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V. B. PUGACH, O. I. KARMANOVA****CORRELATION BETWEEN THE WCO PROFESSIONAL STANDARDS
AND THE CURRICULUM OF VOCATIONAL TRAINING
OF THE UKRAINIAN ACADEMY OF CUSTOMS**

The authors analyze the impact of the WCO Professional Standards on the Curriculum of vocational training for customs officers. The article describes the correlation between the WCO Professional Standards and the Curriculum of vocational training of the Ukrainian Academy of Customs, its significance and the reasons why the WCO Professional Standards was proposed. The authors also research the issues of Professional Standards initiatives by the WCO and Ukrainian Academy of Customs position regarding professional education of customs officers from the respective of developing countries.

Key words: *WCO Professional Standards, vocational training, Curriculum, Ukrainian Academy of Customs.*

Now the modern labor market demands the improvement of the requirements for training human resources of different countries. Steady tendency of educational standards in concurrence with the relevant professional standards of the branch, based on the competency building approach, provides the framework for improving the ability of professionals to perform tasks in professional activity effectively. In the area of customs affairs the processes of reforming as well as standardization of education field at a global level led the World Customs Organization (hereinafter – WCO), whose developed 3professional standards are the benchmark both for performance standards and for educational standards.

Therefore, the importance of the subject of our article on professional training in the field of customs in the context of globalization and standardization due to the need for trained human resources by adapting the national level proposed by international organizations of innovative tools and best practices. The purpose of the article is to the correlation between the WCO Professional Standards and the Curriculum of vocational training of the Ukrainian Academy of Customs, its significance and the reasons why the WCO Professional Standards was proposed.

Various aspects of continuous professional education in the field of customs examine scientists from different countries (A. Belyaeva, A. Beckman, I. Vasiliev, D. Viddousan, L. Debok, S. Dzhennard, A. Kon'kova, V. Lyednov, L. Lozbenko, M. Makhmutova, A. Melnikov, H. Mintzberg, Y. Jansson, A. Kanheldiyev, A. Krupchenko, O. Pavlenko, A. Pankratov, I. Pogiba, A. Poro, etc.). In many studies [1, 2, 3, 4, 5, 6] emphasizes that the modern custom manager expected increased understanding of political, economic and trading environment, which now operates Customs, the ability to apply progressive management and technological tools. This is compounded by the data analysis of the diagnostic mission of the WCO, conducted a program of WCO Columbus (www.wcoomd.org).

Our analysis confirmed that some customs administrations and institutions recognize that there is a special set of knowledge, skills and behaviors that are necessary to perform the unique role of customs in the government. In response, educational institutions in different countries, customs officials, who prepare and conduct training, need to develop special curricula, but until recently, there was no coordination or standardization in these individual attempts.

In 2005, the WCO has begun organizing many individual interests and developments in this area, to create a set of common, internationally recognized standards of professional development of customs managers. The initial presentation was made with the support of the International Network of Customs Universities (INCUI) (www.incu.org) in 2006, by starting of program WCO PICARD (Partnership in Customs Academic Research and Development). Working with INCUI, WCO finalized professional standards for strategic and operational management of customs and continued work on the development of uniform international standards for inspectors of customs institutions and instruments of implementation of standards [4]. Now academic institutions can implement standards (agreed to international organizations) in their curricula, while meeting the national accreditation criteria. It should be noted that a number of academic institutions in the world have initiated and worked out pilot programs based on these standards.

The Curricula of the Ukrainian Academy of Customs were analyzed and compared with the WCO Professional Standards by the Bachelor and Master's degrees, and also by the system of vocation training for the target group – customs officers.

There are 17 *module* names (thematic priorities) in the *WCO Professional Standards* for **Overall Knowledge Requirements**:

1. National and international policy/politics.
2. Customs role in government and interaction with other Government departments.
3. The customs business.
4. Aspects of judicial and legal systems relevant to customs.
5. Micro- and macro-economics.
6. Strategic planning.
7. Policy development and implementation.
8. Financial management.
9. Human resource/capital management.
10. Risk management.
11. Information /knowledge management.
12. The international supply chain.
13. Modern technological approaches to customs and business.
14. Modern technological approaches to customs and business.
15. Public and media relations and communication.
16. Principles of ethics, good governance and integrity.
17. Customer management.

The WCO Professional Standards module summary are: module 1. – The individual will demonstrate a critical understanding of the governments overall economic policies and social direction, its international and regional obligations and priorities; module 2 – Understanding of the role of customs in applying Government policy to people and trade at the frontier and its basic management control and collection requirements; module 3 – Understanding of the complex role of customs as a policy enabling and enforcement organization; Economic and Fiscal; Trade management; Social Protection; International/regional/ Compliance Management; module 4 – Understanding of the operation of the interna-

tional and national judicial system and legislative processes; the distinction between, primary and secondary legislation appropriate to the country; and the legislative drafting and enacting process; module 5 – General understanding of micro- and macroeconomics; module 6 – Critical understanding of the internal and external environment; module 7 – Understanding of the internal Customs policy requirements and procedures for their development and implementation; Understanding national and international policy imperatives and translating them into internal customs policies; module 8 – Thorough understanding of procurement for and allocation of the financial, technical and human resources from government to effectively deliver the objectives of the Customs business; module 9 – Understanding policies; module 10 – Understanding the context in which risk is to be managed including the information, intelligence, structural and system requirements for an effective risk management system which has both preventive and targeting elements; module 11 – Identifying the sources of core information; Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory; module 12 – Understanding of the effective operation of the international supply chain and of the role of customs inside it; “both for import and export, the needs of its component parts and the opportunities it presents for effective control and trade facilitation; module 13 – Understanding of the effective operation of the trading community nationally and internationally, the needs of its component parts and the opportunities it presents for effective control; module 14 – Understanding of the use of computer technology to provide simplification of processing, security of transactions, consistency of approach, IT governance, management information, effective control, clear communications; to create web-based products and services; Understand the use of other technology to support customs operations; module 15 – Understand of the key role and techniques of communications in a modern customs department to create a compliance culture, demonstrate transparency, educate the trade and inform both government and the public; module 16 – Understand, practice and communicate the principles that underpin good governance; Create an ethical environment; module 17 – Customer segmentation, customer satisfaction, customer dialogue.

WCO Standards module essentials are: module 1 – The identification of the key players at governmental and international level with influence on Customs policy and resources, Creation of as proactive system of information gathering to enable constructive, Management with government, The ability to identify and provide advice to government of international and regional developments, International Customs Lawmodule; module 2 – Identification the key Government departments with frontiers, trade and taxation requirements either working through Customs or working alongside customs; establishment of effective consultancy networks and co-operative approaches to border management; knowledge of all the missions of customs for itself and other administrations (public health, safety, etc); module 3 – WTO Agreements and Annexes; The Revised Kyoto Convention; SAFE Framework of Standards; Customs principles; The economic role of customs in creating an attractive investment cli-

mate; Modern revenue assessment and collection techniques; The relationships between compliance, facilitation and enforcement. The controls required to develop, manage and influence a compliance culture; The public priorities for a safe and secure environment; The international/regional priorities for a secure supply chain (WTO, WCO, UNODC etc); The international/regional priorities for a secure society (Organized crime, Health, agriculture, WCO, UNODC etc); Obligations to regional Customs/Economic unions and free trade agreements; Managing Investigations to ensure successful prosecution of serious offenders; Basic taxation knowledge; module 4 – The key players in the governmental Judicial and legal system; Good Governance; Data Protection; Separation of Legislature, judiciary and executive; Prescribed procedures (including appeals); The use of statutory instruments, terminology regulations and proscribed procedures; The legal obligations and powers of customs and the legal obligations on the trade and public; module 5 – Key players in the economy; Macro-Economics; Contemporary economic concepts; Government economic policy; The balance between free trade and protectionism; The role of the tariff in economic development; The economics of free trade and of protectionism; Balance between control and compliance; Understand the effects of implementation of international decisions and of the tariff on the social and economic development; The creation of an economically attractive climate; Business costs module; 6 – Translating vision to attainable goals; Development of strategies to achieve governmental objectives; Performance and effectiveness measurement; Human Capital Management; module 7 – WTO Agreements and Annexes; The Revised Kyoto Convention; SAFE Framework of Standards; Be able to apply procedures corresponding to the policies; Translation of strategy into operational policy; The policy development process within government; The legislative basis for/ limitations on policy implementation; The engagement of key stakeholders both to influence policy development and to assist with policy development; Understanding of the basic principles of programme and project management; module 8 – Relevant horizon scanning; Strategic planning techniques; The distinction between development and running costs, capital and operational costs; The national mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations; Ability to set-up performance indicators; Contingency planning; Risk management as a resource allocation tool; Basic Human Resource Management methodologies: recruitment, training, performance management; Understanding of the basic principles of programme and project management; Understanding the basic principles of tendering and contracting; module 9 – Basic Human Resource Management policies; Recruitment and retention; Training; Performance management; module 10 – The Revised Kyoto Convention; National policy as a risk management tool; The relationship between intervention and facilitation; The strategic use of risk management to control trade, protect society and combat cross-border crime; The tactical use of risk management to detect smuggling and terrorism, and to provide assurance; The importance of approval, audit and Anti-smuggling in the Risk management process; module 11 – Identification of key performance indicators; Essential

management information on resource use, operational effectiveness, contracting, service providers; Performance measures (internal and external); Essential accounting information; The essential records needed to maintain a corporate memory; module 12 – The WTO Instruments for trade facilitation and safeguard measures; The Revised Kyoto Convention; The SAFE Framework of Standards; Decrease the costs of customs controls and actions; Supply chain management; Opportunities/barriers; The requirements of stakeholders, including: banking and insurance sectors, importers and exporters, logistics companies, transportation companies, clearance agents, public, international associations and organizations, national bilateral and multilateral agencies, the final clients (end of the chain); Capacity to integrate customs inside the supply chain; module 13 – Understanding trade terminology; Understanding of the concerns and needs of various members of the trade community; The understanding of the internal controls applied by business and their use by Customs; The understanding of appropriate business practices that can be applied to the management of Customs e. g.: strategic management techniques, management information systems, estates management, transport management, IT provision, technical support, communications; module 14 – To define the Customs IT requirement; understanding the costs, benefits and risks associated with technology acquisition and use; the application of electronic transfer and processing of supply chain information; the effective linking of computer systems; the limitations of computer systems; current technology available to Customs to support operations e. g.: scanners, X-ray, source detectors, radio and positioning equipment, monitoring and tracking, specialist search; to understand the tendering and contracting process required for the acquisition of new technology; intelligence and benchmarking; return on experience (inside and outside administration); module 15 – Identification of key players in the national media and communications businesses; Identification of internal and external communications strategies which promote the goals of the organization; Influence/educate Government, the trade and the public; Provide a strategic control methodology; Provide a high profile for Customs; Identify communications techniques; Ensure that all legislative and procedures are available for the public; module 16 – The Arusha declaration on Integrity; Leadership; Regulatory framework; Transparency; Automation; Reform and modernization; Audi; Code of conduct; HR strategy; Morale; Relationship with Private sector; National laws and principles related to ethics and anti-corruption in the civil service; Sensitize the private sector to corruption issues (two-way problems); module 17 – Understanding customer business needs; Establish communication, consultation and partnerships; Rules of engagement.

The correlation (level Overall Knowledge Requirements) between Academy's curriculum module for vocational training and the WCO Professional Standards module are: module 1 – State Government and State Service, Legal provision of the state government, Labour legislation fundamentals, Economical aspects of the Ukraine's entry to the World Trade Organization (WTO), Application of the European Court practice on the human rights protection (The convention on the human rights protection); module 2 – Customs business history,

topical problems of the economic development of Ukraine; module 3 – Customs Control over the movement of the cultural values: the problems and perspectives; International Convention on the simplification and harmonization customs procedures (Kyoto Convention, 1973); module 4 – Anti-money laundering legislation; Judicial practice in Customs Authorities; module 5 – Economic integration of Ukraine in the globalization conditions; module 6 – Legal principles of the social peace providing in the customs agencies; Social-psychological fundamentals of work with personnel; module 7 – International Convention on the simplification and harmonization customs procedures (Kyoto Convention, 1973); WCO SAFE Standards and the world trade facilitation; Ukraine in the multilateral universal trade system GATT WTO: juridical mechanism, consequences and prospects; Application of the European Court practice on the human rights protection (The convention on the human rights protection); Managerial decision making with a purpose of specific problem solving of the customs activity; Customs procedures fulfillment in the goods moving through the customs border by different kinds of transport; Practical application of Customs legislation; The ways of the customs formalities improvement; Customs legislation of the conterminous countries; module 8 – Essentials of the management science in the Customs Service; Ways of the unification and modernization of the movement of goods control: the present state and perspectives; Performance measurement problems of customs business; Management documentary provision in the Customs Service; module 9 – Essentials of the management science in the Customs Service; Psychology of management in the customs authority; module 10 – International Convention on the simplification and harmonization customs procedures (Kyoto Convention, 1973); Methods of the improvement, increasing of the productivity and effectiveness of the control system; Legal regulation of the goods that contain intellectual property objects moving through the customs border; Some problems of the Ukrainian Customs legislation application; Framework standards and risk management; Post-audit; module 11 – Essentials of the management science in the Customs Service; Psychology of management in the customs authority; module 12 – International Convention on the simplification and harmonization customs procedures (Kyoto Convention, 1973); Comparative analyze of the customs officers training in Ukraine and the USA; Problem issues of the customs control legal regulation; SAFE Framework standards and the world trade facilitation; Topical questions of organization of accounting, control and financial and economic activity analysis of the customs agencies; The ways of the vehicles examination; Handling technique of an unaccompanied luggage; Technologies of customs control and customs formalities; International transportation; Customs logistics; module 13 – Legal regulation of trade policy WTO-members; Economic integration of Ukraine in the globalization conditions; module 14 – Ways of the unification and modernization of the movement of goods control: the present state and perspectives; module 15 – Legal principles of the social peace providing in the customs agencies; module 16 – Human Resources Management in the customs authority; Social-psychological fundamentals of work with personnel; State Government and State Service; Man-

agement particularities in the Customs Service system; Professional ethic; Ukrainian as a language of the professional communication; Post-audit; Fighting with money laundering; module 17 – Application of the European Court practice on the human rights protection (The convention on the human rights protection).

And what about **Overall skill requirements**? There are 2 thematic priorities in the WCO Professional Standards for Overall skill requirements: Change management (module summary: the ability to strategically analyze the key components of the change process to clearly outline the need for change, empathize with those experiencing change and assist them in developing the new knowledge, skills and behaviors required.) and Programme/project management (module summary: the ability to scope a range of projects, to identify overlaps resolve conflict, and sequence into a strategic programme; to provide a steering mechanism and develop, manage, monitor and evaluate progress; the ability to change or stop projects which do not meet business requirements.).

The WCO Standards module essentials for Overall skill requirements are: module 1 – Customs reform and modernization; Implementation of external reviews; Implementation of internally generated changes; module 2 – Customs reform and modernization; Structural reform programmes; Government reform programmes.

The correlation (level Overall skill requirements) between Academy's curriculum module for vocational training and the WCO Professional Standards module are: module 1 – Performance measurement problems of customs business; Management documentary provision in the Customs Service; module 2 – Ukraine in the multilateral universal trade system GATT WTO: juridical mechanism, subsequences and prospects.

Overall behavioral/attitudinal requirements. Very important are: role model (exhibiting behaviors which reflect the cultures and desired performance of the organization), ethics (behaving in a manner that demonstrates the high value placed on integrity and good governance), empathy awareness and objectivity (showing and understanding of the situation of the staff within the organization without compromising personal and official values; no undue favoritism, dispassionate view of issues, well-informed, measured decision making), confidence (communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements), motivation (create a work environment that encourages creative thinking), customer orientation (focusing on trade/public facilitation).

The WCO Standards module essentials (Overall behavioral /attitudinal requirements): module 1 – Treating all staff with respect; Rewarding and acknowledging good performance; Tackling poor performance; High visibility; module 2 – Advocating a zero tolerance policy on corruption and be able to implement it; inside the administration; Attending all major integrity events; Conducting regular external surveys on ethics; Fighting actively against corruption; module 3 – Visible and well briefed when meeting staff; Explaining issue clearly and honestly; Acknowledging and Dealing effectively with opposing views; module 4 – Transparency in dealing with management and policy issues; Dealing quickly and effectively with rumours; module 5 – Creating motivational tools;

Encouraging staff to adopt new techniques; Recognizing performance or desired behaviors; module 6 – Understanding customer needs and their business environment; Development and implementation of Customer service standards; Ensuring compliance with international best practice.

The correlation (level Overall behavioral/attitudinal requirements) between Academy's curriculum module for vocational training and the WCO Professional Standards module are: module 1 – Professional ethics in the context of the Customs authorities management efficiency increasing; State Government and State Service; The efficiency of the business meeting carrying out; The features of the management in the system of the Customs service; The adequacy of the state management in Ukraine for world principles and norms; Social and psychological basics of the staff relations; State service and State management; Personnel policy' module 2 – Professional ethics in the context of the Customs authorities management efficiency increasing; Social and psychological basics of the staff relations; module 3 – Professional ethics in the context of the Customs authorities management efficiency increasing; the efficiency of the business meeting carrying out; Social and psychological basics of the staff relations; module 4 – Professional ethics in the context of the Customs authorities management efficiency increasing; the adequacy of the state management in Ukraine for world principles and norms; module 5 – Professional ethics in the context of the Customs authorities management efficiency increasing; the adequacy of the state management in Ukraine for world principles and norms; social and psychological basics of the staff relations; personnel policy; module 6 – Professional ethics in the context of the Customs authorities management efficiency increasing; State Government and State Service; the adequacy of the state management in Ukraine for world principles and norms.

After realization of the 1-st stage of the pilot project of the WCO PICARD Programme the Academy took into account the recommendations of the working group concerning curricula updating, namely implementation of separate modules of the WCO Professional Standards to the curricula of the Academy. The 2-d stage of the PICARD programme execution in the Academy concerns execution of the above-mentioned recommendations and approbation of renewed curricula.

Conclusion. Content analysis of the modules of vocational training program (target group – customs officials) and their correlation with the modules of the WCO Professional Standards given in the table show that vocational training curriculum of customs officials corresponds to the requirements of competence of customs officials by the WCO PICARD Programme.

For the vocational training system of customs officials the correspondence of curricula with the modules contents of the WCO Professional Standards amounts to 90%. Such situation is specified that the vocational training subjects of the Academy are not only theoretical but also applied, thereby customs officials have the opportunity to acquire skills studying theoretical subjects.

For vocational training there is a combination of management subjects with specialized customs subjects.

Prospects for further research. We consider convenient to further theoretical development and practical implementation of standardized professional and

educational standards for inspectors of the customs authorities (lowest level) and specialists in international trade.

Endnotes

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Тімченко-Міхайліді Н. С., Пугач В. Б., Каманова О. І. Кореляція Професійних стандартів Всесвітньої митної організації й навчальних програм підвищення кваліфікації Академії митної служби України

У статті проаналізовано вплив Професійних стандартів Всесвітньої митної організації (ВМО) на навчальні програми підвищення кваліфікації для співробітників митних органів. Наведено кореляцію Професійних стандартів ВМО та навчальних програм професійної підготовки Академії митної служби України, їх значення й передумови запровадження Професійних стандартів ВМО. Досліджено питання, пов'язані з ініціативами з боку ВМО щодо професійних стандартів, та позицію Академії митної служби України щодо професійної освіти співробітників митних органів країн, що розвиваються.

Ключові слова: Професійні стандарти ВМО, підвищення кваліфікації, навчальні програми, Академія митної служби України.

Тімченко-Міхайлиди Н. С., Пугач В. Б., Карманова Е. И. Кореляция Профессиональных стандартов Всемирной таможенной организации и учебных программ повышения квалификации Академии таможенной службы Украины

В статье проанализировано влияние Профессиональных стандартов Всемирной таможенной организации (ВТамО) на учебные программы повышения квалификации для сотрудников таможенных органов. Представлена кореляция Профессиональных стандартов ВТамО и учебных программ профессиональной подготовки Академии таможенной службы Украины, их значение и причины, почему Профессиональные стандарты ВТамО были предложены. Исследовано вопросы, связанные с инициативами ВТамО по поводу профессиональных стандартов, и позицию Академии таможенной службы Украины по вопросу профессионального образования сотрудников таможенных органов развивающихся стран.

Ключевые слова: Профессиональные стандарты ВТамО, повышение квалификации, учебные программы, Академия таможенной службы Украины.