



HR Business Continuity Plan in response to the Covid-19 crisis

Experience of the Congolese customs

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Outline

- Background
- Congolese experience: contribution of e-Customs to maintaining activities in times of crisis
- Perspectives
- Conclusion

I- Background

- An unprecedented COVID crisis with sociological, economic and political impacts
- A profound upheaval in the work environment that has revealed:
 - The essential role of the Human Resources Management Department
 - The importance of digitising Human Resources Management (HRM) processes
- Aim: strengthening the capacity of the administration to ensure business continuity and efficiency

II- Congolese experience: e-Customs' contribution to maintaining activities in times of crisis

- Hence a multidimensional reform of the Congolese customs administration, based on three pillars:
 - ✓ **Pillar 1**– **New framework** for strategic human resource management based on competence and establishment of steering and governance bodies.
 - ✓ **Pillar 2** –**Reshaping the exemption policy**
 - ✓ **Pillar 3** – **Information system and IT interconnections: Dematerialisation of procedures.**

II- Congolese experience: e-Customs' contribution to maintaining activities in a period of crisis.

- **Pillar 3** : Information system and IT interconnections
- ✓ **e-Customs portal launched in 2019**: dematerialisation of customs clearance procedures, based on four (04) axes:
 - 1) Webb Suite : solution to reinforce IS performance;
 - 2) Centre of excellence: capacity building programme;
 - 3) E-Transit : solution for tracking goods in transit;
 - 4) Scanning : operational support for scanner management.

II- Congolese experience: HR processes mobilised

- **Pillar 3** : Improving the information system and dematerialising procedures: e-Customs or Digital Customs
- ✓ **Protection and safety of staff**: by limiting contact with customs users in a crisis context.
- ✓ **Strategic workforce planning**: made possible by the availability of information in the system before the arrival of goods ;
- ✓ **Training**: of staff in the digital economy and digital customs tools;
- ✓ **Communication**: with users via the e-Customs platform;
- ✓ **Quality of life at work and well-being.**

II- Congolese experience: preparation and resumption of activities

Making the workplace safe Protecting employees Encouraging good hygiene

- Thoroughly clean the office before employees return
- Increasing the standards of daily cleaning of offices and common areas
- Have hygiene products at hand (e.g. hand disinfectant, hand soap, disinfectant wipes, tissues, masks).
- Hang posters in common areas describing best practices (sneezing / coughing into elbows / hand washing practices, not coming to work when ill).
- Decide how, if at all, to apply social distancing in areas where employees gather

Update Policies and Procedures

- Sequencing the return and determine who should return first based on job, activity and skill set
- Explain what an employee should do if he or she is infected with COVID-19 or if a family member becomes infected.
- Reorganize the office layout to give more space to employees workstations and respect safety distances
- Limit the number of employees in meeting rooms and encourage meetings by videoconference
- Updating policies on customs visitors or users
- Sharing best practices in teleworking with employees

Restoring productivity and commitment Preparing for future crises

- Redeploying the total payroll and maximizing its contribution and potential
- Create remote working policies and guides by taking stock of lessons learned
- Involving legal and IT services
- Implementation of a business continuity plan taking into account the Human Resources dimension

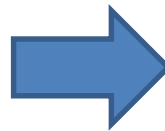
III- Perspectives

- **Setting up a HRIS**

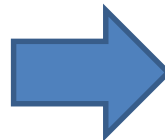
Payroll management

Management of employee
absences

Staff management



Continuing to support
employees



Continuing the basic services of
the department

- **Outreach and Training**

on tools such as Slack, Zoom, Microsoft
teams or Skype

IV- Conclusion

- COVID 19 has impacted strategic human resources planning, forcing our customs administration to adapt its strategy.
- It highlighted the need to go further in the dematerialisation of HR processes.