

ASEAN CUSTOMS TRAINING & DEVELOPMENT BLUEPRINT: TRAINING, DEVELOPMENT & LEARNING

Aim

To develop a training and development system which fully and autonomously supports the business strategy of the customs administration and contributes to improved Customs business performance and regional integration through the training and development of its employees

Strategic Objectives

- Development, implementation and regular review of a long-term training & development strategy based on the organizational HRM strategy and plan which is designed to deliver the above aim, integrates with the customs business strategy, and is fully endorsed at top management level
- Development and resourcing of a training & development function which operates systematically and which is based upon training policies, systems and procedures which facilitate delivery of the training & development strategy

Key indicators

Training & Development Strategy

Senior management is committed to the training & development strategy based on the human resources management (HRM) plan strategy that reflects the strategic objectives and priorities of the Customs organization.

- *Measurable corporate objectives that reflect HR and HRD contribution to achieving the mandate of the organization*
- *The existence of an HR plan that reflects workforce requirements with activities and accountabilities*
- *The existence of a T&D strategy and plan*

A competent senior manager, with regular access to and influence with top management, is made responsible for the training function and held accountable for the extent to which HRD contributes to achievement of organizational objectives.

- *Accountable for the T&D strategy and plan and its implementation including budgeting and measurement of training results*

Training Policies, Systems and Procedures

A training policy which sets the direction regarding training & development, the principles for making training related decisions and an accountability framework for training that defines the roles and responsibilities of managers, supervisors and employees in human resources development

Training and learning programmes are based on a full and proper analysis of the organisation's training needs and priorities, both current and particularly for the future

Training programmes are designed to provide individuals with the knowledge, skills and attitudes (competencies) required to perform their jobs to a high standard

Training programmes take account of the career entry levels of individuals including personal attributes and values and their educational qualifications prior to entry to the customs service

Organizational core competencies are prepared and job competency profiles developed as well for all classes of jobs in the organisation, describing the minimum levels of knowledge, skills and attitudes required for competent performance

Managers and supervisors are required to identify the training needs of their subordinates and determine the learning strategies to meet those needs in consultation with the training & development department

Training decisions are based on the Systems or Systematic Approach to Training (SAT) which outlines processes for training needs analysis, training design and delivery and evaluation

Broad-based introductory training programmes are in place for new employees, with subsequent training programmes geared to specific job/individual requirements

Training programmes provide the opportunity for the integration of further education and other external forms of development

Training is delivered only by trainers who have received trainer training to a certification level

Where full-time trainers are used, arrangements are in place to ensure that they maintain up-to-date knowledge and experience of the subjects which they deal with

Training/learning strategies includes a range of methodologies, formal and informal, each reflecting the training requirement and include such things as knowledge management (KM) and e-learning

Modern training aids (e.g. whiteboards, flipcharts, overhead projectors, video facilities, computers etc) are available to support training delivery

Records are maintained of individual training histories and progress, and of action taken to meet further needs identified during training programmes. These records are also made available to the HRM function and preferably in an automated format.

All training, whether internal or external, is fully evaluated to assess cost-effectiveness and identify necessary changes. Managers and supervisors will take an active part in this process

Knowledge management (KM) and information exchange is considered to be a valid and effective training strategy

Training strategy, policies, systems and procedures are kept under regular review and evaluated to ensure they are meeting the objectives