

**No. 14**

**ROCB A/P**

**Good Customs Practice Report on  
Coaching/Mentorship Program**



**National Academy of Customs, Excise and Narcotics (*RTC India*)**

***and***

**Customs Training Institute (*RTC Japan*)**

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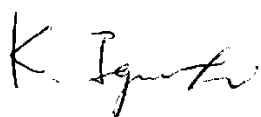
## *Foreword by the ROCB A/P*

Given that the sustainable institutional development for Customs administrations relies on the continued strength of human resources, the WCO has discussed Customs Professionalism over the last a couple of years and adopted the WCO Framework on Customs Professionalism at the recent WCO Capacity Building Committee. In parallel with such an initiative, the WCO has launched the Virtual Customs Orientation Academy (VCOA) on a pilot basis to provide supplementary learning opportunities for those selected induction trainees with on-line dialogue with qualified trainers in pertinent Customs work.

Subsequently, at the 12<sup>th</sup> Meeting of the Heads of the WCO Asia/Pacific Regional Training Centers (RTCs), held in November 2014 in Bangkok, Thailand, it was suggested and agreed to compile a Good Customs Practice Report on coaching and mentorship with a view to share some of the information practices taken by the RTCs for continued human resource development. The importance of transferring knowledge and expertise of the experienced Customs officials to the next generation cannot be underestimated. Their ways of thinking and insightful observation have sustained good performance for Customs administrations. It is indeed an invaluable asset for the administrations but, at the same time, it is quite difficult to codify for descending down. The value of coaching and mentorship amongst Customs officials at work places, cannot be underestimated as a tool, for sustainable and continued improvement of the Profession.

The ROCB A/P would like to express its profound appreciation to the RTCs of India and Japan for sharing their experiences and lessons learnt in this important human resource development initiative. It is hoped that this Good Customs Practice Report provides the regional Customs administrations with some value in this important and proved good practice.

March 2015



Kazunari Igarashi  
Head of the ROCB A/P



*Good Practice Report on Coaching and  
Mentorship Program*

*By NACEN (RTC India)*

## **1. General Introduction of Mentorship/Coaching Programs of your RTC**

National Academy of Customs Excise & Narcotics, abbreviated to NACEN, is the apex institute of Government of India for capacity building in the field of indirect taxation. NACEN is a premier national academy of the Government of India for training of Indian Revenue Service (IRS) officers administering Customs, Central Excise, Service Tax and Narcotics laws in India. Over the years, NACEN has been successfully conducting profession training of the officers of Indian Revenue Service (Customs & Central Excise).

1.1 NACEN also imparts Mid Career Training Programme (MCTP) to the in service officers of Indian Revenue service (Customs and Central Excise) in which stipulates that the Civil servants will be provided with training to equip them for their current and future jobs and such training shall be imparted at all appropriate intervals to all officers at regular interval of service. The Revised Criteria has been adopted to provide Mid-Career Training to Officers at all levels.

1.2 NACEN is also imparting in-service training to the officers of Government of India across several departments in the field of Customs, Central Excise, Service Tax, Drug Laws, Anti-Money laundering, Weapons of Mass Destruction, Fake Indian Currency Notes, Ozone Depleting Substance (ODS), Intellectual Property Right (IPR) etc.

1.3 It also plays a vital role in international capacity building by imparting training to officers of various countries in the field of customs, drug laws and environment protection. NACEN is the World Customs Organisation (WCO) Regional Training Centre (RTC) for Asia Pacific. United Nations Environment Program (UNEP) has designated NACEN as a collaboration centre for capacity building in the field of environment protection. In collaboration with United Nations Office on Drugs & Crime (UNODC), NACEN is imparting training on drug law enforcement to various Asian nations. The Government of India has entrusted NACEN the responsibility of knowledge exchange, experience sharing and training with various countries of the world.

(Key points: brief introduction of the on-the-job training of their Customs and the history and statistics of ongoing mentorship/coaching programs)

## **2      Development of Mentorship/ Coaching Programs**

The basic thrust of training programme conducted/offered by the NACEN is to provide with training to equip them for their current and future jobs to the officers administering Customs, Central Excise, Service Tax and Narcotics laws at the time of their induction in the service and also during regular interval of their service in India and also act as Capacity Building organization for imparting training to officers of various countries in the field as

### **2.1      Induction Courses**

Over the years, NACEN has been successfully conducting profession training of the officers of Indian Revenue Service (Customs & Central Excise). Probationers in the field of Indian Revenue Service (Custom & Central Excise) on their Induction in the service are imparted training of one and half year which is comprised of Customs, Central Excise, Service Tax and Narcotics laws at the campus and besides it they are also provided with the opportunities for on the job training by attachment with various formations such as Customs, Central Excise, Service Tax, Narcotics, Revenue Intelligence, Wildlife, Coast Guard, Navy, Army, Police etc. to enrich them with the practical knowledge of relevant laws under the guidance of concerned authorities and ground realities. Besides this, officers of subordinate cadres are also taken for the induction courses specifically designed to impart them training relating to execution of laws and procedures relating to Customs, Central Excise, Service Tax, Narcotics by the Regional Training Centres located at various location throughout the country.

### **2.2      Mid Career Training Programme(MCTP)**

NACEN also conducts Mid Career Training Programme (MCTP) for the in service officers of Indian Revenue service (Customs and Central Excise) at regular interval of service. The curriculum for this programme includes (a) Domestic Component at NACEN facility regarding soft skill, motivation, leadership and updating of latest knowledge and practices relating to Customs, Central Excise, Service Tax, Narcotics and other relevant laws; (b) attachment to specified Management Institute for updating of managerial skills; (c) deputation to different countries and field visit to their Customs and Taxation facilities for learning of best practices.

Annually 220 Officers are trained under different phases of this programme on the basis of criteria of specific length of service in particular grade i.e.

- (i) 30 officers of the rank of Commissioners with more than 25 years of service and with minimum 2 years of residual service; and serving Chief Commissioners with minimum 1 year of residual service and two faculty members for Phase V.
- (ii) 40 officers of the rank of Addl. Commissioners with more than 16 years of service and with minimum 2 years of residual service; and serving Commissioners up to 22 years and with minimum 2 years of residual service and two faculty members for Phase IV.
- (iii) 40 officers of the rank of Deputy Commissioners with more than 8 years of service and with minimum 2 years of residual service; and serving Joint/Additional Commissioners up to 13 years' service and with minimum 2 years of residual service and two faculty members for Phase III.

Under this programme, officers besides refreshing courses relating to the relevant laws are also trained by the expert faculties in the areas of soft skills and are placed on foreign deputation for learning of best practices. Under MCTP, so far, 440 officers have been imparted training since its inception during the year 2013.

### 2.3 **In-Service Training**

NACEN organizes in-service training/courses/workshops on different topics to Group 'A' Officers (Commissioner, Additional/Joint Commissioners, Deputy/Assistant Commissioners) of Central Excise, Customs and Central Excise Department. The duration of workshops/courses/trainings is generally one to three days. Some courses which are found to be immensely useful to any Group "A" officer dealing with administration or in the sphere of revenue collection are included in these programmes. Further, new & topical subject such as IPR, GST, Green Customs etc. are also now incorporated to enable field officers develop skills to keep pace with the current developments and the changing tax administration scenario in the country. The important regular courses include the following subjects:

- \* Establishment & Administration
- \* Vigilance Matters

- \* Risk Management
- \* Anti-Money Laundering/Counter Fieting Law (AML-CFL Provisions)
- \* SEVOTTAM
- \* Special Economic Zone
- \* IT Skills for Investigation in Customs, Central Excise & Service Tax
- \* Right to Information
- \* Preparation of Annual Expenditure Budget
- \* Interpretation of Statues, drafting of SCN
- \* Weapons of Mass Destruction
- \* Drug Law Enforcement
- \* Recovery of Dues
- \* On Site Post Clearance Audit (OSPCA)
- \* TRIPs & IPRs
- \* Investigation into Service Tax/Central Excise Cases.

In-Service Training Programme are undertaken regularly as per pre-specified schedule spread over to all over the year.

## **2.4 International Co-operation and Training**

NACEN is a premier academy for not only IRS officers of India but also as a regional training center of the WCO for South-East Asia and Australasia regions; a capacity building center for UNEP (for the same region) and resource center for the UNODC. NACEN is undertaking training of customs officers of countries such as Bhutan, Nepal, Sri Lanka and Maldives. NACEN is also prospecting the continent of Africa for capacity building of customs officers of African countries. With a C.T.I. at Faridabad and nine regional centers, spread all over the country, workshops of the WCO are being held regularly in NACEN. In addition several capacity building programs for international trainees are also being undertaken. MOU with the Russian Customs on capacity building has also been operationalised. A joint working group of NACEN and Russian Customs Academy also met in Faridabad. The DG was also deputed to attend the meeting of Asian Regional Partners of UNEP in Bangkok. NACEN assisted in the finalization of the Indo-US agreement to train customs officers of India along with customs officers of USA in border control of weapons of mass destruction. This becomes significant in view of Indo-US nuclear agreement. AS such



NACEN is playing a vital role in international capacity building by imparting training to officers of various countries in the field of customs, drug laws and environment protection.

(Key points: expected benefits, composition of program development team, how to identify training needs from the Customs officers of various levels, compilation of training materials, if any, and training methods)

### **3      Organization of Mentorship/Coaching Program**

3.1 With regards to frequency of mentored/coached, coordinating mechanism at NACEN as discussed against the forgoing points that NACEN is a premier academy for not only IRS officers of India but also as a regional training center of the WCO for South-East Asia and Australasia regions; a capacity building center for UNEP (for the same region) and resource center for the UNODC and also undertaking training for Customs Officer various countries and as such the facility at NACEN Faridabad and its Regional Training Centres remain occupied for various training programmes throughout the year .

(Key points: how often the attendees are mentored/coached, coordinating mechanism at the national level and utilized training facilities)

### **4      Evaluation of program**

There is different criterion for evaluation of each training program of is monitored through different mode of evaluation:

4.1 Probationers in the field of Indian Revenue Service (Custom & Central Excise) is a regular training programme spreaded over a period of one and half year which is comprised of Customs, Central Excise, Service Tax and Narcotics laws at the campus and besides field training and as such to assess the efficacy of this programme, the attendee are subjected to periodical examination and presentation relating to the knowledge attained by them through this programme.

4.2 The MCTP attendee are required to evaluate the programme through indicating their rating about a session and Overall Feedback in a specified “Evaluation Forms”.

The overall feedback of the two Groups which undertook the MCT Programme under Phase-V is **4.55** and **4.62** respectively out of a maximum of **5.00** for the domestic component and **4.43** and **4.49** respectively, out of a maximum score of **5.00** for the overseas component.

The impression of participants of Group-I of Phase IV varied from 7.5 to 9.5 out of 10 in respect of the said items of the programme with **Overall Average of 8.76** and in case of Group-II of Phase IV the impression varied from 7.6 to 9.8 out of 10 in respect of the said items of the programme with **Overall Average of 8.74**.

The impression of participants of Group-I of Phase III varied from 7.65 to 8.43 out of 10 in respect of the said items of the programme with **Overall Average of 8.09** and in case of Group-II of Phase III the impression varied from 8.52 to 8.43 out of 10 in respect of the said items of the programme with **Overall Average of 8.87**.

Therefore, it can be said with a degree of certainty that the programme was not only highly successful but also was able to deliver the material content of the vision with which the Central Board of Excise and Customs embarked upon it. Further the difficulties encountered and improvements required are being taken care off during the successive programmes.

4.3 The In-service Training programmes are being evaluated in the same manner as defined under MCTP.

4.4. For evaluation of the programmes conducted for International participants, NACEN follows the system of feedback from the participants on various parameters as mentioned below on a scale of 10 -

- (i) Overall Feedback
- (ii) Content
- (iii) Presentation
- (iv) Thought Provoking
- (v) Discussion

(vi) Comments and suggestions, if any-

Feedback received after conduct of some of the courses in recent past is as following:

- i. National Workshop on Time Release Study (TRS) from 15<sup>th</sup> to 18<sup>th</sup> December, 2014 at NACEN, Faridabad  
The workshop was graded excellent by the participants to the workshop.
- ii. World Customs Organization (WCO) Regional Workshop on SAFE Framework of Standards (SAFE) and Authorized Economic Operator (AEO) from 5<sup>th</sup> to 9<sup>th</sup> January, 2015 at New Delhi, India  
The workshop was graded excellent by the participants to the workshop.
- iii. Course on “Drug Law Enforcement” for officers of Department of Narcotics Control, Bangladesh from 19<sup>th</sup> to 23<sup>rd</sup> January, 2015 at NACEN, Faridabad  
The course has been granted an average grading of 9.8 on a scale of 10.
- iv. Course on “Drug Law Enforcement” for the officers of African countries under India-Africa Forum Summit from 2<sup>nd</sup> to 6<sup>th</sup> February, 2015 at NACEN, Faridabad.  
The course has been granted an average grading of 9.6 on a scale of 10.

(Key points: evaluation methods, such as questionnaire, attendee interview etc; how to utilize the feedback for further improvement and difficulties encountered)

## **5      The way forward**

Our ambition is to make the NACEN a brand name befitting its status as a premier academy for not only IRS officers of India but also as a regional training center of the WCO for South-East Asia and Australasia regions; a capacity building center for UNEP (for the same region) and resource center for the UNODC. NACEN is now undertaking training of customs officers of countries such as Bhutan, Nepal, Sri Lanka and Maldives. NACEN is also prospecting the continent of Africa for capacity building of customs officers of African countries. Keeping in mind India's emerging global status, NACEN wants to play a small part in fulfilling that aspiration. With NACEN at Faridabad with four Regional Academy for Customs, Excise and Narcotics and Eight

Regional Training Centers, spread all over the country, NACEN has the capacity to fulfill the dream to see India Customs in the forefront of World Customs. With this goal in view accreditation workshops of the WCO are being held regularly in NACEN. In addition several capacity building programs for international trainees are also being undertaken. MOU with the Russian Customs on capacity building has also been operationalised.



*Good Practice Report on Coaching and  
Mentorship Program*

*By CTI (RTC Japan)*

## 1 **General Introduction of Mentor Program 1**

In Japan, the Customs Training Institute (CTI) is responsible for planning/ implementing domestic training courses for Japan Customs officials and implementing international training courses and WCO regional workshops, etc. CTI has the central office (CTI) in Kashiwa City and its branch offices (CTI Branches) at nine regional Customs.

In Japan, Customs officials begin their professional life with an induction course at CTI, commenced in April each year. Our mentor program is to attach mentors to new recruit training courses at CTI which are residential ones. Every year, a certain number of experienced officials (section-chief level with 10 to 15 years' experience) from regional Customs are appointed as mentors and they spend the period of training (approximately 3 to 6 months, depending on the course) with trainees. In general, each mentor looks after about 15 to 20 trainees depending on courses and circumstances. Those mentors are expected to lead trainees to their goals by demonstrating professionalism as an elder role model throughout the course. This program was introduced for the purpose of assisting new recruits to be ready for performing their duty at workplace.

The main tasks of mentors are:

- to play an elder role model for new recruits;
- to give guidance to trainees about dormitory life and the training course;
- to check on the health and mental condition of trainees;
- to become a liaison between trainees and the CTI or regional Customs; and
- to plan and implement various activities.

The mentor program was introduced in 1965 when the first training course was organized for new recruits (for high school grads). Subsequently, the mentor program was expanded to cover the newly introduced training course for new recruits (for university grads). In these new recruit training courses, trainees benefit from lectures on academic and practical subjects as well as numerous activities such as sports, the traditional martial arts of Judo/Kendo and group work.

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<sup>1</sup> Note: CTI conducts the mentor program while coaching is taught as one of the subjects of management courses conducted at CTI Branches. In this report, we will focus on the mentor program at CTI.

Through studies and activities, trainees are expected to acquire necessary knowledge and skills for basic Customs work. Mentors not only help them to concentrate on the training but also nurture discipline, integrity, etc. through coaching and counseling. Daily interactions between mentors and trainees will develop mutual trust which fosters a traditional atmosphere of "Customs family". This mentor program has thus become indispensable for managing new recruit training effectively and smoothly.

Chart 1: The number of New Recruits Trainees at CTI from 2012-2014

\*New Recruit Courses were revised in 2013 in accordance with the restructuring of the recruitment examination system. Figures in brackets indicate the number of female officials within the total number.

|      | Comprehensive Service | General Service<br>(University Grad.) | General Service<br>(High school Grad.) |
|------|-----------------------|---------------------------------------|----------------------------------------|
| 2014 | 8 (3)                 | 135 (46)                              | 56 (20)                                |
| 2013 | 3 (0)                 | 77 (27)                               | 41 (17)                                |
| 2012 | 8 (2)                 | 98 (26)                               | 37 (13)                                |

## 2 **Development of Mentor Program**

As provided above, this program was introduced in conjunction with the introduction of new recruit training courses. For details, such as purposes, please see the above.

## 3 **Organization of Mentors**

Before being a mentor, those appointed officials need to attend the Train-the-Mentor Course conducted at CTI for about a week. This training course includes the subjects, such as youth mentality/psychology, coaching, discussions on relevant matters, etc. During the training period, a meeting between newly selected mentors and former mentors is convened to pass down to know-hows, expert information, etc.

In regard to the management of training courses for new recruits, Training Division, CTI, is responsible for overall coordination and adjustment of lectures and events. While in-house trainers are responsible for teaching, mentors are responsible for trainees' dormitory life and coaching through daily communication. These three actors play important roles in new recruits training courses and are closely cooperated and coordinated to provide high-quality training.

#### **4      Evaluation of program**

During the period of implementing new recruit training courses, the three main actors given above (Training Division, trainers, and mentors) regularly hold meetings for better management of the courses. As this mentor program is an inseparable part of new recruit training, the effectiveness of the program and points for improvement are reviewed in conjunction with the evaluation of those new recruit training courses. Such evaluation includes questioners on each subject and evaluation meetings.

#### **5      The way forward**

In order to fulfill its missions, Customs needs to nurture officials who not only have technical knowledge/skills but also maintain a high level of ethical standards. Concerning the latter, Japan Customs continues to make efforts to maintain and guarantee a high level of integrity through a series of initiatives. The mentor program, together with new recruit training courses, is regarded as one of the key initiatives contributing to maintaining high discipline. Given the importance, CTI will continue on reviewing and revising relevant training system/programs, and also try to generate new ideas through actively exchanging information on good practices with other RTCs.