

8th European CAF Users' Event "Leading Quality into the Future"
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**Staff development and
involvement**

Customs Administration of the Republic of Macedonia
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Outline

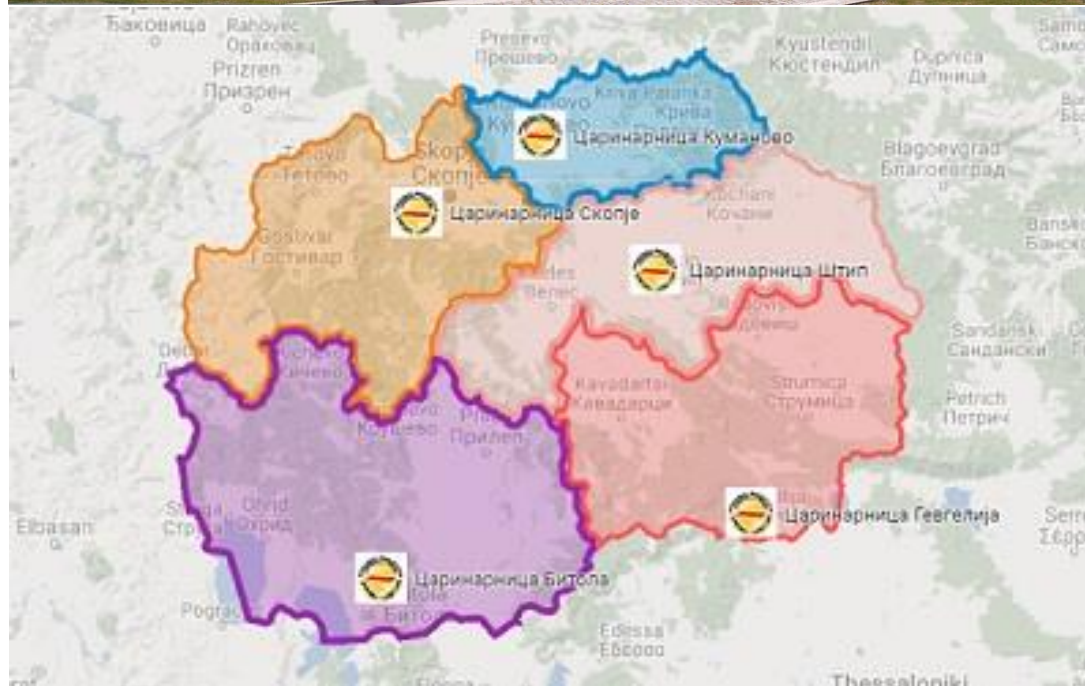
- 1. Background and context of the organisation**
- 2. Background of the case**
- 3. Process/dynamics**
- 4. Results/outcome**
- 5. Lessons learned & key recommendations**

1. Background & Context of the organisation

- The CA, as a body within the Ministry of Finance, is institutionalized on 14 April 1992
- Vision *„Let-s be a leading Customs Administration in the region that will give strong support of the legal economy and which will be fully harmonized with the standards of the European Union“*
- Mission *„To protect financial interests and society, while supporting economic development through cooperation, facilitation and modernization“*

1. Background & Context of the organisation

- 1110 employees on January 1st 2018
- A budget of 16.750.000,00 euros for 2018
- Central Administration and five Regional Customs Houses
- 9 sectors, 4 independent departments
- 22 internal offices and 18 border offices



1. Background & Context of the organisation



- Principal competences of the Customs Administration are customs surveillance, customs control, clearance of goods, investigation and intelligence measures in order to prevent, detect and investigate customs offences and crimes laid down by law, collection of fines, calculation and collection or refund of import and export duties and conducting other operations laid down by law.



2. Background of the case

- In the organizational work of our institution, the CAF meant introducing a method of continuous improvement of the organization, in correlation with already established policies and practices for quality management.
- The CAF model at the Customs Administration is implemented a year ago, at the full level, including the entire organizational structure.
- Law on the introduction of a quality management system and a common framework for work evaluation and provision of services in the state service.

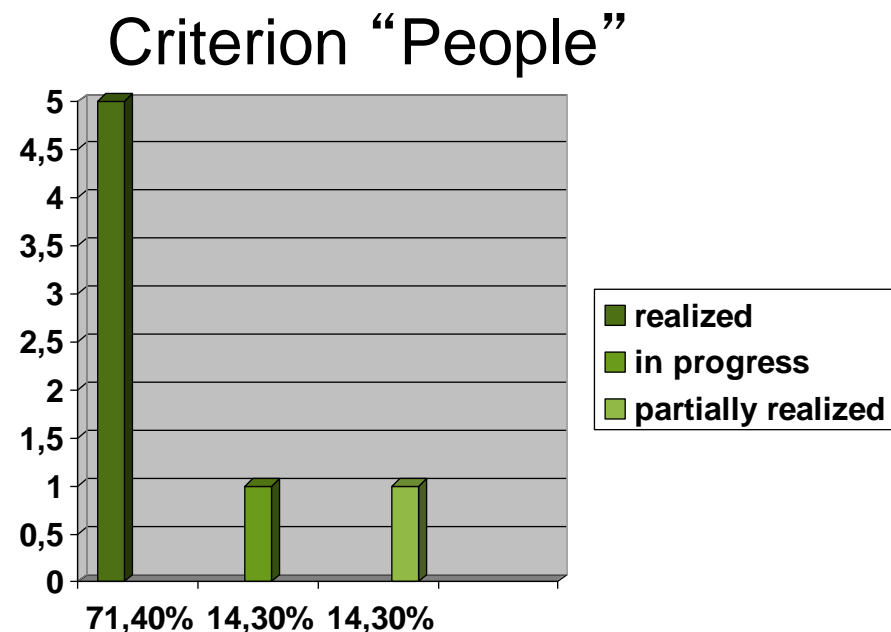
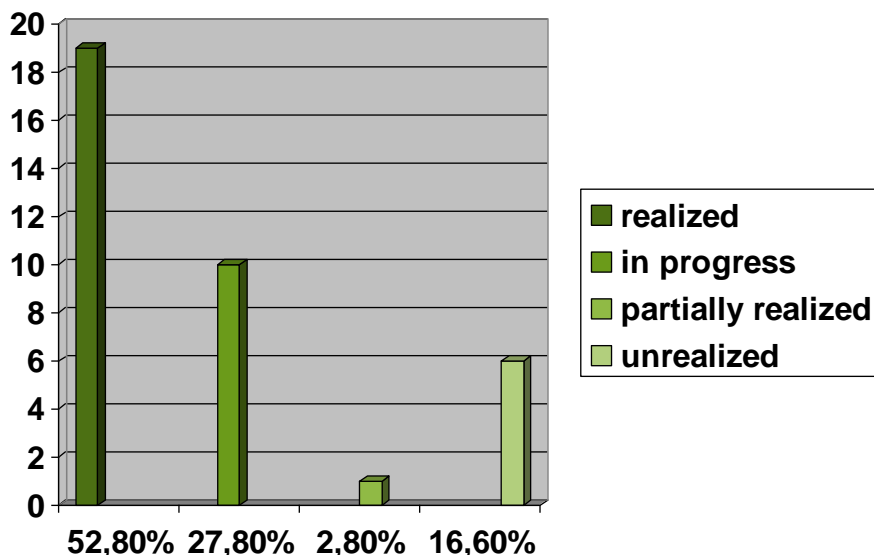
3. Process/dynamics

- A self-assessment team was formed with a decision in July 2016, consisting of 17 members, coordinator and deputy coordinator. Participation of employees from all organization units in the CA.
- Time period on self-assessment September-October 2016.
- Report on a Common Assessment Framework at the Customs Administration of the Republic of Macedonia - November 2016.
- Plan for improvement of the situation in the CA - December 2016

- Main obstacle - insufficient knowledge and distinction of criteria and subcriteria.

4. Results/outcome

■ RESULTS for a period of 12 months



- The project activities continue through the inclusion of the unrealized measures for improvement of the conditions in the adopted Action Plan of the CA for the period 2018-2020.

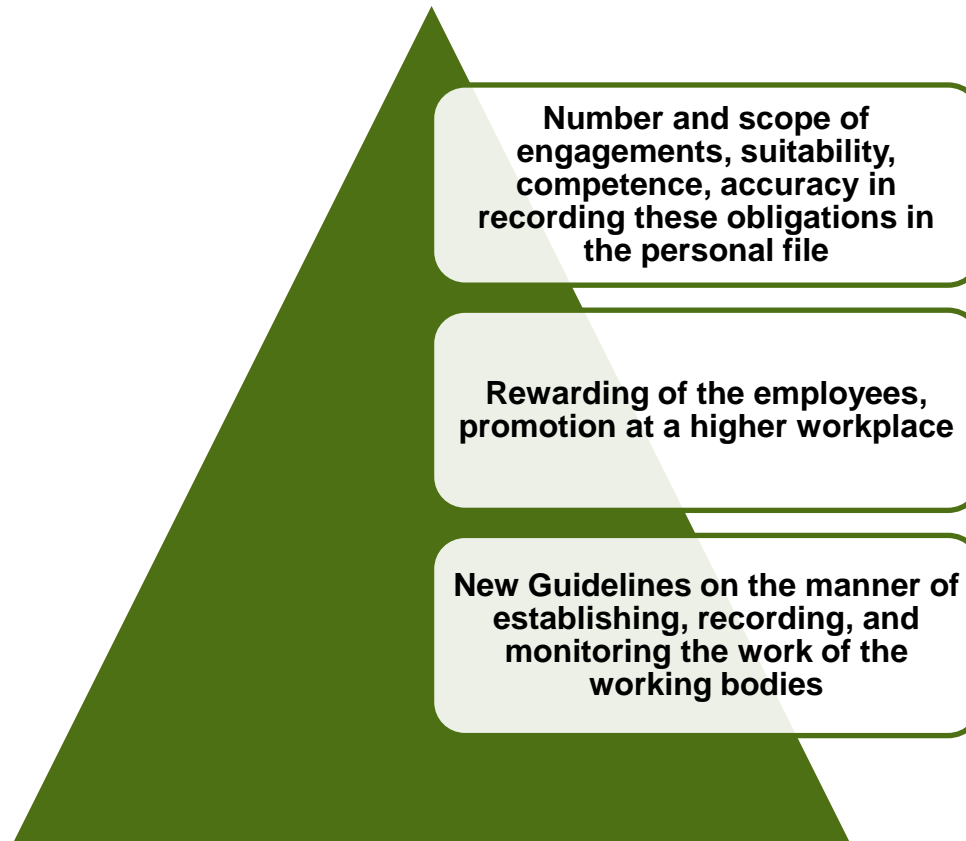
4. Results/outcome

Main results in the area Staff development and involvement

- Establishing a link for suggestions and proposals as well as forum for discussion on the Intranet site of the CA
- Determining of a new workplace Psychologist with responsibility for advising the customs officers
- New criteria for selecting members in the Disciplinary commission

4. Results/outcome

An analysis was carried out for additional engagement of employees in working bodies and commissions



4. Results/outcome

Training for employees as a basis for strengthening their professional capacity

- Specific trainings as part of the Annual Training Plan for example Low on Criminal Procedure, Low on Misdemeanors, Law on excise duties etc.
- Use of case studies as a teaching technique
- Developed of a new module on the Origin of Goods that includes this new training method

5. Lessons learned & key recommendations

- Promoting the project / greater involvement of the employees / the principle of voluntariness.
- Different composition and selection of the right members in the self-assessment team, tracking all 10 steps for improvement.
- Additional training and counseling.
- Support from the top management.
- Correctly designing the goals of our institution and the needs of human, technical and financial resources.

Questions



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