

Administration of Operations and Quality Systems With Social Responsibility in Customs Agency

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ABSTRACT

In the foreign trade sector, customs agencies assume legal compliance challenges, objectives, and customer service goals that they must monitor through KPIs, to strengthen operations management, the QHS methodology is used to develop diagnostic and proposal mechanisms to develop models of quality management systems, risk, and social responsibility. Business philosophy, talent management, teamwork and senior management leadership are success factors for business growth.

Keywords: Quality management system, Customs agency, Social responsibility

INTRODUCTION

With the purpose of making a proposal for a new Mexican Standard to cover the requirements of a Management System for Operations Management, Quality and Social Responsibility in Customs Agencies, a systematic investigation with a focus on sectoral integration is proposed.

Since ISO (International Organization for Standardization) was founded in 1947 in Geneva, Switzerland, until today it is a non-governmental organization formed by 162 countries and 3368 technical organizations, more than 19,500 ISO standards have been developed. The standards with the highest demand for implementation are ISO9001 for quality management systems, ISO14001 for environmental management systems, ISO27001 for information security management systems and ISO31000 for risk management systems. The ISO9001 standard is the standard with the highest demand for implementation worldwide, according to the latest report published by ISO in 2020, the number of 916,842 organizations with ISO9001-2015 certification was registered.

ISO Standards are based on the continuous improvement cycle model created by Walter Shewhart, and popularized in 1950 by Edwards Deming; the PDCA concept, which integrates four phases: 1) Plan; stage in which specific activities are defined to improve performance, 2) Do; In this phase, the planning phase must be respected so that the objectives of the process are

achieved with the defined specifications. In phase 3) Check; is the comparison and correlation of the activities developed vs. the specifications of the planning, to check if it is effective and efficient what is done in the processes of products and services of the organization, in phase 4) Action; refers to the critical analysis of the success of the process or adjustment of the identified activities that are being developed to remedy errors and that is considered as an organizational learning experience and thereby activates the process of continuous improvement (PDCA).

In Mexico there are Mexican Standards known as the acronym NMX, used as guides for good management practices (Madrigal, 2017). The analysis of three NMX will be addressed with a focus on the Customs Agencies, Quality Management Systems, and the Guide for Social Responsibility.

QHS Methodology as Support to Build Mexican Standards

Through the instrumentalization of scaffolding and development of constructs of the QHS Methodology (Gutierrez 2010, 2022) Figure 1 proposes the roadmap for the design of the proposal of a Mexican Standard from the referential context of Customs Agencies that pose in their administration of operations, to develop a quality management system of their commitments of the nature of business with a focus social responsibility and good practices of corporate governance (Garcia, 2021), impacting the value chain of the supply chain represented by companies specialized in foreign trade and international logistics services (Rios, 2022), companies with characteristics and profile of MSMEs and of origin of being family businesses, a common characteristic, is that managers bring the know-how in their heads, And the learning curve of the transfer of good practices is associated with delegation skills, talent management of new generations and generational change with the opening to new innovation practices in the business world of foreign trade and its strategic chains.

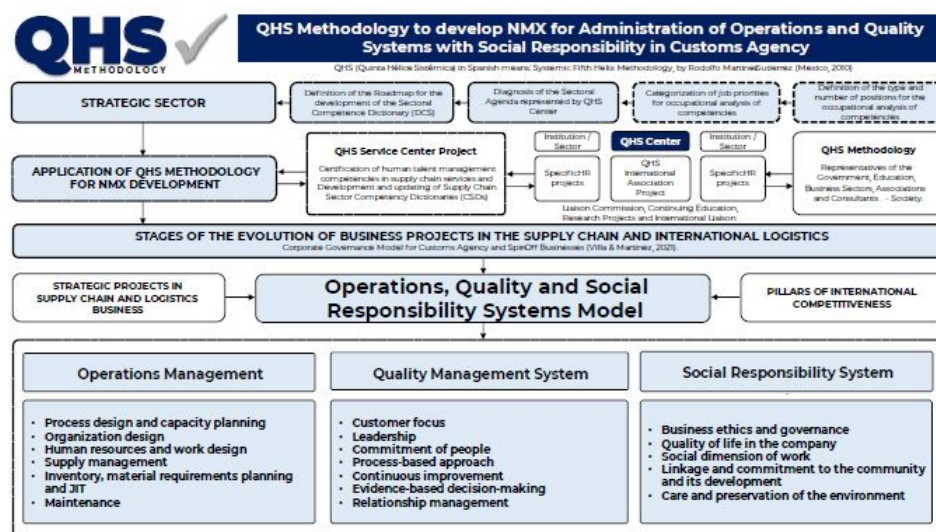


Figure 1: QHS methodology. (Adapted from Martínez, 2010.)

Table 1 presents the results of the Mexican standards selected as state of the art for applied research, the priority of customs agencies is the development and implementation of efficient, practical models and do not represent bureaucracy and administrative inefficiency, much less operational, under the context of MSMEs with characteristics of being family-owned companies, with relay generations with innovation processes towards corporate governance practices, that is why the proposal to create an Ad Hoc model that represents a model tailored to a customs agency, and contributes to the exercise of consolidation of operations, management of human talent with certification standards of critical operations and with a sense of social responsibility.

Table 1. Analysis of Mexican standards (NMX) for its implementation.

Code	Purpose	Benefits
Customs Agency	NMX-R-026-SCFI-2016 Being applicable to Customs Brokers who exploit their patent through the legal constitution and operation of a customs agency in the United Mexican States	Establish clear and precise technical specifications, as well as various technical recommendations for the proper and efficient use for the determination of the quality of the services provided by the Customs Broker.
Quality Management System	NMX-CC-9001-IMNC-2015 Contributes to the organization to improve overall performance and provide a solid foundation for sustainable initiatives	<ol style="list-style-type: none"> 1. Ability to regularly provide products and services that meet customer requirements and applicable legal and regulatory requirements 2. Facilitate opportunities to increase customer satisfaction 3. Address the risks and opportunities associated with your context and objectives 4. The ability to demonstrate conformity with specified Quality Management System requirements
Social Responsibility	NMX-SAST-26000-IMNC-2011 Contribute to sustainable development, considering it as development that meets the needs of the present without compromising the ability of future generations to meet their own needs	<ol style="list-style-type: none"> 1. Competitive advantage 2. Reputation 3. Ability to attract and retain workers or members of the organization, customers, or users 4. Maintaining employee motivation, engagement, and productivity 5. Perception of investors, owners, donors, sponsors, and financial community 6. Relationship with companies, governments, media, suppliers, peer organizations, customers, and the community where it operates

DEVELOPMENT OF INNOVATIVE PROPOSALS TO STRENGTHEN CUSTOMS AGENCY BUSINESS

Table 2 describes the core elements of the eclectic proposal the innovation strategy that integrates the necessary aspects for a quality management system, social responsibility and the operations of a customs agency, to cover all aspects of legal compliance as a company, and the requirements of an administrative and operational system that contributes to practices of a company with formal performance indicators, Talent management, traceability and real-time monitoring of operations and services to meet customer service requirements. Maintaining continuous improvement practices as part of the business philosophy. The definition of the context of the organization, the interested parties, the static planning, the vision, mission of the business are key components of the proposal of a new Mexican Standard that is oriented to the sectoral competitiveness and innovation of businesses specialized in foreign trade and the supply chain at an international level, with management models and transgenerational vanguard.

Table 2. Comparison of requirements by Mexican standards.

Content	NMX-R-026	NMX-CC-9001	NMX-SAST-26000
NMX Name	Quality of Customs Agency Services	Quality Management System	Social Responsibility System
Objective and field of application	Provision of customs services and foreign trade	Requirements for a Quality Management System	Guide to Sustainable Development
Normative References	NMX-CC-9000 NMX-CC-9001	NMX-CC-9000	NMX-SAST-26000
Terms, definitions, and abbreviated terms	Customs, Customs Agency, Customs Broker, Cove, Customer, Goods clearance, digital document, electronic document, Customs recognition	NMX-CC-9000	Social, environmental, legal, cultural, political, and organizational diversity, economic conditions, social responsibility
Requirements	Organizational Structure, Infrastructure, Personnel, Strategic Planning, Policies, QMS	Organization context, Leadership, Planning, Support, Operation, Performance evaluation, Improvement	Integration, implementation, and promotion of socially responsible behavior in the organization
Concordance with International Standards	There is no concordance, because there is no	ISO9001:2015	ISO26000:2010

CONCLUSION

The proposal of a Mexican Standard as a Management System Model for the Operations, Quality and Social Responsibility of a Customs Agency, will associate requirements of the operations administration of the provision of

services of the customs agency, developing design processes and planning capabilities, design of the organizational installed capacity (Larenas, 2017), definition of job descriptions and profiles, talent management and learning curves, definition of supply chain management processes (Perilus, between suppliers, the organization and customers, definition of performance indicators, for quality, service, costs and delivery times, evaluation of performance level (Munger, 2022), and customer satisfaction, inventories, infrastructure and business policies, aspects of the quality assurance system of operations carried out in the development of customs agency services, must consider leadership controls, authority and levels of responsibility in the organization, Development of continuous improvement mechanisms based on objective evidence, process-based approach and customer relationship management (Bernard, 2018). The aspect of social responsibility in a customs agency has as its purpose the analysis of the organization and its role in the economic, environmental and social ecosystem (Madrigal, 2017), highlighting its leadership of actions in favor of sustainable development actions such as the UN 2030 Goals and the Sustainable Development Goals; customs agencies contribute to society with actions to education; Recruiting talent and carrying out activities of philanthropy, social service to the community and strategic collaboration in the associations of local, regional, national and international customs agencies, contributing with innovation projects in the operations of foreign trade, customs and international logistics. Being SDG 17 Alliances for the development of the SDGs, the one with the greatest representativeness and linkage with the different sectors of society that contributes to education, the environment, the economy and culture for sustainable development, under a sectoral integration approach as proposed by the QHS Methodology (Martinez, 2020), unite the experience and talent of the government, academia, companies, associations and specialized consultants, with the purpose of generating eclectic models for generational change in the World.

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