

## **Profile of WCO Custom Modernization Advisor (CMA) specialized in Human Resources Management and Development (HRMD)**

### **OBJECTIVES OF THE ACCREDITATION OF HRMD Experts:**

The rapidly and dynamically changing world requires continuous and efficient change management. HRMD Experts are individuals who possess the confirmed competencies and proven expertise to accompany, guide and mentor Customs administrations in their HRMD reform and modernization initiatives efficiently and effectively.

They have to appreciate the delicate balance between leadership and culture, operational business processes, technology, and the people who operate and interface with systems and processes. These people function within this relationship and interface with clients, both internally and externally, and ultimately become the distinctive advantage of the organization to achieve strategic and operational performance deliverables for long-term success.

The expected objective of this WCO accreditation process is to strengthen a pool of WCO CMA specialized in HRMD to respond to increasing Members' demands on capacity building/technical assistance related to human resources management and development.

### **PRINCIPAL ACCOUNTABILITIES:**

The WCO CMA-HRMD is focused on human resources management and development as an expert to contribute to the development, design and delivery of HRMD responsive and needs-driven capacity-building activities. They have to propose innovative ideas to enhance the HRMD programme.

They have proven expertise in fields ranging from developing new instruments and tools, designing competency-based training material in all areas of Human Resources Management and Development, and facilitating workshops to the promotion and implementation of WCO human resource management and development programmes for Customs administrations and Revenue authorities.

They have confirmed experience in operational business processes, strategic and interpersonal communication and change management. They are called upon to conduct strategic meetings with Ministers, DGs and senior executives. Therefore, they have to act as a transformational leader. In addition, they will represent WCO at regional events related to HRMD.

### **QUALIFICATIONS and COMPETENCIES:**

To be accredited as WCO CMA in the area of HRMD candidates need to demonstrate most of the following requirements:

#### **1. Personal Skills**

- Excellent interpersonal and strategic communication skills;

- Personal suitability and aptitude required for international development work (open-mindedness and diplomacy, patience, self-awareness, cultural awareness, empathy, team work, analytical thinking, time management, stress management and resilience etc.);
- A high level of self-motivation, flexibility and commitment to task completion;
- A broad view of/and interest in international events;
- Confirmed Leadership skills and change management.

## **2. Academic Background**

- Bachelor's degree (or equivalent certificate) in HRM, management, law, social sciences, economic sciences, or at least 5 years in the Customs administration with confirmed and proven experience in an HRM department or training or customs reform unit;
- A Master's or doctoral degree in the above-mentioned fields would be considered an advantage.

## **3. Professional Career Expertise**

- On-going experience within a Customs administration in the area of organizational development (HRM, training and development, strategic management. Etc.) (at least 5 years);
- Proven experience in implementing Customs modernization processes;
- Confirmed experience in Customs Modernization, HRMD, strategic planning methodology and models, resource mobilization, practical aspects of HRMD (competency-based approach), Project Management and Change Management;
- Demonstrated mastery of the latest HRMD developments (Human Capital Management in the New Normal, staff and organizational resilience, stress management. etc. ;
- Proven expertise in designing Competency-based HRM tools, new structure (organigram), HRM strategies and policies ;
- Confirmed experience in writing comprehensive and strategic reports, including accurate analysis, concrete recommendations and realistic work plans;
- Confirmed expertise in monitoring and evaluating reform and modernization programmes ;
- Confirmed experience in Data analytics and use of statistic tools ;
- Proven experience as an advisor, facilitator or mentor.

## **4. Knowledge of WCO Standards and Instruments**

- Thorough understanding of the WCO Strategies and approach;
- Robust knowledge of the key WCO standards and tools such as, *inter alia*:
  - ✓ Customs in the 21<sup>st</sup> Century strategy;
  - ✓ WCO Capacity Building Development Compendium;
  - ✓ WCO People Development Diagnostic Tool;

- ✓ WCO Framework of Principles and Practices on Customs Professionalism;
- ✓ WCO Guide to implementing Competency-Based HRM in Customs Environment;
- ✓ WCO Guide to Managing Customs' Human Capital through Crises and Beyond;
- ✓ WCO Guide for a successful transition to Live Virtual Training
- ✓ WCO Mercator Programme;
- ✓ SAFE Framework of Standards;
- ✓ WTO TFA;
- ✓ Revised Kyoto Convention;
- ✓ Revised Arusha Declaration.

#### **5. International Experience**

- Experience in working in different international cultures;
- Experience in delivering workshops and training, advisory missions, conducting assessments, diagnostic missions and Data analysis on behalf of internationally recognized organizations.

#### **6. Vocational Skills**

- Ability to communicate effectively and engage with Ministers, DG, CG, senior Customs managers, as well as other border and trade top management, representatives and private sector representatives;
- Ability to facilitate group discussions and high-level meetings relating to Public administrations reform and modernization;
- Ability to work effectively in a team by contributing to common objectives;
- Ability to communicate clearly in writing that shows competence to think and analyze clearly and comprehensively;
- Proven analytical abilities and reporting skills;
- Excellent oral, written, and IT communication skills.

#### **7. Language Skills**

- A proficient level of English is required. Knowledge of additional languages (French, Arabic, Spanish or Portuguese) would be a strong asset.