

QHS Methodology to Develop Competency Standards for Talent Management in Customs Agency

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ABSTRACT

A customs agency that integrates the services of tariff classification, maritime clearance and supply chain services, must comply with regulations of legal requirements, implying a constant specialization in the management of talent in operations management, the development of a quality management system contributes to continuous improvement processes, with the implementation of the QHS methodology, competency standards will be developed to certify the specialized talent of the staff, ensuring the learning curve and generational change to consolidate the KPIs of customer satisfaction.

Keywords: QHS methodology, Skills certification, Supply chain, Customs agency

INTRODUCTION

In foreign trade business, customs agencies represent the solution to companies on the challenges of importing, dispatching, transporting, marketing and providing logistics services for products and merchandise, derived from this, the processes of continuous improvement at each stage of the development of operations in a customs agency represents an opportunity for operational excellence through projects in procedures and optimization of activities to comply with the level of customer satisfaction. This article represents the efforts of a master's thesis research project in administration to design a proposal for a standard of talent management competencies in a customs agency.

Since the publication in the official badge of the federal government in Mexico, the Mexican Standard NMX-R-026-SCFI-2016 has become a reference for continuous improvement practices and proposals for new NMX and Standards of labor competencies for certification programs of knowledge, skills and attitudes as is the case of the standards issued by the National Council for Standardization and Certification (CONOCER); The standards of competencies for customs agencies that have been characterized by contributing to the empowerment of knowledge, skills and attitudes; one of the first competency standards developed and published was position-oriented

with the function of Tariff Classifier, Merchandise Classifier and Customs Classifier; persons who work in the activities of tariff classification of goods, foreign trade, verification of customs documentation, inspection of foreign trade goods, merceological identification of goods and the assignment of tariff classification to foreign trade goods, contributing strategically to the strengthening of the competitiveness of the value chain of the supply chain sector of customs agencies (Madrigal, 2017).

QHS Methodology as Support to Build Labor Standards

The initial challenge is to build the intervention instruments with specialists and opinion leaders from all sectors of society with experience in customs agencies, applying the QHS Methodology (2010, 2022), for in-depth interviews and oriented surveys to determine the functional map of knowledge, skills and attitudes necessary for the functions considered as the requirements indicated in NMX-R-026-2016 and with a Business Model approach. Customs Agency (Garcia, 2021), the roadmap presented in Figure 1 was carried out to contribute to the design of standards that strengthen the competitiveness of customs services; representing the activity of Tariff classification of foreign trade goods; one of the main topics of specialty required in the Customs Agencies, even in the academic training of the students of Engineering in Logistics with specialty in Tariff Classification becomes a challenge play correctly this critical operation, likewise the knowledge of the merceological science is a competence required at the level of expert in a customs agency. For the design of new standards of competences, the importance of considering three key axes has been considered: 1) Administration of operations of the customs agency, 2) Quality Management System of the Customs Agency and 3) Develop a System of Social Responsibility of the Customs Agency. As a comprehensive strategy of the Business Model oriented to good practices of Corporate Governance in the value chain of a customs agency. The proposals of Mexican Standards and Competency Standards are models of good practices of systematic work supported by methodologies and specialists. (Rios, 2022).

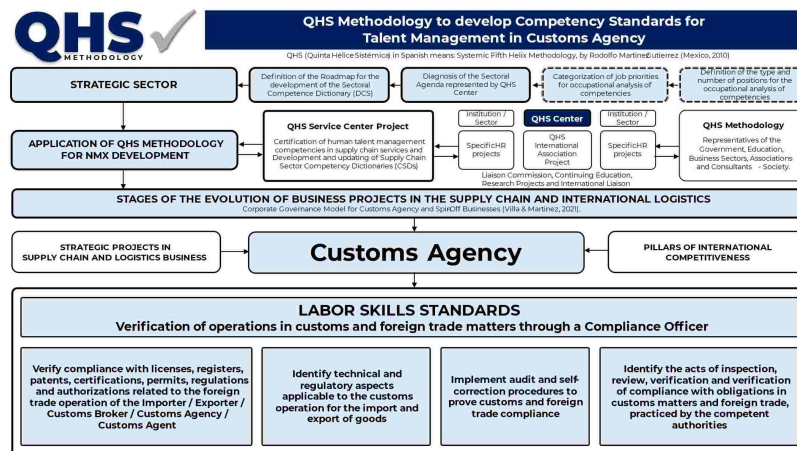


Figure 1: QHS methodology. (Adapted from Martinez, 2010.)

Table 1 presents the results of the standards selected as good practices to make new proposals according to the Mexican Standard of requirements for a Quality System in a Customs Agency (NMX-R-026-SCFI-2016), a challenge that many customs agencies require to prepare a human talent management model by preparing a training and certification process in knowledge, skills, and attitudes necessary to achieve the business philosophy of a customs agency with its clients and society in general.

Table 1. Standards of competences for customs agencies of CONOCER.

Code	Standard name	Elements of the standard
EC0396	Representation of the customs broker in the acts and formalities of the clearance customs	<ol style="list-style-type: none"> 1. Supervise the acts prior to the dispatch Customs 2. Prepare the customs pediment 3. Dispatch of goods before customs 4. Supervise the acts derived from dispatch Customs
EC0432	Tariff classification of foreign trade goods	<ol style="list-style-type: none"> 1. Verify the customs documentation of foreign trade goods 2. Inspect foreign trade goods prior to tariff classification 3. Identify foreign trade goods merceologically 4. Assign tariff classification to foreign trade activities
EC1301	Identification, prevention, and mitigation of risks in customs matters and Foreign Trade	<ol style="list-style-type: none"> 1. Identify administrative, criminal, and patrimonial risks in customs and foreign trade matters, in accordance with the legislation and regulations applicable at the federal and local level 2. Establish controls and mitigants through a Compliance program that allows to prevent and avoid the risks previously detected 3. Identify the acts of inspection, review, verification, and verification of compliance with obligations in customs matters and foreign trade 4. Implement best corporate practices for the efficient control and management of risks in customs and foreign trade
EC1487	Assistance to the customs broker / customs agency as a clerk in the clearance Customs of goods subject to foreign trade	<ol style="list-style-type: none"> 1. Support in the acts derived from the customs clearance of goods for foreign trade purposes 2. Manage the procedures before the dependencies, where their intervention is required, for compliance with non-tariff regulations and restrictions

DEVELOPMENT OF INNOVATIVE PROPOSALS TO STRENGTHEN CUSTOMS AGENCY BUSINESS

Table 2 describes the compliance requirements for a customs agency to maintain a Quality Management System and comply with its policies and make a presence in the market of reliability of its operations, finally the business card of a company is proportional to the level of satisfaction of its customers, in terms of quality, Service, cost and delivery time of its services to its customers, considering the factor of operations management, where planning, organization and control are key points.

Table 2. Mexican standard NMX-R-026-SCFI-2026 for customs agencies.

Approach	Compliance requirements
Legal and Organizational Structure	Legal structure Organizational structure
Inventory	a) Lines of authority, responsibilities, and assignment of functions of all staff, including managers b) Lines of authority, responsibilities, and assignment of functions of all staff, including managers Inventory of: a) Real estate, work areas and associated services of customs agency personnel b) Process equipment: hardware and software; considering security keys and systems, maintenance programs, software licenses used and support services, transportation, communication, or information systems
Personnel	Personnel: a) Document profiles and job descriptions for key positions such as: Commodity Sorter, Agent, Documenter and Capturist b) Document recruitment, selection and hiring policies and procedures c) Ensure psychotechnical assessment in key positions d) Provide induction and detection of training needs to staff e) Ensure staff are aware of their responsibilities at the customs agency f) Implement job skills certification program g) Implement performance evaluation and monitoring program h) Manage the work environment i) Maintain records of staff competencies
Policy Establishment and Strategic Planning	Establish strategic planning, impartiality, and confidentiality a) Determine mission, vision, and values b) Determine and meet your goals c) Commitments to customers, authorities, peers, and society in general for continuous improvement d) Establish policies of impartiality in the services, confidentiality, code of ethics, customs broker services e) Establish Quality Management System

CONCLUSION

Innovation efforts require leadership, teamwork and strategic planning oriented to corporate governance practices (Larenas, 2017). Systematizing learning curves contributes to generating operations indicators (Munger, 2022), The implementation of labor and professional competency standards are strategies of the senior management of customs agencies to empower key personnel in critical operations and thereby consolidate business operations with KPIs before the market and customers (Bernard, 2018). The value chain in customs agencies is traditionally characterized by a generational crossing learning style, therefore the training systems are personalized, via the four-step method (Perilus, 2021), where the first step; the instructor or expert performs the activity, second step; the apprentice carefully observes how it is done, third step; the learners develop the activity as instructed, and finally the fourth step; The instructor or expert evaluates under the certification scheme their knowledge, performances and products or services developed, as well as the attitudes and behaviors with which the demonstrative effect of the activity of their functions of the position was developed. The activities of strategic planning, Development of business policies under the approach of the organizational structure, contributes to a solid and successful transition to corporate governance practices, in the face of the challenges of increasingly competitive supply chain services in the world of trade and customs (Madrigal, 2017).

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