

Strategic, Operational and Tactical Decision Levels and Approaches

VIANNEY GEMME, ADB Consultant

The views expressed in this paper are the views of the authors and do not necessarily reflect the views or policies of the Asian Development Bank (ADB), or its Board of Directors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this paper and accepts no responsibility for any consequences of their use. Terminology used may not necessarily be consistent with ADB official terms.

Risk Management / **Three interdependent levels**

- They are:
 - Strategic,
 - Operational
 - Tactical

- The first, “strategic” establishes the context within which the next two will operate.

Risk Management: Strategic level

- Senior Management: decisions and support
- Organizational mandate
 - Objectives
 - Plans
 - Agreements
 - Expectations

Risk Management: Strategic level

- objectives unbiased
- identify the actual risk
 - “tested” rather than “perceived”
- Considers:
 - political, legislative and fiscal realities
 - geographical, regional and inter-departmental priorities

Risk Management: Strategic level

- Objectives and plans must be realistic, achievable within the capabilities of the organisation in the short term;
- Medium and long term objectives will require more vision and major changes;
 - Governmental objectives and support
 - International agreements

Risk Management: Strategic level

- Identification of the risk at the national level,
 - examine the policies and procedures,
 - current political and socio-economic realities,
 - non-compliance issues / smuggling and other customs frauds
 - problematic geographical areas
 - major internal issues HR or others

Risk Management: Strategic level

- Write national priorities and operational plan
 - Customs' priorities
 - National objectives / short-medium-long terms
 - implementation strategy
 - monitoring and assessment methods
 - national overview on allocation of resources

Operational level / Managers will:

- examine the Risk posed to the Customs mandate, by:
 - business sectors, commodity, geographical areas, or mode of transport;
- find practical applications to address or counteract the "risk" identified at the strategic level;
- to determine the vulnerability within the Customs' operation, since the "risk" is identified...

Operational level / Managers will

- Adapt National priorities into Field Operational Plan (Regional Strategy) including;
- implementation schedule, report to the strategic level, allocate resources;
- plan, monitor, assess; and
- report of regional achievements toward the national strategic

Tactical level / Managers will

- From regional operational plan/priorities,
 - which are based/confirmed by:
 - intelligence,
 - customs knowledge,
 - analytical assessments,
 - evaluation of data or of past operations;
 - Public and business community demands
- Managers must...

Tactical level / Managers will

- support their decisions of:
 - Tactical/operational activities,
 - Targeted examinations /blitzes,
 - Random checks, monitoring exercises
 - Audits, verifications,
 - Other allocations of staff,
- and/or**
- Facilitating the movements persons and cargo across the borders