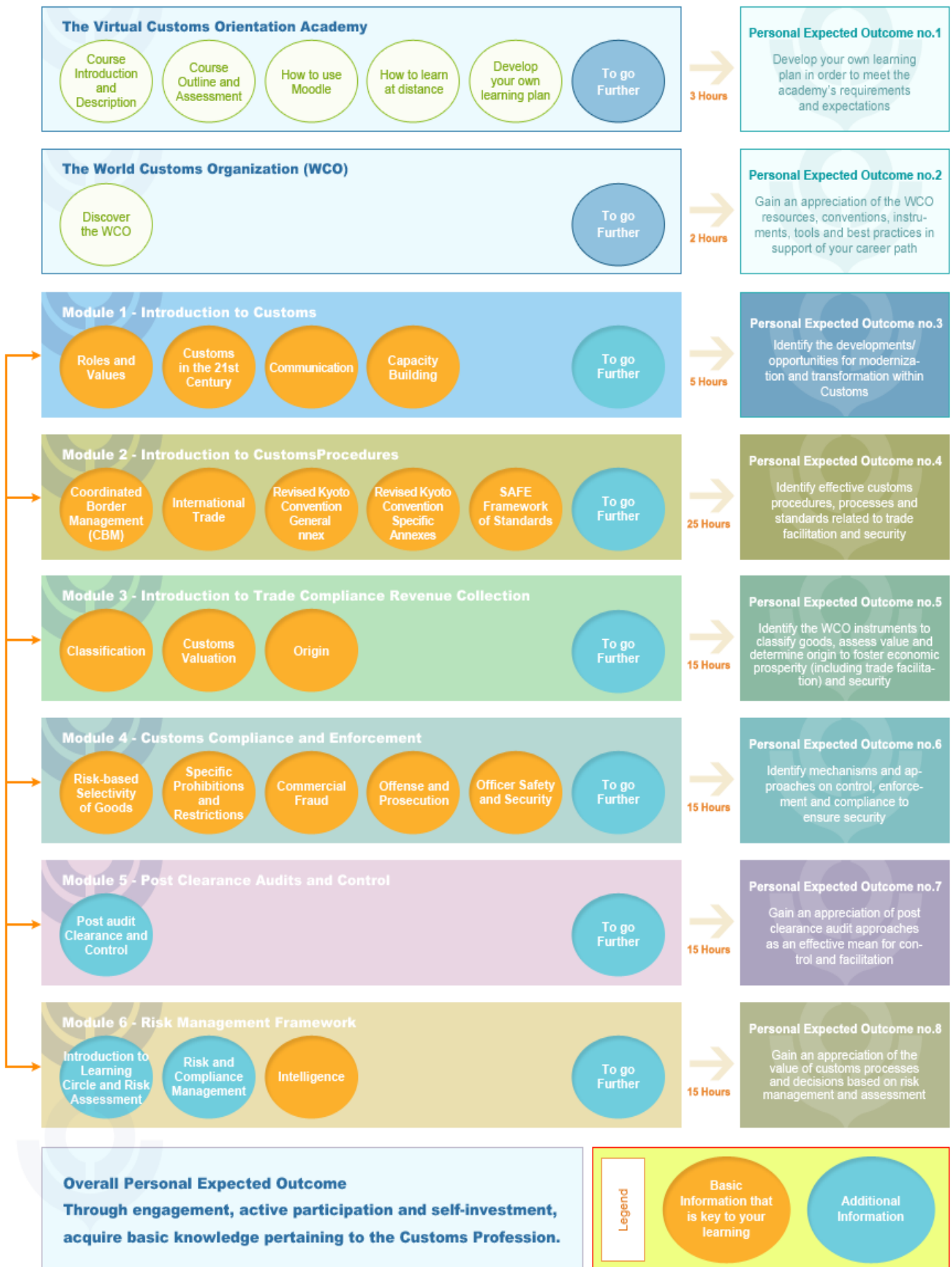
Annex II - List of available WCO Training Materials

Course	Format	Number of chapters/modules	Total Duration (e-learning)	Available Languages					
				EN	FR	SP	AR	PT	RU
Enforcement & Compliance									
Intellectual Property Rights - Courses	E-learning	2	2h05	X	X	X	X	X	
Intellectual Property Rights - Practical Cases	E-learning	5	5h00	X	X	X	X	X	
CITES	E-learning	12	10h00	X	X	X	X	X	
Customs controls, risk assessment, profiling and selectivity	E-learning	20	20h10	X	X	X			
Ozone depleting substances	E-learning	18	7h30	X	X	X			X
Multilateral Environmental Agreements	E-learning	16	14h00	X	X				
Green Customs	E-learning	2	0h45	X	X	X			X
Post Clearance Audit	E-learning	14	20h00	X	X			X	
Risk Management	E-learning	5	10h00	X	X			X	
Risk assessment, profiling and targeting	Training kit	20	-	X	X				
Commercial Fraud	Training kit	28	-	X	X				
Post Clearance Audit	Training kit	14	-	X	X			X	
Risk Management	Training kit	5	-	X	X			X	
Tariff and Trade Affairs									
Customs Valuation	E-learning	19	16h25	X	X	X	X	X	
Customs Valuation Control – Practical Cases	E-learning	6	7h00	X	X	X	X	X	
Transfer pricing	E-learning	4	5h40	X	X	X	X	X	
Harmonized System	E-learning	73	52h15	X	X	X	X	X	
Origin	E-learning	3	2h40	X	X	X	X	X	
Harmonized System	Training kit	22	-	X	X				
Customs Valuation (Basic)	Training kit	27	-	X	X	X			
Customs Valuation (Intermediate/Advanced)	Training kit	10	-	X	X				
Procedures & Facilitation									
Istanbul Convention	E-learning	9	7h20	X	X	X	X	X	
SAFE	E-learning	1	2h30	X	X	X	X	X	
TIR Convention	E-learning	30	9h10	X	X		X		X
WCO Data Model	E-learning	12	10h00	X	X				
Coordinated Border Management	E-learning	8	12h00	X	X			X	
Revised Kyoto Convention	E-learning	19	40h00	X	X			X	
Customs Transit	E-learning	6	3h30	X	X				
The WTO Trade Facilitation Agreement	E-learning	14	7h	X					
Revised Kyoto Convention	Training kit	20	-	X	X				
Coordinated Border Management	Training kit	8	-	X	X			X	
The WTO Trade Facilitation Agreement	Training kit	3	-	X	X				
Capacity Building									
Integrity	E-learning	1	3h00	X	X	X	X	X	
Training techniques	Training kit	11	-	X	X				
WCO	E-learning	1	2h00	X	X	X	X	X	

WCO Regional Training Centres & Regional Offices for Capacity Building



Annex IV – The Virtual Customs Orientation Academy



Annex V – The Leadership and Management Development Workshop

The objective is to develop the leadership qualities, managerial skills and knowledge of Customs managers, to improve their capacity to contribute to the reform and modernization of their administration.

Workshop Outline – Core Curriculum

Module 1 – Introduction Introduction to workshop objectives, context and ground rules.
Module 2 – Modern Customs for the 21 st Century Participants are exposed to the elements and organizational capacities required for modern Customs administrations and management
Module 3 – Strategic Management and PICARD standards Participants learn about the various strategic leadership and management skills and how they contribute to the effective management of Customs
Module 4 – Self-evaluation and personal skills development Participants learn how to assess their own skills in order to identify their individual personal development needs
Module 5 – Leadership Participants explore various aspects of leadership in the workplace and how to identify and emulate the actions of leaders. Participants gain insight into their own leadership style
Module 6 – Visioning Participants are exposed to the development of a vision for their area of responsibility, and the value of ongoing visioning for Customs development
Module 7 – Situational Leadership and Management styles Participants learn to identify various management styles and adopt their individual style to various workplace situations
Module 8 – People management Participants learn how to deliver results through others by applying strong people management skills such as motivation, delegation, feedback, and performance management
Module 9 – Promoting integrity in the workplace Participants learn about the role of managers in the promotion of integrity in the workplace, and the various options for integrity development at the organizational level
Module 10 – Negotiation skills Participants learn to prepare and conduct negotiations to achieve win-win results
Module 11 – Communication Participants are exposed to the techniques and concepts related to strategic communications to secure support for various initiatives. Participants learn how to improve their own communication skills
Module 12 – Change management Participants are exposed to the strategies to reduce personal resistance to change and to effectively manage change at the organizational level

Workshop conducted over 9 days based on an interactive and highly participative approach including case studies, role plays, simulations and group discussions.

Target group: Senior Customs managers or high-potential middle-managers. Maximum number of participants for each workshop: 20

Customs Administrations interested in receiving a Leadership and Management Development support should make formal request to the WCO.