

ASEAN Human Resource Management Blueprint

1. Aim

To develop an effective human resource management system which supports the achievement of the customs administration's objectives, is founded on and bound by relevant national legislation (e.g. Civil Service law), benchmarked against international standards and explicitly recognizes that people are the organization's most valuable resource and an investment for the future.

2. Strategic objectives

Development of an HRM system which;

- includes policies, strategy, and programmes which have clear links to the customs corporate strategy,
- defines the functions, roles and responsibilities within the structure of the customs administration, complies with national employment legislation and is benchmarked with respect.
- enables the customs administration to establish its own policies about Human resource management¹ in accordance with the applicable legislation,
- enables the administration to recruit, develop, deploy and retain people of the quality required to deliver its corporate objectives, and
- encourages the motivation of all employees, and seeks to ensure their satisfaction, comfort and safety, as well as their ethical attitude and behaviour.

3. Principles

- The **merit principle** should underlie all HRM systems and processes. This means that the best qualified person is recruited or promoted. It also means that rewards and recognition are related to performance. Independent mechanisms such as an appeal process and an internal audit programme are needed to prevent the abuse of merit.
- A well functioning **performance management** system should define job requirements based on organizational objectives and expectations and assesses results achieved. The system should include competencies, key indicators and a performance appraisal system. It also includes a functioning Code of Conduct and Disciplinary procedures that define expected behaviour and consequences of non compliance.
- **Transparency and objectivity** (openness and fairness) in internal HRM systems processes and procedures for recruitment, promotion, rotation performance management, training and development and discipline. In terms of objectivity, HRM practices are conducted without favouritism, or political influence and

¹ This includes: recruitment, retention, performance management and assessment, promotion, career progression, training and development, transfer, severance, dismissal, retirement and remuneration.

interference, and due diligence is applied in the investigation of suspected misconduct.

4. Key Indicators

4.1 Strategic focus

- The HRM strategies, policies and programmes are linked to and fully support the delivery of the objectives specified in the corporate strategy.

4.2 Organizational Platform

- The customs organisational structure and functions are clearly defined.
- The roles, responsibilities and accountabilities of each function at all levels are clearly defined.
- Job descriptions highlighting the tasks required for competent performance are prepared for all classes of jobs within the organisation.
- A competency framework exists which defines the knowledge, skills, attitudes and behaviours required at the organisational and job levels.

4.3 Legal basis

- The organisation's employment rules are compliant with relevant national legislation and are consistent with international standards.

4.4 Human Resource Management

- A competent, experienced, and credible senior manager, is responsible for the HR function.
- Integrated competency based human resource management systems are in place and operating effectively.
- A written policy for each HR system exists and is effectively communicated and applied throughout the organisation.
- Recruitment, promotion, rotation and disciplinary systems are transparent, objective and based on merit.
- Training, development and learning is managed through a Systems Approach to Training.
- A forecasting and planning system (Human Resource Planning) is in place to predict and meet the organisation's future employment requirements.
- Job structures, staffing levels, grading and pay scales within each function of the organisation are regularly reviewed to ensure that they are fair and justifiable.
- The operation of each HR system focuses on meeting the organisation's corporate needs by employing and deploying competent staff, at the right time, in the right place and at the right cost.
- A results based performance management system is in place which enables the organisation to collect and assess information (expectations, targets and results) about employee performance, and use that information to make decisions about

their rewards and recognition, deployment, development, promotion and career progression.

- Every manager is directly responsible for the performance management system insofar as it relates to their own staff, and are trained in its use.
- Managers involve their staff in efforts to improve the organization's performance.
- Human Resource specialists have the competencies to support the HR systems and to advise managers and employees on their implementation.
- All HR systems embrace the integrity principles in the Customs Ethics Blueprint.

4.5 Motivation and Satisfaction

- Top management demonstrates its commitment to securing the best possible remuneration and working conditions for the organisation's employees.
- The salary structure sufficiently differentiates between pay grades and levels in order to motivate employees and reflect their personal capacity and performance.
- A health and safety policy is in place and fully enforced.
- The workplace environment provides all employees with modern and appropriate office accommodation, facilities and equipment.
- [Where provided, staff quarters/housing or allowances are adequate.]
- The satisfaction of employees is regularly measured by surveys and the results used as inputs for the improvement of human resource policies and systems.
- Managers regularly (e.g. annually) consult their staff to enable them to freely express their opinions and identify opportunities to improve performance.
- Introduction of modern HR Systems takes into account the organisational and cultural environment in each AMS.

Cross references

ASEAN Blueprints on Customs Training and Development and Customs Integrity.

