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# The CustComp<sup>eu</sup>

Modernising customs through  
competency-based human resource  
management

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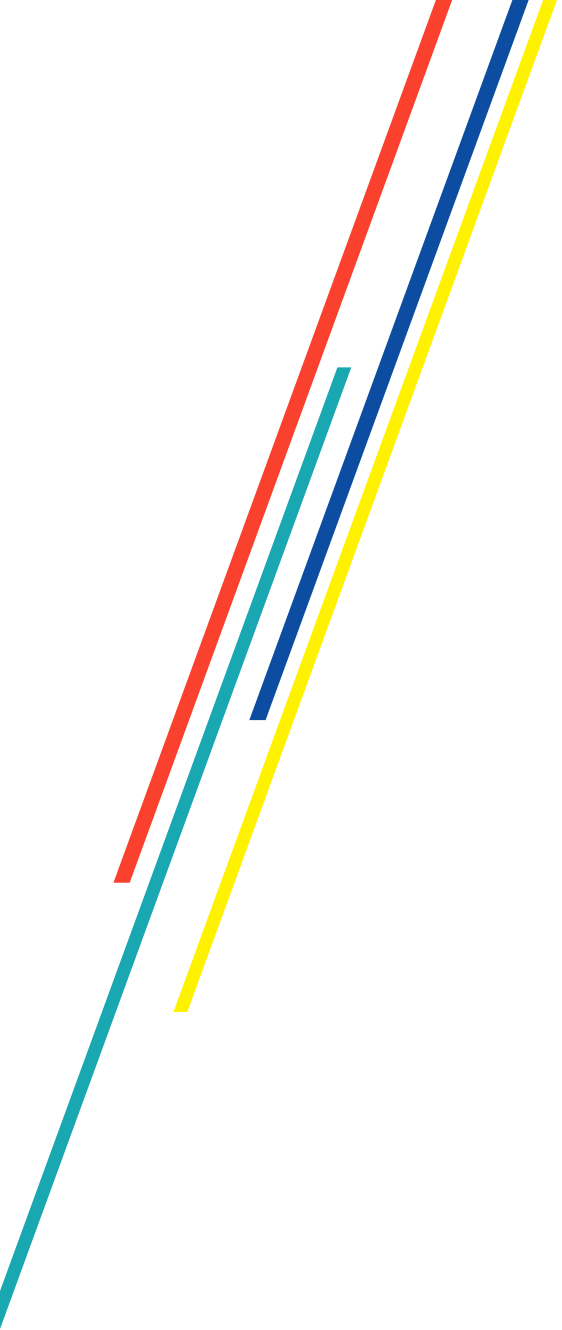
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# The EU Customs Competency Framework

Modernising customs through  
competency-based human resource  
management



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# The CustComp<sup>eu</sup> The EU Customs Competency Framework

Modernising customs through  
competency-based human resource  
management

## Introduction

Today, European customs faces a rapidly changing environment that includes evolving production and consumption patterns, increasing international trade, climate change, and threats such as terrorism and organised crime. It is in this context that Customs Administrations must ensure the balance between protecting the interests of the EU and its citizens, as well as facilitating legitimate trade. Only continuous development and strategic investment in skills, competences and resources can maintain and improve Customs efficiency and effectiveness.

The CustComp<sup>eu</sup> is one of the main drivers of Customs Administration modernisation across Europe. By introducing competency-based human resource (HR) management in European Customs Administrations, we take the necessary steps together to ensure that we continue delivering world-leading Customs services throughout the EU, now and in the future.

Overall, the CustComp<sup>eu</sup> is an excellent window of opportunity for EU Member State (MS) Customs Administrations to start modernising their HR processes using state-of-the-art competency management techniques and tools. Let's start to make best use of it.

## What is the CustComp<sup>eu</sup>?

More than any other industry, Customs plays a vital role in the ever-changing international trade environment. European customs legislation and international trade policies are being updated and modernised to keep up with current events that affect trading patterns and behaviours. Customs Administrations, and those working in private sector organisations that interact with customs, have no choice but to also modernise.

The goal is for the EU to remain a competitive place to do business by delivering world-leading customs services. To do this, the European Commission, together with its MS representatives, has developed the CustComp<sup>eu</sup>, which is the foundation for implementing competency-based HR management.

In 2013, a study evaluated the European Customs Union and found that the lack of uniformity and inconsistent treatment at EU external borders negatively impacted the costs and customer satisfaction of European businesses. One way to tackle these issues is to empower the customs workforce and elevate their level of skills to the highest common standard across the EU.

The CustComp<sup>eu</sup> sets the basis for this by laying down the required skills and competencies for those working in customs, both in the public and private sectors, that are applicable now and in the future. The framework is also flexible in catering to future challenges that may require new competencies to be added.

Competency-based HR management is an HR vision focused on making optimal use of the competencies of individual employees to increase the entire organisation's performance. Customs Administrations and private sector organisations can reap the benefits of the CustComp<sup>eu</sup> by integrating its usage into their HR management processes. From recruitment and selection to training and career development, when organisations place competencies at the core of their HR processes, only then can they truly maximise the rewards that the CustComp<sup>eu</sup> can bring. Competency-based HR management can be the holistic solution to improve both public and private sector customs performance and to deliver high quality services across the EU.

The CustComp<sup>eu</sup> **is a mechanism to consistently deliver high standards of service in customs** across all MS administrations and private sector organisations. It is the foundation to raise performance levels and harmonise skills standards across the EU. It serves as a key tool to support the modernisation of the customs workforce through training and development initiatives.

The key ingredient to delivering a high and consistent standard of customs service is to **empower employees with the competencies they need** to deliver these services. This means that employees need to be trained in customs-specific competencies. To achieve this, the required competencies first need to be identified. This complete set of required competencies, documented with a European-wide focus, is what constitutes this CustComp<sup>eu</sup>.

To fully capture the meaning and to ensure consistent understanding of the CustComp<sup>eu</sup>, a set of definitions was first agreed between members of the dedicated EU project group that was set up for this purpose. When coming up with these definitions, a specific focus was put on the importance of the application of the skills and

knowledge. It is not enough to simply possess skills and knowledge; customs professionals must be able to apply their skills and knowledge to their day-to-day roles.

**A competency framework consists of all the skills, attitudes, insights and application of knowledge required to perform successfully in a specific professional context.**

In order to perform successfully in a customs role, it is not only the customs-specific operational competencies that are important, but also a set of professional and managerial competencies. Therefore, the EU competencies that were identified were split into three categories: Customs **Professional** Competencies, Customs **Operational** Competencies and Customs **Management** Competencies.

Each category has its own purpose. The professional competencies are typically transferable between roles within customs and beyond. The management competencies are targeted to roles where there is a management or team-leading focus. The operational competencies are specific to roles where employees work directly on customs-related tasks.

All of these competencies are complemented by a set of **Customs Core Values**. These values are common principles that define the employee's work ethic and their alignment to the overall customs mission. These values are the definition of what it means to work in the field of European Customs.

## CustComp<sup>EU</sup> Components

### Career Model

The CustComp<sup>EU</sup> career model currently identifies two career paths: a strategic management and an expert career route (Fig. 1). The objective is to provide a framework that is flexible and generic so that it can be adapted by Administrations for their specific purpose. For example, Member States Administrations may use it to define training measures, in recruitment to identify roles to be fulfilled or in performance management to validate that employees are performing to the required level. This model has been used as a reference point when developing the CustComp<sup>EU</sup> individual competencies.

### Overview of the CustComp<sup>EU</sup>

This section describes the overall framework, including a high-level overview of each element of the CustComp<sup>EU</sup> (Fig. 2). For detailed information about the individual competencies, please see the Competency Dictionary.

The CustComp<sup>EU</sup> is underpinned by a set of core values that should be demonstrated by any individual who works within the EU Customs profession. The competencies are then divided into different layers: Management, Professional and Operational. Each competency can

be assigned one of four proficiency levels, from Awareness (Proficiency Level 1) to Expert (Proficiency Level 4). Details of the proficiency levels are further described in the following sections. There are no separate competencies for the Expert Career Path; the difference is that the competencies required to be considered an expert must be demonstrated by an individual with Proficiency Level 4 (Expert).

### Customs Core Values

The **Customs Core Values** reinforce the goals and beliefs of EU Customs Administrations (Fig. 3). These fundamental values underlie the behaviours of Customs professionals and match the personal beliefs of the people who work in MS Administrations. They apply to all staff. The Core Values do not have an associated proficiency level. Each individual should strive to achieve and demonstrate these values at all times and are considered fundamental to someone's approach to their profession.

The CustComp<sup>EU</sup> project group discussed and selected the Core Values. They are aligned with the EU mission statement and the Union Customs Code (UCC).

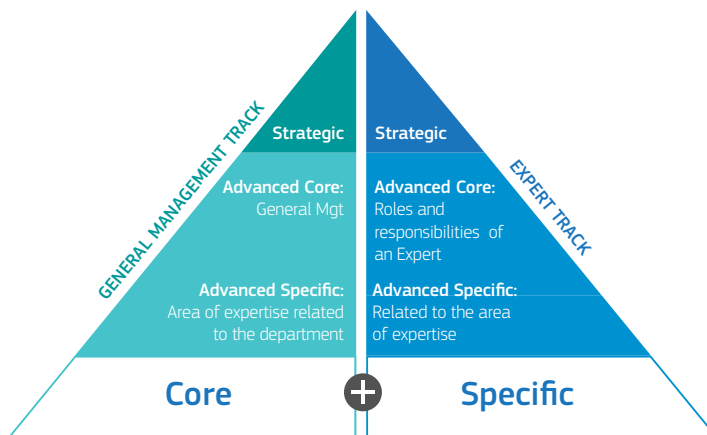


Figure 1 - A model with two career paths



Figure 2 - High-level overview of the CustComp<sup>EU</sup>



Customs Core Values		
Strong Ethics & High Integrity	European Safety & Security Focus	Harmonised EU Attitude & Approach
Customer & Service Orientation	Public Service Commitment	Continuous Learning & Professional Development
	Operational Excellence	

Figure 3 - Customs Core Values



Figure 4 - Proficiency Levels

## Proficiency Levels

The CustComp<sup>EU</sup> provides four **proficiency levels**. When using the CustComp<sup>EU</sup>, individuals choose a competency and associated proficiency level for the given competency. The proficiency level indicates the level of ability or experience required from the resource to operate in the role that requires the competency.

The proficiency levels are defined in Fig. 4.

## Professional Competencies

The Professional Competencies are used in a more general, broader professional context and therefore do not necessarily apply to Customs only. However, the competencies that were chosen for inclusion have been analysed and are deemed relevant to the Customs profession (Fig. 5). They are based on existing national competency models. In addition, they are strongly aligned with the Lominger’s competency descriptions [R01] and adapted to the EU Customs context.

**R01:** Lominger competencies, and the Lominger competencies list, were first developed by Lominger International. The keystone product for sharing the Lominger competencies was a book called “For Your Improvement” that provided actionable development suggestions and definitions for all of the Lominger leadership competencies. The Lominger competencies book included 67 Competencies, 19 Stallers and Stoppers, and 7 Global Focus Areas. In 2006 Lominger International, and all of the Lominger competencies products were purchased by the executive recruiting firm Korn Ferry International. For more information:” <https://www.kornferry.com/>

**R02:** Union Customs Code: [https://ec.europa.eu/taxation\\_customs/business/union-customs-code\\_en](https://ec.europa.eu/taxation_customs/business/union-customs-code_en)

**R03:** EU Customs Blueprint: [https://ec.europa.eu/taxation\\_customs/eu-training/customs-blueprints-pathways-better-customs\\_en](https://ec.europa.eu/taxation_customs/eu-training/customs-blueprints-pathways-better-customs_en)

## Operational Competencies

The Operational Competencies are used in roles that are more specific to Customs Administrations (Fig. 6). They are technical and should be applied in a more job-specific manner.

The Operational Competencies are based on the UCC [R02] and the EU Customs Blueprint [R03]. These documents were used as key input to elaborate and define the Operational Competencies. Considering that the CustComp<sup>EU</sup> applies to all operational roles, including those that are supported only by National legislative provisions, additional competencies have also been added. For example, Audit and Supply Chain Operations are areas that are not explicitly mentioned in the UCC. However, they are included to reflect comprehensively the ‘on-the-job’ knowledge and skills that are required for EU Customs professionals.

Customs Professional Competencies			
Dealing with Operational Risk	Coaching / Mentoring	Analytical Thinking	Oral Communication
Drive for Results	Knowledge / Experience Sharing	Interpersonal Relations	Reporting
Investigative Ability	Coping with Stress	Problem Solving	Creativity
Teamwork	Handling Conflict	Time Management	Data Management
Professional Networking	Adaptability to Change	Priority Setting	Technological Ability
Written Communication	Decision Making	Processing Information	Working Virtually
			Research

Figure 5 - Professional Competencies

Customs Operational Competencies			
Customs Business Understanding	Tariff and Classification	Control of Goods	Operational Analytics
Customs Legislation	Valuation	Prohibition and Restrictions	Risk Analysis
Customs Procedures	Origin of Goods	Enforcement	Integrated Border Management
Trade Facilitation	Debt and Guarantee Management	Customs Investigation	Supply Chain Operations
Economic Operators Management	Customs Supervision	Audit	Support for Customs
Customs Declaration Processing			

Figure 6 - Operational Competencies

As these competencies are specific to Customs and not generic, the Competency Dictionary includes a scope description to assist the user in understanding where and when the competency could be applied for roles in EU Customs operations.

### Management Competencies

The Management Competencies are used specifically for Customs professionals with management responsibilities (Fig. 7). However, this does not imply that Professional and Operational Competencies are excluded from roles in management. Depending on the role, a selection of Operational and Professional Competencies will typically also be necessary. Some of the Management Competencies are Customs-specific, while others are generic. Naturally, there are different levels of management ranging from line management to strategic management. The Management Competencies in this document may apply to all levels, depending on the specific contexts within MS Administrations.

The Management Competencies are based on existing national competency models. In addition, they are strongly aligned with the first and second draft of the WCO Picard professional standards competency model [R04] and have been adapted to the EU Customs context.

### The Core Customs Functional Domains

The next element of the CustComp<sup>eu</sup> is its use for mapping the organisational structure of a Customs Administration, along with the relevant roles in all hierarchical levels. In the context of the project, the following eight core Customs functional domains

were designated along with a description of the scope of each domain, as covering the whole spectrum of operations of a Customs Administration:

- Policy
- Client Management
- Risk
- Declaration Processing
- Control
- Investigation
- Enforcement
- Audit

Although MS national organisational structure may not fully follow or resemble the one proposed by the CustComp<sup>eu</sup>, these eight functional domains serve as a map to identify the distinctive Customs business areas, the differentiation in tasks and responsibilities further depicted within the CustComp<sup>eu</sup> role descriptions (presented in full detail in the following section), and the optimal competency blend required by the roles operating in them (competency profiles).

To complement the list of functional domains, a supportive function was also introduced, catering for ancillary operations (e.g. Human Resources, Training, ICT) which are considered essential in the day-to-day operations of the Customs Administration.

### Hierarchical Role Levels

Following the development of the functional domains, roles within each domain were identified according to the hierarchical level in

R04: WCO Picard professional standards competency model: [http://www.wcoomd.org/en/topics/capacity-building/activities-and-programmes/cb\\_picard\\_overview.aspx](http://www.wcoomd.org/en/topics/capacity-building/activities-and-programmes/cb_picard_overview.aspx)

Customs Management Competencies			
Act as a Role Model of Ethics, Good Governance and Good Service	Entrepreneurship	Change Management	Customs Trends of the 21 <sup>st</sup> Century
	Negotiating	Financial Management	Strategic Supply Chain Management
Strategic Agility	People Management	Communication Management	Strategic IT Management
Visionary Leadership	Project Management	Policy Design	Managerial Courage
Innovation	Conflict Management	Political Awareness	Process Management

Figure 7 - Management Competencies

which they are operating. Nine hierarchical levels have been identified to represent the two career paths envisaged for the CustComp<sup>®</sup> (Fig. 8). These range from operational levels up to the higher executive management levels. At each level, a role may follow either of the two career paths that have been identified in the development of the CustComp<sup>®</sup>, i.e. the Expert Track or the Strategic Management Track.

Work on hierarchical role levels was highly based on The New Zealand Customs Service Competency Framework [R05], that defines a leadership career path for Customs professionals in New Zealand.

### Customs Core Role Descriptions and Competency Profiles

Furthermore, role mapping identified and provided a role description for the different hierarchical roles within each functional domain, with their associated high-level tasks. These high-level tasks helped to identify the competencies required to execute each role and the optimal proficiency level required to perform the roles effectively, demonstrated within the competency profile included at the end of each role description.

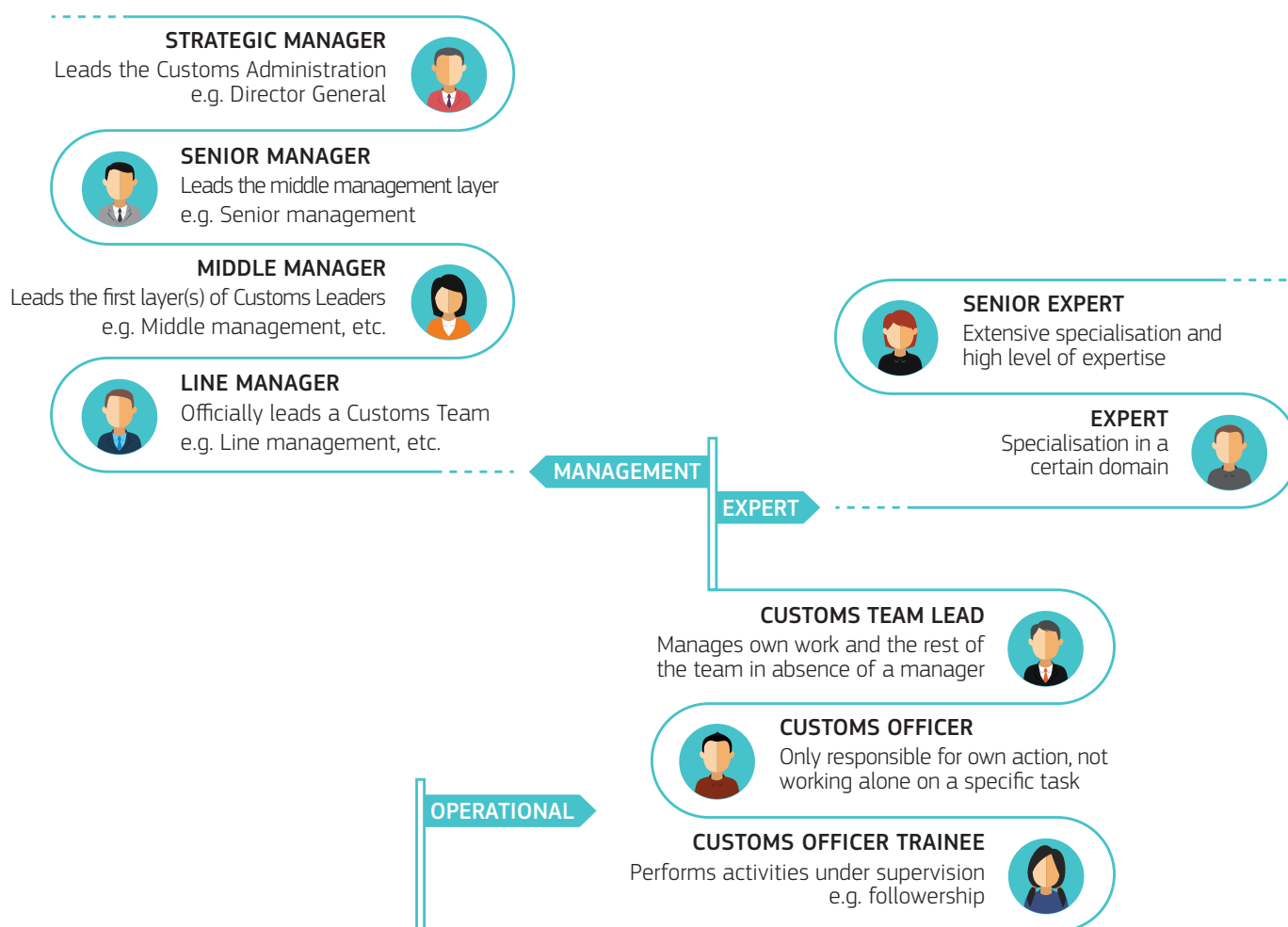


Figure 8: Hierarchical role levels

## Competency Framework Overview



Figure 9 - CustComp<sup>EU</sup> Overview

All CustComp<sup>EU</sup> role descriptions are documented in The Customs Core Role Descriptions and Competency Profiles (Section 2).

### European Role Mapping Matrix

To consolidate all above components, a **European Role Mapping Matrix** was created. This consists of an Excel tool that includes the following:

- Map of all common customs roles per functional domain and hierarchical level;
- Detailed role description for every role accounted within the matrix, that can be consulted by clicking on the links in the matrix or in separate Word documents;
- Optimal competency profile accompanying each role description.

This stand-alone tool includes all the necessary information, such as the Competency and Proficiency Level descriptions that enable users to apply the CustComp<sup>EU</sup> fully and develop their own role profiles for their Customs Administration.

Besides the defined roles, the tool also allows for the creation of new roles (specific to the Administration) as well as their equivalent descriptions and competency profiles.

### CustComp<sup>EU</sup> Toolbox

The CustComp<sup>EU</sup> consists of the following documents and supporting tools that will be elaborated further in the following sections.

- **Section 1: The CustComp<sup>EU</sup> Dictionary** – Contains detailed descriptions of the Core Values, and Operational, Professional and Management Competencies. Also provides Proficiency Level descriptions.
- **Section 2: The EU Customs Core Role Descriptions and Competency Profiles** – Contains high-level task descriptions per functional domain and hierarchical level, as well as a competency profile specific to each role.
- **Section 3: The EU Customs Training Curriculum** – Contains the Professional, Operational and Management Competencies of the CustComp<sup>EU</sup>, as well as a table with an overview of the legal references that are linked to the Training Curriculum.
- **Section 4: The CustComp<sup>EU</sup> National Implementation Support Guide** – Provides additional guidelines to implement CustComp<sup>EU</sup> at national level. Detailed step-by-step implementation guides for national Administrations are available in all EU languages on the official EU website EUROPA [https://ec.europa.eu/taxation\\_customs/eu-training/eu-customs-competency-framework\\_en](https://ec.europa.eu/taxation_customs/eu-training/eu-customs-competency-framework_en)

Section 1:

# The CustComp<sup>eu</sup> Dictionary



# Section 1:

## The CustComp<sup>eu</sup> Dictionary

### Introduction

#### Document Purpose

The purpose of this document is to describe the CustComp<sup>eu</sup>, and define the Core Values, the Proficiency Levels and the Customs Competencies.

### Structure

This document is organised as follows:

- Introduction describes the purpose and structure of this document;
- Framework Overview presents the CustComp<sup>eu</sup> view at a high level;
- Customs Core Values describes the horizontal values relevant for any individual working in the Customs profession;
- Proficiency Levels describes the generic proficiency levels that can be associated to a competency to define competency requirements for a particular job profile;
- Customs Professional Competencies describes competencies applied in a broader professional context, and don't necessarily apply to Customs only. However, the competencies included are deemed relevant to the Customs domain;
- Customs Operational Competencies describes the competencies relevant to an operational and functional level. They represent the knowledge and skills required to operate the core and supporting Customs functions;
- Customs Management Competencies describes the Management Competencies deemed relevant to both operational and strategic managers within Customs.

## EU CustComp<sup>EU</sup> High-Level Overview

The following sections elaborate on each of the CustComp<sup>EU</sup> main building blocks.

Competency Framework Overview			
Customs Core Values			
Strong Ethics and High Integrity	European Safety and Security Focus	Harmonised EU Attitude and Approach	
Customer and Service Orientation	Public Service Commitment	Continuous Learning and Professional Development	
	Operational Excellence		
Customs Professional Competencies			
Dealing with Operational Risk	Coaching/Mentoring	Analytical Thinking	Oral Communication
Drive for Results	Knowledge/Experience	Interpersonal Relations	Reporting
Investigative Ability	Coping with Stress	Problem Solving	Creativity
Teamwork	Handling Conflict	Time Management	Data Management
Professional Networking	Adaptability to Change	Priority Setting	Technological Ability
Written Communication	Decision Making	Processing Information	Working Virtually
			Research
Customs Operational Competencies			
Customs Business Understanding	Tariff and Classification	Control of Goods	Operational Analytics
Customs Legislation	Valuation	Prohibitions and Restrictions	Risk Analysis
Customs Procedures	Origin of Goods	Enforcement	Integrated Border Management
Trade Facilitation	Debt and Guarantee Management	Customs Investigation	Supply Chain Operations
Economic Operators Management	Customs Supervision	Audit	Support for Customs
Customs Declaration Processing			
Customs Management Competencies			
Act as a Role Model of Ethics, Good Governance and Good Service	Entrepreneurship	Change Management	Customs Trends of the 21 <sup>st</sup> Century
Strategic Agility	Negotiating	Financial Management	Strategic Supply Chain Management
Visionary Leadership	People Management	Communication Management	Strategic IT Management
Innovation	Project Management	Policy Design	Managerial Courage
	Conflict Management	Political Awareness	Process Management

Figure 10: CustComp<sup>EU</sup> overview

### Customs Core Values

The Customs Core Values encompass the basic vision of Customs. Individuals working in a Customs role are required to demonstrate some level of these competencies.

These aren't competencies according to the agreed definition and don't have proficiency levels associated to them. The Customs Core Values should be demonstrated by and be visible in the work

ethic of all Customs professionals. They form the foundation of the CustComp<sup>EU</sup> because they help to improve Customs operations and lead to better organisational performance. These are two of the CustComp<sup>EU</sup>'s main goals that can be achieved by ensuring during the recruitment process that the characteristics of potential new Customs hires can be matched against the core values of EU Customs.

REF.	CUSTOMS CORE VALUE	DESCRIPTION
CV1	<i>Strong Ethics and High Integrity</i>	All Customs professionals exhibit integrity and earn trust through ethical behavior. Their uncompromising professionalism in everything they do and say earns the trust and respect of their colleagues, Trade and other customers, as well as all other relevant Customs partners. Customs professionals ensure high levels of transparency at all times.
CV2	<i>Public Service Commitment</i>	Customs professionals take pride in their profession and are motivated to deliver high quality service to the general public and to Trade.
CV3	<i>Customer and Service Orientation</i>	Customs commits to and promotes a customer-centred culture that emphasises outstanding service levels. Customs seeks to provide high quality support, value and service at every level of the organisation. Smooth trade flows, the prosperity of our businesses and the promotion of EU trade depend on top-class services provided by Customs to its customers.
CV4	<i>Continuous Learning and Professional Development</i>	In a world that's rapidly changing, Customs professionals commit to continual learning to ensure the effectiveness and efficiency of Customs operations. Customs professionals are personally committed to continuously develop their capabilities and are open to lifelong learning. They seek feedback and work to further deploy personal strengths.
CV5	<i>Operational Excellence</i>	Customs Administrations are committed to demonstrating excellence in all spheres of their work, in all operations, and in all interactions with colleagues, Trade and other customers and relevant Customs partners. In addition, Customs Administrations commit to exercising judgment, professionalism, rigour, self-discipline, perseverance and team spirit. Customs professionals manage to remain calm and attentive under all circumstances and demonstrate decisiveness, technical credibility and professional behaviour at all times. This way, Customs can continue its work in ensuring a safe and competitive Europe.
CV6	<i>Harmonised EU Attitude and Approach</i>	Customs Administrations and Customs partners share a common attitude, approach and interpretation regarding legislative provisions and related procedures to ensure equivalent results among all MS.
CV7	<i>European Safety and Security Focus</i>	Customs has a great responsibility in ensuring a safe and secure society in the EU. Now, more than ever, safety and security have become one of the primary Customs priorities. The protection of the EU and its citizens is one of the top objectives of Customs. Therefore, each and every Customs professional should attain a responsive safety and security mindset. In doing so, Customs professionals can continue to strive toward boosting the EU's competitiveness while defending against new risks to its safety and security.

**Table 1: Customs Core Values**

## Proficiency Levels

The Proficiency Levels used within the CustComp<sup>eu</sup> apply to all the competencies in the framework (Professional, Operational and Management). There are 4 levels, ranging from 1 (Awareness) to 4 (Expert). The proficiency levels don't apply to the 7 Customs Core Values since all Customs professionals are expected to adhere to and demonstrate these values as much as they can.

A Proficiency Level summarises the required level of proficiency for someone within a certain role. In combination with the competencies required for a certain role, it should mirror both the importance of the competency and the frequency of when it's required for the role.



	Level 1 - Awareness	Level 2 - Trained	Level 3 - Advanced	Level 4 - Expert
Definition	Proficiency Level 1 - Applies for those who only need insight into the competency. This means that they do not need competency to be able to engage in a specific role. Awareness of a competency that is not required to perform a specific role, but is required of people that you need to work with or manage, will increase understanding and efficiency.	Proficiency Level 2 - Proficiency required to be able to perform standard tasks in the area of the competency independently.	Proficiency Level 3 - Refers to the level of experience in a certain competency. Compared to 'Level 3 - Advanced' refers to increased levels of knowledge and skills because of experience.	Proficiency Level 4 - Requires additional competency-specific experience and/or training to reach the status of 'Expert' in a specific competency.
Description	<ul style="list-style-type: none"> <li>Has a general understanding of what the competency is about</li> <li>Has a basic knowledge of the competency (e.g. understands general concepts and processes, is familiar with related key terminology)</li> </ul>	Level 1 plus: <ul style="list-style-type: none"> <li>Has a good working knowledge of this competency</li> <li>Is able to apply that knowledge in daily work</li> <li>Is able to perform standard activities with regards to this competency in an independent manner</li> </ul>	Level 2 plus: <ul style="list-style-type: none"> <li>Has a broad and in-depth knowledge and skills with regards to the competency</li> <li>Is able to deal with a variety of exceptions and special cases related to the competency in an independent manner</li> <li>Is able to effectively share his/her knowledge and experience with more junior profiles</li> </ul>	Level 3 plus: <ul style="list-style-type: none"> <li>Has extensive expert knowledge and skills with regards to the competency</li> <li>Is able to highlight the (dis)advantages of each of the processes related to this competency whilst linking them to the bigger picture (e.g. the impact on the supply chain, safety and security, Trade facilitation, etc.)</li> <li>Is able to provide tailored advice with relevant and context-specific arguments when responding to internal and external queries</li> </ul>

Figure 11: Proficiency Levels

## Customs Professional Competencies

Professional Competencies are intended to be competencies used in a broader professional context and therefore don't necessarily

apply to Customs only. Customs professionals should attain different proficiency levels per Professional Competency, ranging from 'Proficiency Level 1 - Awareness' to 'Proficiency Level 4 - Expert', depending on their specific role, responsibilities and tasks.

REF.	PROFESSIONAL COMPETENCY	DESCRIPTION
PC1	<i>Dealing with Operational Risk</i>	<ul style="list-style-type: none"> <li>Demonstrates the knowledge and ability to deal with operational risk on a daily basis;</li> <li>Able to apply general principles, methods and tools commonly used for risk assessment and management;</li> <li>Knows when to escalate risks.</li> </ul>
PC2	<i>Priority setting</i>	<ul style="list-style-type: none"> <li>Spends own time and the time of others on what is most important in relative terms;</li> <li>Focuses on high-impact measures;</li> <li>Quickly identifies and focuses on the critical items;</li> <li>Prioritises based on the severity of the consequences;</li> <li>Works quickly to identify and focus on factors that will assist in accomplishing a goal, while eliminating the obstacles to reaching that goal.</li> </ul>
PC3	<i>Problem Solving</i>	<ul style="list-style-type: none"> <li>Uses sound logic and methods and experience to anticipate, identify, analyse and solve problems;</li> <li>Weighs the relevance and accuracy of information;</li> <li>Generates alternative solutions and recommendations;</li> <li>Makes decisions, acts upon them and follows up on actions.</li> </ul>
PC4	<i>Investigative Ability</i>	<ul style="list-style-type: none"> <li>Very much aware of his/her surroundings;</li> <li>Effectively probes and investigates for potential irregularities;</li> <li>Takes appropriate action when irregularities are encountered;</li> <li>Has great attention to detail.</li> </ul>
PC5	<i>Data Management</i>	<ul style="list-style-type: none"> <li>Demonstrates the knowledge and ability to apply the principles, procedures and tools of data management (e.g. modelling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, data standardisation processes).</li> </ul>
PC6	<i>Technological Ability</i>	<ul style="list-style-type: none"> <li>Has an affinity for technology and IT;</li> <li>Picks up on new technology (e.g. collaborative tools, online software platforms, e-learning) quickly and is eager to learn;</li> <li>Seeks opportunities to learn about new technology;</li> <li>Understands the importance of technology in the world of Customs.</li> </ul>
PC7	<i>Drive for Results</i>	<ul style="list-style-type: none"> <li>Demonstrates and encourages action-oriented behaviour;</li> <li>Doesn't give up before finishing;</li> <li>Pushes and motivates self and others to achieve results.</li> </ul>

PC8	<i>Interpersonal Relations</i>	<ul style="list-style-type: none"> <li>• Interacts positively with different people at all levels, both internal and external to the Administration;</li> <li>• Builds appropriate rapport and treats others with courtesy, sensitivity and respect.</li> </ul>
PC9	<i>Teamwork</i>	<ul style="list-style-type: none"> <li>• Able to work and collaborate as a team in pursuit of a common goal;</li> <li>• Cooperative and mutually supportive of team members;</li> <li>• Effective in dealing with people involved in cross-border activities.</li> </ul>
PC10	<i>Professional Networking</i>	<ul style="list-style-type: none"> <li>• Establishes and cultivates contacts that are useful to the business of Customs (both at a national level and cross-borders);</li> <li>• Builds up relevant contacts and establishes a rapport;</li> <li>• Draws upon network of contacts to improve own professional effectiveness and efficiency.</li> </ul>
PC11	<i>Coaching/ Mentoring</i>	<ul style="list-style-type: none"> <li>• Uses own experience and knowledge to coach and help out co-workers at all levels when appropriate;</li> <li>• Improves the overall performance of co-workers by sharing experience and approaches to work.</li> </ul>
PC12	<i>Knowledge/ Experience Sharing</i>	<ul style="list-style-type: none"> <li>• Open to and aware of benefits of sharing knowledge and experience;</li> <li>• Able to explain things in an easily understandable way;</li> <li>• Able to change the way he/she communicates according to the audience at hand;</li> <li>• Knows how to verify that the message was understood by the recipients.</li> </ul>
PC13	<i>Coping with Stress</i>	<ul style="list-style-type: none"> <li>• Able to deal with complex, high-pressure challenges;</li> <li>• Remains calm and keeps oversight in stressful situations;</li> <li>• Can deal with and find solutions for urgent issues;</li> <li>• Doesn't avoid accountability;</li> <li>• Able to put things into perspective;</li> <li>• Demonstrates a positive, can-do attitude.</li> </ul>
PC14	<i>Handling Conflict</i>	<ul style="list-style-type: none"> <li>• Anticipates, manages and resolves conflicts and disagreements in a positive and constructive manner;</li> <li>• Analyses situations thoroughly before taking actions;</li> <li>• Tries to look at the issue from the different parties' perspectives;</li> <li>• Applies active listening, finds common ground and resolves disputes equitably.</li> </ul>
PC15	<i>Adaptability to Change</i>	<ul style="list-style-type: none"> <li>• Demonstrates willingness to adapt to change;</li> <li>• Demonstrates a continuous improvement mindset;</li> <li>• Shifts strategy or approach in response to demands of the situation;</li> <li>• Responds to change with a positive attitude.</li> </ul>
PC16	<i>Decision making</i>	<ul style="list-style-type: none"> <li>• Makes well-informed, effective and timely decisions using sound logical thinking, analysis of facts, personal experience and well-reasoned judgment;</li> <li>• Understands and anticipates the implication of decisions;</li> <li>• Has the courage to make tough decisions.</li> </ul>
PC17	<i>Analytical Thinking</i>	<ul style="list-style-type: none"> <li>• Able to approach issues and difficulties from a logical point of view;</li> <li>• Able to break down issues into different parts to increase understanding;</li> <li>• Able to assess these parts separately and to assess how they are linked and influence each other.</li> </ul>
PC18	<i>Time Management</i>	<ul style="list-style-type: none"> <li>• Organises and manages own time and work effectively;</li> <li>• Communicates all potential time and workload-related issues in a proactive manner;</li> <li>• Can deal with several tasks simultaneously.</li> </ul>
PC19	<i>Processing Information</i>	<ul style="list-style-type: none"> <li>• Able to interpret information;</li> <li>• Able to retrieve, process and input information both in virtual and physical contexts;</li> <li>• Able to engage in the appropriate procedures when required information is missing.</li> </ul>
PC21	<i>Oral Communication</i>	<ul style="list-style-type: none"> <li>• Listens to and communicates effectively with others in a variety of settings using clear and coherent language.</li> </ul>
PC22	<i>Reporting</i>	<ul style="list-style-type: none"> <li>• Knows when, how and for whom to create clear reports using the appropriate systems and/or documents in a consistent manner.</li> </ul>
PC23	<i>Creativity</i>	<ul style="list-style-type: none"> <li>• Demonstrates and encourages innovative and 'out-of-the-box' thinking;</li> <li>• Has knowledge of methods and techniques to stimulate creative thinking in self and others.</li> </ul>
PC24	<i>Working Virtually</i>	<ul style="list-style-type: none"> <li>• Able to effectively and efficiently use the appropriate systems (physical and virtual) as a way to read, report, store and communicate data and information;</li> <li>• Applies practices, processes and procedures necessary to get things done.</li> </ul>
PC25	<i>Research</i>	<ul style="list-style-type: none"> <li>• Able to conduct research following structured methodology;</li> <li>• Able to ensure sufficient leadership support for the research;</li> <li>• Has intellectual capacity;</li> <li>• Has a deep understanding of the professional area's core that is being researched;</li> <li>• Has insight into the most recent developments in the professional area that is being researched.</li> </ul>

**Table 2: Customs Professional Competencies**

## Customs Operational Competencies

Operational Competencies are intended to be specifically used in the world of Customs. They cover the operational/technical role and specific competencies required of someone to successfully perform that role.

Customs professionals should attain different proficiency levels per Operational Competency, ranging from 'Proficiency Level 1 - Awareness' to 'Proficiency Level 4 – Expert', depending on their specific role, responsibilities and tasks.

It should be noted that Operational Competencies alone aren't sufficient to perform as a Customs professional. In almost all cases, they should be combined with other competencies (Professional or Management) to ensure that Customs professionals will be successful in their roles.

The 'Scope' column is included in Table 3 to explain the context in which the competency is applicable. This should allow for a common understanding of what is envisaged to be covered by the competencies.

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC1	<i>Customs Business Understanding</i>	The Customs Business Understanding competency refers to the high-level knowledge regarding the Customs processes and the role of Customs in those different processes within the economic context.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the (operational and strategic) roles of Customs in daily decision-making;</li> <li>• Understands the business drivers;</li> <li>• Demonstrates knowledge of the cooperation with Customs' usual internal and external partners in daily activities;</li> <li>• Understands both macroeconomics and microeconomics related to a national, EU and global context;</li> <li>• Drives the creation of an economically attractive climate nationally and within the EU.</li> </ul>
OC2	<i>Customs Legislation</i>	The Customs Legislation competency refers to the national and EU legal provisions that Customs professionals need to comply with in order to successfully fulfill their specific role and tasks.	<ul style="list-style-type: none"> <li>• Understands the scope of Customs legislation, the mission of Customs, and its legal definitions;</li> <li>• Demonstrates knowledge of national and EU legal provisions in his/her daily operations;</li> <li>• Able to effectively communicate and apply legal knowledge when and where necessary;</li> <li>• Responds to queries from persons and economic operators in relation to legislation;</li> <li>• Reviews appeals and can refer and examine details to ensure fair and legal decisions have been made;</li> <li>• Applies legal competence to practical Customs situations (e.g. audit, controls, enforcement, supervision, quality assurance);</li> <li>• Strives to achieve compliance with EU legislation at a national level;</li> <li>• Supports the review and drafting of legislation.</li> </ul>
OC3	<i>Customs Procedures</i>	The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.	<ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other Special Procedures;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Can determine and validate the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account the nature of traffic and goods;</li> <li>• Ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>
OC4	<i>Trade Facilitation</i>	The Trade Facilitation competency refers to all activities that Customs professionals engage in to uphold and improve the level of communication and cooperation between Trade and Customs in order to facilitate optimised legitimate trade volume.	<ul style="list-style-type: none"> <li>• Thoroughly understands Customs operations and the different models for interaction between Trade and Customs;</li> <li>• Has knowledge of Trade operations and their supply chain and is able to link operations of both Trade and Customs in an effective and efficient manner;</li> <li>• Actively listens to and cooperates with Trade;</li> <li>• Facilitates Trade operations, ensures no unnecessary delays and understands time constraints of Trade operations;</li> <li>• Can identify all stakeholders either internal / external to the organisation and understands their individual needs and concerns;</li> <li>• Understands and applies the different models for cooperation between Customs and Trade;</li> <li>• Able to manage expectations;</li> <li>• Demonstrates good customer management skills.</li> </ul>

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC5	<i>Economic Operators Management</i>	The Economic Operators Management competency relates to all activities concerning the management of economic operators and authorised economic operators.	<ul style="list-style-type: none"> <li>Understands and is able to track and retain relevant detailed Economic Operator (EO) information and those of other legal persons involved;</li> <li>Able to make updates upon request of the EO;</li> <li>Has knowledge of the legal framework covering the specific provisions for each of the decisions that may be granted in relation to the EO, including rules regarding exceptions and special allowances;</li> <li>Able to apply knowledge of legal framework in order to grant an authorisation, and manage simplifications and authorised economic operator (AEO) structures;</li> <li>Has knowledge of all decision-taking Customs authorities and the scope of the validity of a decision (i.e. throughout the Community);</li> <li>Ensures regular compliance checks are carried out to ensure that terms &amp; conditions (T&amp;C) of any authorisations are being adhered to.</li> </ul>
OC6	<i>Customs Declaration Processing</i>	The Customs Declaration Processing competency covers all activities of Customs professionals that deal with the declaration requirements for transporting goods across national borders and in and out of the EU.	<ul style="list-style-type: none"> <li>Able to process Customs Declarations electronically;</li> <li>Able to process Customs Declarations that have been submitted using other means (e.g. paper declarations), following standard processes;</li> <li>Able to process paper declarations in the case of the fall-back procedure;</li> <li>Has knowledge of Customs Procedures for which a declaration can be submitted: Entry of Goods, Release for Free Circulation, Transit, Storage, Export and other Special Procedures;</li> <li>Able to apply knowledge and experience to validate declaration data and spot irregularities;</li> <li>Able to apply systematic identification of risk to identify cargo for Customs control checks, and identify cargo for random checks;</li> <li>Able to interact with the Trade in a consistent manner to understand and respond to queries and to promptly request additional information as needed.</li> </ul>
OC7	<i>Tariff and Classification</i>	The Tariff and Classification competency covers all activities that Customs professionals deal with regarding the aspects of tariff and classification of goods from application, validation and use of online databases (e.g. TARIC), rules and regulations relating to use and application of measures.	<ul style="list-style-type: none"> <li>Understands the impact Tariff and Classification has on the assessment of Customs Debt;</li> <li>Has knowledge of Common Customs Tariff (CCT) and general knowledge of Customs duties;</li> <li>Able to classify goods using tariff classification and barcode scanning technology;</li> <li>Has knowledge of TARIC and/or of National Tariffs as well as Combined Nomenclature (CN);</li> <li>Able to process applications for Binding Tariff Information (BTI) and to issue such information;</li> <li>Able to use and integrate TARIC information;</li> <li>Able to recognise and classify goods based on the description of the goods;</li> <li>Able to perform documentary control and/or physical control;</li> <li>Able to make use of the appropriate databases for accurate classification;</li> <li>Applies the General Interpretative Rules relating to classification of goods;</li> <li>Able to assist Trade and respond to queries relating to tariff and classification.</li> </ul>
OC8	<i>Valuation</i>	The Valuation competency refers to all activities required of Customs professionals that deal with the validation, calculation and performing audits in relation to the Customs value of goods.	<ul style="list-style-type: none"> <li>Able to apply legislation governing Customs value in practical work situations;</li> <li>Has working knowledge of Customs Valuation Rules and calculation methods (Primary Methods based on Transactional Value and Secondary Methods (transaction value of similar goods, deductive method, compute method, fall-back method));</li> <li>Able to validate system-based calculations at a high level during daily operations;</li> <li>Able to delve deeper concerning auditing activities to manually verify Customs value calculations, and to ensure that the correct calculation method is applied;</li> <li>Able to make use of the appropriate databases and IT systems for information and reporting.</li> </ul>
OC9	<i>Origin of Goods</i>	The Origin of Goods competency refers to activities required of Customs professionals that have to determine the economic nationality of goods as part of their daily operations.	<ul style="list-style-type: none"> <li>Ensures the correct and uniform application of the rules of origin;</li> <li>Has knowledge of rules of origin for preferential and non-preferential origin;</li> <li>Able to verify documents of origin;</li> <li>Able to determine the origin of goods, in particular when goods have been processed in several countries;</li> <li>Has knowledge of the arrangements that apply to specific non-EU countries;</li> <li>Has knowledge of the legal basis on Binding Origin Information decisions (BOI);</li> <li>Has knowledge of which authorities are responsible for issuing BOI;</li> <li>Understands the political and economic aspects of rules of origin and harmonisation theories.</li> </ul>

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC10	<i>Debt and Guarantee Management</i>	The Debt and Guarantee Management competency relates to the fiscal activities within Customs, collection of revenue, application of penalties, tracking of debt, applying and understanding recovery methods, registration and management of Customs guarantees.	<ul style="list-style-type: none"> <li>• Has knowledge of all scenarios where Customs Debt may be incurred, i.e. through the placing of union / non-union goods liable to duty under a Customs procedure;</li> <li>• Able to process customs debt in the case of non-compliance by the debtor;</li> <li>• Able to apply penalties for failure to comply with Customs legislation;</li> <li>• Able to calculate and approve refunds for EOs;</li> <li>• Able to assign and manage guarantees in an end-to-end comprehensive manner, including approvals, rejections issue management and recovery / collections;</li> <li>• Ensures maximum efficiency and integrity of revenue collection and management, and strives to safeguard the financial interests at national and EU levels;</li> <li>• Ensures accurate information is held in relation to the debtor and their corresponding Customs debt;</li> <li>• Strives to identify irregularities and uses modern technology and techniques to identify potential fraud.</li> </ul>
OC11	<i>Customs Supervision</i>	The Customs Supervision competency deals with the handling and management of goods brought in and exiting the Customs Territory of the Union, including logistics and surveillance.	<ul style="list-style-type: none"> <li>• Has knowledge of Customs logistics and obligations when supervising goods under a Customs procedure;</li> <li>• Able to determine the Customs status of goods, and ensures non-union goods remain under Customs supervision;</li> <li>• Facilitates examination of goods by the goods holder;</li> <li>• Able to manage and process the arrival of goods within Customs controlled areas;</li> <li>• Able to effectively and efficiently handle the presentation, unloading and examination of goods;</li> <li>• Able to manage the required formalities after the presentation of the goods using the appropriate procedures and systems;</li> <li>• Able to process goods moved under transit procedure;</li> <li>• Able to effectively manage the logistics and surveillance of goods while under Customs supervision.</li> </ul>
OC12	<i>Control of Goods</i>	The Control of Goods competency relates to the controls that are performed when goods are under Customs supervision. Customs professionals must maintain straightforward and efficient Customs control operations at ports, airports, land borders and inland.	<ul style="list-style-type: none"> <li>• Verifies that conditions for processing under Customs control are satisfied;</li> <li>• Has knowledge on how to verify compliance with statutes relating to passenger and freight transport and vehicles;</li> <li>• Able to perform Customs controls that consist of examining goods, taking samples, verifying declaration data and the existence and authenticity of documents, examining the accounts of EOs and other records, and inspecting means of transport;</li> <li>• Able to perform intrusive and non-intrusive inspections;</li> <li>• Able to engage in early detection activities;</li> <li>• Able to engage in focused interventions of all types and resource allocation measures;</li> <li>• Able to board ships or enter containers in order to carry out physical control of goods in a manner that is in line with health and safety guidelines;</li> <li>• Able to advise customers on issues relating to import and export restrictions (e.g. plants, animals and waste restrictions, radiation level limits, advice in relation to consumer protection issues);</li> <li>• Able to use IT and technology to perform controls in an effective and efficient manner.</li> </ul>
OC13	<i>Prohibitions and Restrictions</i>	The Prohibitions and Restrictions competency relates to the identification and management of prohibited and restricted goods (i.e. counterfeit goods, drugs, certain plants and protected species). Also focuses on identification and capturing of new information regarding prohibitions and restrictions with the goal to proactively maintain the safety and security standards in the EU.	<ul style="list-style-type: none"> <li>• Has knowledge of goods subject to measures of Prohibitions and Restrictions (P&amp;R) that are implemented as a result of either national (may differ between MS) or EU legislation or international (e.g. CITES);</li> <li>• Has knowledge of the P&amp;R that are imposed by Customs Authorities on importation and exportation for EU and non-EU goods;</li> <li>• Demonstrates knowledge of categories of P&amp;R goods (e.g. product safety and consumer products, counterfeit and pirated goods, agricultural products, live animals, pharmaceuticals, drugs, vaccines) in daily operations;</li> <li>• Able to keep up-to-date with legal provisions concerning Customs prohibitions and restrictions at national and EU levels;</li> <li>• Able to detect potential risks, and feed into new P&amp;R at a national level;</li> <li>• Able to follow and/or implement emergency measures in relation to P&amp;R;</li> <li>• Able to check licenses and quotas for restricted goods;</li> <li>• Able to recognise P&amp;R goods.</li> </ul>

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC14	<i>Enforcement</i>	The Enforcement competency refers to all activities that are required of Customs professionals to enforce Customs legislation in the event of any confirmed fraudulent or criminal activities. This includes the collection of Customs duties by all means available under the law of the MS concerned.	<ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions and instruments for Custom enforcement;</li> <li>• Has knowledge of Intellectual Property rights (IPR), cultural property rights, and endangered plant and animal species;</li> <li>• Able to identify the appropriate partners for cooperation according to the legal basis for cooperation and mutual assistance;</li> <li>• Able to co-operate effectively and efficiently with other (law enforcing) authorities regarding Customs;</li> <li>• Cooperates through information and intelligence exchanges;</li> <li>• Able to follow up relating to control activities where irregularities have been reported and can inspect cargo, baggage, articles worn or carried by people, vessels, vehicles, trains and aircraft entering or leaving the EU;</li> <li>• Able to ensure that the appropriate authorities are informed in case of additional duties and / or fines because goods have been incorrectly declared;</li> <li>• Able to impose fines and confiscate illegal / restricted goods;</li> <li>• Able to initiate legal proceedings, liaising with other law enforcing authorities at national and international levels;</li> <li>• Able to perform Customs enforcement procedures at the border, inland (and occasionally within mobile teams);</li> <li>• Provides guidance in cases of counterfeit goods.</li> </ul>
OC15	<i>Customs Investigation</i>	The Customs Investigation competency is concerned with the in-depth inquiry into a (n) person's / EO activities to identify and gather evidence of criminal activity in relation to Customs. Emphasis on the rigorous and precise collection of information relevant to the case, particularly with a view to prosecution. Investigation is concerned with organised crime (drug smuggling) and fiscal offences (fraud).	<ul style="list-style-type: none"> <li>• Has knowledge of the procedures to be used when investigating possible fraudulent activities relating to Customs;</li> <li>• Has knowledge of the concept of a Customs offence and the limits of Customs' powers in crime prevention;</li> <li>• Able to track and recall historic fraudulent activities and precedents for re-offending organisations;</li> <li>• Able to share information and collaborate with other Customs authorities and agencies;</li> <li>• Able to document and gather information to support an investigation in a consistent manner;</li> <li>• Able to capture the point of view of the EO or person in relation to a case;</li> <li>• Able to employ anti-fraudulent systems to uncover fraudulent activities;</li> <li>• Able to deal with appeals in light of Customs decisions that resulted out of Customs investigations.</li> </ul>
OC16	<i>Audit</i>	The Audit competency relates to the recording and tracking of organisations' Customs activities in order to verify Customs compliance. Focus is on methodology and consistency. Main objective is to ensure trader compliance with national and EU Customs legal provisions. Audit may be conducted post clearance at the trader's premises.	<ul style="list-style-type: none"> <li>• Examines the accounts and other records;</li> <li>• Inspects business premises, commercial records whether electronically held or not, the manufacturing process (where applicable) and/or certain items of the plant or stock;</li> <li>• Plans audits and communicates the process to business in advance of the audit;</li> <li>• Able to confidentially treat all information and documents of legal persons;</li> <li>• Able to effectively cooperate and exchange information with other organisations as required (e.g. other Customs Administrations, other governmental authorities, Trade organisations, logistics companies, port authorities);</li> <li>• Able to engage in the use of systems-based approaches (e.g. electronic data processing, auditing - pre and post clearance);</li> <li>• Able to ensure the consistency and quality of post-clearance control and audit efforts;</li> <li>• Able to produce clear and qualitative reports, meeting the standard that is agreed and required.</li> </ul>
OC17	<i>Operational Analytics</i>	The operational Analytics competency relates to the area of data analysis and day-to-day analytics activities. The objective is to provide insight into Customs operations on a day-to-day basis and present a clear picture of the number and types of transactions in order to identify trends. One of the main goals is to gather targeted information as a management tool in order to identify opportunities for process improvements and cost reductions, and to report statistical data at national and EU levels.	<ul style="list-style-type: none"> <li>• Understands how Operational Analytics relates to analysis of the day-to-day operations in Customs (e.g. number of seizures);</li> <li>• Targets data with a view to proactively identifying areas for improvement of operational effectiveness based on performance measurement activities, identification of patterns and client behaviours;</li> <li>• Utilises data to determine operational strategies and resource allocation;</li> <li>• Able to communicate the data analysis results to all appropriate parties, including other government departments and other MS when required;</li> <li>• Able to effectively interpret operational data in order to provide insights and improve decision-making;</li> <li>• Able to perform diagnostics of current organisation and processes, utilising analytic techniques and models with a view to eliminating waste and improving process performance;</li> <li>• Able to process large quantities of intelligence information effectively and capture it in reports.</li> </ul>

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC18	<i>Risk Analysis</i>	The Risk Analysis competency relates to the techniques that Customs agencies employ to monitor, identify, analyse, assess and address risk. One of the key objectives of Customs is to maintain safety and security within national and EU borders, and the management of new and emerging risks is a strategic objective. In the changing world of Customs, the emphasis is on the inclusion of a predictive approach using intelligence gathered from collaborative partners and emerging trends in Trade transactions.	<ul style="list-style-type: none"> <li>Approaches risk analysis from both a legal and safety and security perspective;</li> <li>Able to perform risk analysis and to document/report the findings;</li> <li>Able to apply experience, knowledge and relevant tools (Risk Management Framework) to identify and target high-risk transactions;</li> <li>Collaborates with other agencies, government departments and internationally in order to share intelligence and to feed risk engines;</li> <li>Able to provide immediate feedback of newly identified risks with a view to adapting to change;</li> <li>Able to categorise and understand the nature and potential consequences of different types of risk;</li> <li>Uses fact-based intelligence to perform predictive rather than reactive risk analysis;</li> <li>Recognises irregularities in risk-related patterns and focuses attention on the areas that matter most;</li> <li>Communicates presumed irregularities and risk to the appropriate Customs partners in order to augment current models to address other areas of interest (e.g. case selection criteria and fraud).</li> </ul>
OC19	<i>Integrated Border Management</i>	The Integrated Border Management competency is concerned with the straightforward and efficient Customs control of both goods and passengers and crew at ports, airports, land borders and inland, with a strong focus on collaboration.	<ul style="list-style-type: none"> <li>Has knowledge of national and international legal framework supporting border management;</li> <li>Able to apply controls to Goods, Passengers and Crew (including, but not limited to, pre-arrival controls, controls at the border, risk analysis and cooperation and communication with other MS and internationally);</li> <li>Able to control compliance with all relevant transport regulations and provisions as required by the work assignment;</li> <li>Able to recognise, communicate, act upon and escalate any fraudulent and criminal activities uncovered by surveillance activities;</li> <li>Able to communicate and collaborate efficiently with other law enforcement agencies, nationally and internationally;</li> <li>Able to collect border fees (if required) and verify all relevant border documents;</li> <li>Able to correctly assert responsibility when enforcing border legislation.</li> </ul>
OC20	<i>Supply Chain Operations</i>	The Supply Chain Operations competency covers all aspects of the International Supply Chain - this relates to both the core Customs flows (import/export/transit) and the supply chain of Trade and how they are linked. Emphasis on effective working methods between Customs and Trade and the Safety and Security aspects of supply chains.	<ul style="list-style-type: none"> <li>Demonstrates general knowledge of the Customs Supply Chain and understands the basic Customs principles that underlie the supply chain;</li> <li>Able to offer advice to the Trade and other government departments, brings essential knowledge to any task within the supply chain;</li> <li>Able to make recommendations to improve efficiency, quality and service relating to the Customs flows;</li> <li>Able to adopt to a wider end-to-end perspective in relation to decision-making, and ensures communication with other areas within Customs (e.g. Risk, Fraud, Compliance, Declaration processing);</li> <li>Collaborates with other legal enforcement agencies;</li> <li>Makes use of national and international expert services;</li> <li>Understands the consequences, fiscal impact and next steps after the arrival and exit of goods;</li> <li>Able to actively collaborate with Trade and establishes relationships to ensure transparency and smooth processing of goods;</li> <li>Demonstrates understanding of how Customs activities impact Trade's supply chain in daily operations;</li> <li>Demonstrates knowledge of regular interactions at a national level, and ability to identify and act upon irregularities;</li> <li>Ensures that requirements for safety and security have been adhered to at all times and knows when and how to escalate in case of serious issues;</li> <li>Is aware of the global supply chain;</li> <li>Able to keep abreast of changes and increased complexity.</li> </ul>
OC21	<i>Support for Customs</i>	The Support for Customs competency refers to the specific knowledge, skills and behaviours that are required of Customs professionals active in a support function (e.g. HR, Finance, IT, Legal Operations and Training), but doesn't cover the specifics of the function itself. Emphasis is on service and back office support.	<ul style="list-style-type: none"> <li>Understands the Customs Business needs in order to allocate the correct resources, workforce, etc.;</li> <li>Has sufficient understanding of the support required in training Customs professionals to meet the standards required in order to function well in their roles;</li> <li>Has knowledge of HR / Finance / IT / training concepts and operations;</li> <li>Has a service-oriented mindset;</li> <li>Responds to queries;</li> <li>Communicates effectively and efficiently;</li> <li>Trainers emphasise building language skills in the EU Customs Administrations and promoting cross-border networking;</li> <li>Trainers are able to deliver clear and targeted training sessions and have excellent presentation skills.</li> </ul>

Table 3: Customs Operational Competencies

## Customs Management Competencies

The Management Competencies are intended to be specifically used for people with a management function. Some are Customs-specific, others are not. Naturally, there are many different levels of management, ranging from line management to strategic management. The Management Competencies in this document may apply to all levels, depending on the specific contexts within MS.

Customs professionals in a management position should attain different proficiency levels per Management Competency, ranging from 'Proficiency Level 1 - Awareness' to 'Proficiency Level 4 - Expert', depending on their specific role, responsibilities and tasks.

REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC1	<i>Act as a Role Model of Ethics, Good Governance and Good Service</i>	<ul style="list-style-type: none"> <li>• Sets a good example for Customs employees;</li> <li>• Highlights and practices good governance;</li> <li>• Focuses on delivering quality service;</li> <li>• Able to ensure conformity concerning regulatory compliance with his/her team;</li> <li>• Behaves in a fair and ethical manner;</li> <li>• Creates a culture that fosters high standards of integrity and honesty;</li> <li>• Encourages others to follow his/her example.</li> </ul>
MC2	<i>Visionary Leadership</i>	<ul style="list-style-type: none"> <li>• Demonstrates the organisation's core values;</li> <li>• Able to convey his/her vision clearly to others;</li> <li>• Able to see the big picture and provides inspiration for groups;</li> <li>• Able to communicate a clear direction for the organisation to all levels;</li> <li>• Gets results through people;</li> <li>• Able to sell the need for change when appropriate;</li> <li>• Able to develop new strategy according to the organisation's needs;</li> <li>• Demonstrates self-confidence and takes responsibility;</li> <li>• Exhibits charisma;</li> <li>• Plans for, develops, communicates and implements the business vision;</li> <li>• Allocates the appropriate resources able to implement strategies;</li> <li>• Follows up on realised benefits and takes corrective action when required.</li> </ul>
MC3	<i>Strategic Agility</i>	<ul style="list-style-type: none"> <li>• Has a critical understanding of national, EU and global Customs environment;</li> <li>• Makes strategic decisions and plans accordingly;</li> <li>• Drives the organisation to create and sustain competitive advantages;</li> <li>• Brings and analyses creative ideas;</li> <li>• Analyses strategic goals (end-to-end visioning, planning, strategic objectives) founded upon EU and national objectives;</li> <li>• Able to foresee how different pieces of the organisation, operations, strategies and policies are interconnected and how one impacts the other;</li> <li>• Develops plans together with the key stakeholders;</li> <li>• Able to develop workable roadmaps to translate strategy into tactics and operations;</li> <li>• Installs proactive measures and procedures to avoid disasters.</li> </ul>
MC4	<i>Innovation</i>	<ul style="list-style-type: none"> <li>• Fosters innovation;</li> <li>• Demonstrates and encourages creative thinking;</li> <li>• Has knowledge of methods and techniques to stimulate creative thinking with others;</li> <li>• Doesn't dismiss ideas immediately, but welcomes them with an open mind;</li> <li>• Seeks value rather than constraints and barriers in new suggestions;</li> <li>• Is positive rather than negative.</li> </ul>
MC5	<i>Entrepreneurship</i>	<ul style="list-style-type: none"> <li>• Continuously searches for ways to improve effectiveness and efficiency;</li> <li>• Organises daily work and makes decisions for his/her work and team with the organisation's benefits in mind;</li> <li>• Focuses effort to change for the betterment of both economic and non-economic impacts.</li> </ul>
MC6	<i>Negotiating</i>	<ul style="list-style-type: none"> <li>• Able to consider other people's thinking and decisions by listening to them and presenting them with solid arguments;</li> <li>• Able to identify and/or create win-win situations;</li> <li>• Able to assert authority on commercial negotiations while maintaining an effective relationship;</li> <li>• Able to obtain the resources or change required by the business (either commercially or developmentally);</li> <li>• Able to see alternative points of view, listen and influence to create buy-in of ideas and solutions without conflict.</li> </ul>
MC7	<i>People Management</i>	<ul style="list-style-type: none"> <li>• Sets stretching goals and assigns responsibilities;</li> <li>• Distributes workload appropriately;</li> <li>• Understands the skills of staff members, and takes time to develop them;</li> <li>• Has social skills to interact with all levels;</li> <li>• Able to build effective and efficient teams;</li> <li>• Able to leverage diversity within teams;</li> <li>• Has the capacity to motivate others;</li> <li>• Monitors and takes corrective action when required.</li> </ul>



REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC8	<i>Project Management</i>	<ul style="list-style-type: none"> <li>• Designs, implements and manages ongoing projects and directs the related resources, personnel and activities to successful completion;</li> <li>• Able to proactively identify and mitigate project risks;</li> <li>• Able to link strategic planning to risk management protocols, policy and procedures;</li> <li>• Able to effectively manage change that impact the project's trajectory.</li> </ul>
MC9	<i>Conflict Management</i>	<ul style="list-style-type: none"> <li>• Able to effectively and proactively identify common causes and situations that could lead to conflicts;</li> <li>• Able to facilitate during discussions;</li> <li>• Able to track the evolution of potential conflicts in order to avoid and mitigate the risks it would bring;</li> <li>• Able to identify the driving causes behind conflict;</li> <li>• Able to manage conflicts to achieve positive results.</li> </ul>
MC10	<i>Change Management</i>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the key drivers of change;</li> <li>• Able to strategically analyse the key components of the change process to clearly outline the need for change;</li> <li>• Empathises with those experiencing change and assists them in developing the new knowledge, skills and behaviours required;</li> <li>• Able to overcome resistance to change;</li> <li>• Maintains focus even in adverse or ambiguous situations.</li> </ul>
MC11	<i>Financial Management</i>	<ul style="list-style-type: none"> <li>• Demonstrates broad understanding of good financial management;</li> <li>• Able to allocate financial resources to effectively deliver the National Customs Administration's business objectives;</li> <li>• Able to adhere to EU requirements;</li> <li>• Able to make and track financial plans;</li> <li>• Able to monitor operating costs and budgetary spending and report performance - distinction between development, running costs, capital and operational costs;</li> <li>• Able to utilise the national mechanism for planning budget requirements, negotiating budget allocations and monitoring and accounting for budget allocations.</li> </ul>
MC12	<i>Communication Management</i>	<ul style="list-style-type: none"> <li>• Understands the key role and communication channels in a modern Customs department;</li> <li>• Creates a culture of compliance through transparency;</li> <li>• Educates the Trade and informs both government and the public using the appropriate techniques;</li> <li>• Able to act according to the organisation's internal and external communications strategies;</li> <li>• Able to assess situations and to use appropriate communication techniques;</li> <li>• Demonstrates and ensures that team communications are accurate and clear.</li> </ul>
MC13	<i>Policy Design</i>	<ul style="list-style-type: none"> <li>• Has knowledge of the Customs policy requirements and procedures for their development and implementation;</li> <li>• Has knowledge of the national, EU and international (WCO, WTO) policy imperatives and has the ability to translate them into Customs policies;</li> <li>• Able to transform strategy into operational policy;</li> <li>• Contributes to the policy development process within government, at EU level and internationally;</li> <li>• Adheres to the limitations on policy and the legislative basis for them;</li> <li>• Engages with key stakeholders to influence and assist with policy development.</li> </ul>
MC14	<i>Political Awareness</i>	<ul style="list-style-type: none"> <li>• Acknowledges the importance of national and international politics and their influence on the decision-making process;</li> <li>• Has an interest in international politics;</li> <li>• Able to identify the major political players;</li> <li>• Has knowledge of national, EU and international economic policies and social directions;</li> <li>• Demonstrates political knowledge in communications and cooperation during their daily work;</li> <li>• Able to effectively cooperate and negotiate with own and foreign governments;</li> <li>• Understands the needs of stakeholders.</li> </ul>
MC15	<i>Customs Trends of the 21st Century</i>	<ul style="list-style-type: none"> <li>• Follows up on new global developments within Customs and matches them to the national and EU context in their Administration;</li> <li>• Monitors the evolution of Customs in the short and long term;</li> <li>• Understands the latest challenges, and how this relates to new developments within Customs agencies worldwide;</li> <li>• Demonstrates a continuous learning mindset;</li> <li>• Links recent developments to long-term improvement.</li> </ul>
MC16	<i>Strategic Supply Chain Management</i>	<ul style="list-style-type: none"> <li>• Has knowledge of the international supply chain logistics and the role of Customs herein;</li> <li>• Focuses on improvements to reduce waste and administrative burden, and to increase efficiency for both Trade and Customs;</li> <li>• Knows what drives trade facilitation and looks to optimise cooperation and transparency;</li> <li>• Understands safety and security considerations, economic impacts, EU and International Trade legislation and agreements;</li> <li>• Focuses on cost reductions in relation to Customs controls and actions;</li> <li>• Applies supply chain models and has understanding of how outsourcing models are used in supply chains, i.e. the elements of the supply chain that are outsourced to different parties;</li> <li>• Examines opportunities/barriers at internal and external Customs borders;</li> <li>• Able to capture the requirements of Trade and other stakeholders;</li> <li>• Assesses risk related to supply chain operations.</li> </ul>

REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC17	<i>Strategic IT Management</i>	<ul style="list-style-type: none"> <li>• Understands the Customs Business needs in order to grasp their true IT requirements;</li> <li>• Has knowledge of the Customs IT landscape and how the different systems are interlinked;</li> <li>• Able to develop a clear vision of how IT can help to achieve Customs' strategic objectives;</li> <li>• Able to suggest and make improvements both to individual IT systems and to a network of IT systems, as necessary;</li> <li>• Able to oversee and lead the implementation of new IT systems and/or improvements to them, and understands how this will impact daily business and the current IT landscape.</li> </ul>
MC18	<i>Managerial Courage</i>	<ul style="list-style-type: none"> <li>• Takes responsibility for actions within own team/department;</li> <li>• Able to make educated and informed decisions based on potentially incomplete information;</li> <li>• Steers and advises team members when no clear guidelines or policies are in place;</li> <li>• Allows for exceptions when the situation calls for this and takes responsibility for doing so.</li> </ul>
MC19	<i>Process Management</i>	<ul style="list-style-type: none"> <li>• Has a clear insight into how Customs processes are structured and interlinked (in particular, for the processes performed by the members of own team(s));</li> <li>• Continuously seeks to improve the efficiency and effectiveness of Customs processes, both within their own department and those that have dependencies with other departments and/or Trade.</li> </ul>

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**Table 4: Customs Management Competencies**

Section 2:

# The Customs Core Role Descriptions and Competency Profiles



# Section 2: The Customs Core Role Descriptions and Competency Profiles

## Introduction

### Document Purpose

This document includes a detailed list of the 74 core Role Descriptions present in the CustComp<sup>eu</sup>, along with a distinct Competency Profile (Professional, Operational and Management competencies) with subsequent proficiency levels.

## Structure

This document is organised as follows:

There are 9 sections, presenting the CustComp<sup>eu</sup> **functional domains** in the following order:

- Policy
- Client Management
- Risk
- Declaration Processing
- Control
- Investigation
- Enforcement
- Supportive Functions
- Cross Functional

Each section includes the definition of the Functional Domain, as well as the roles covered within this domain, according to the CustComp<sup>eu</sup> **career paths** (please note, some functional domains might not include the full range of roles presented below). In such cases an explanatory note exists:

### I. Management Career Path

- Senior Manager
- Middle Manager
- Line Manager

### II. Expert Career Path

- Senior Expert
- Expert

### III. Operational Career Path

- Customs Team Lead
- Customs Officer
- Customs Officer Trainee

For more information on role descriptions, functional domains and career paths please visit the Introduction section of the present.

## CustComp<sup>eu</sup> - Role Descriptions - Policy

### Definition Functional Domain “Policy”:

Policy relates to all activities and communications performed by Customs to ensure up-to-date policies at national level that are in line with EU policy and that take into account international policy guidelines.

- 1) **Customs Policies:** Define the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with EU policy and legislation.
- 2) **Customs Processes:** Define efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration’s employees and contributes to the realisation of an EU aligned policy at national level.
- 3) **Communications of Policy Updates:** Communicate updated or new policies to all Customs employees and/or stakeholders involved.

### Roles covered within the “Policy” functional domain:

- **Management Roles**
  - Senior Manager
  - Middle Manager
- **Expert Roles**
  - Senior Expert
  - Expert

As a result, some roles were excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).
- **Line Manager:** Line Managers lead and steer operational teams. Since policy development teams typically operate at a national level and typically consist of Senior Experts, they are managed by Middle Managers rather than Line Managers.
- **Expert:** Considering the importance of the work, the high level of expertise required and the fact that policy development teams typically operate at a national rather than regional level, the profiles working on these teams are Senior Experts instead of Experts.
- **Operational roles:** Same rationale as above, i.e. there are rarely roles at an operational level in the Policy domain.

## Role Description: Senior Manager, Policy

SENIOR MANAGER IN THE POLICY DEPARTMENT	
Level	Functional Domain
Senior Manager	Policy
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there's relatively less focus on operational planning, coordination and team management. There's somewhat more focus on maintaining a dashboard of the different sections' performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Define the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with EU policy and legislation.</li> <li>2) <b>Customs Processes:</b> Define efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration's employees and contributes to the realisation of an EU aligned policy at national level.</li> <li>3) <b>Communications of Policy Updates:</b> Communicate updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of a Senior Manager in a Policy Department are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her Department based on the Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Senior Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Ensures that Policies are created and defined in line with the strategy of the different Customs Departments.</li> <li>2. Translates the strategic guidelines and objectives received from the strategic management to more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication to capture feedback.</li> <li>3. Ensures the development of strong technical knowledge both on a personal level and for his/her team.</li> <li>4. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>5. Ensures that team members are aware of recent changes/measures related to EU policy and that they act upon them and update the National Customs policies accordingly.</li> <li>6. Ensures the communication, coordination and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties to guarantee uniform operations throughout the entire country.</li> <li>7. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.</li> <li>8. Ensures the fiscal integrity of Customs operations and transactions.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Act as a Role Model	4
Drive for Results	4	Customs Procedures	4	Strategic Agility	3
Teamwork	3	Trade Facilitation	4	Visionary Leadership	3
Professional Networking	3	Customs Business Understanding	3	Innovation	2
Coaching & Mentoring	3			Entrepreneurship	2
Knowledge/experience Sharing	3			Negotiating	3
Coping with Stress	4			People Management	3
Handling Conflict	2			Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Policy

MIDDLE MANAGER IN THE POLICY DEPARTMENT	
Level	Functional Domain
Middle Manager	Policy
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. This is the typically the case in the Policy domain.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Define the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with EU policy and legislation.</li> <li>2) <b>Customs Processes:</b> Define efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration's employees and contributes to the realisation of an EU aligned policy at national level.</li> <li>3) <b>Communications of Policy Updates:</b> Communicate updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of a Middle Manager in a Policy Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>acting as the link between the Strategic/Senior Management and the Expert teams</b>. He/she will perform his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks</p> <ol style="list-style-type: none"> <li>1. Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible to clearly communicate these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels in order to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Ensures that team members are aware of recent changes/measures related to EU policy and that they act upon them and update the National Customs policies accordingly.</li> <li>8. Ensures the communication, coordination and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties to guarantee uniform operations throughout the entire country.</li> <li>9. Builds a network with other Customs Managers and employees within the EU; participates in international project groups.</li> <li>10. Provides support on complex and contentious Policy cases.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Act as a Role Model	3
Drive for Results	4	Customs Procedures	4	Strategic Agility	2
Teamwork	3	Trade Facilitation	4	Visionary Leadership	2
Professional Networking	2	Customs Business Understanding	3	Entrepreneurship	2
Coaching & Mentoring	2			Negotiating	3
Knowledge/experience Sharing	3			People Management	3
Coping with Stress	3			Conflict Management	3
Handling Conflict	2			Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Policy

SENIOR EXPERT IN THE POLICY DEPARTMENT	
Level	Functional Domain
Senior Expert	Policy
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Define the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with EU policy and legislation.</li> <li>2) <b>Customs Processes:</b> Define efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions.</li> <li>3) <b>Communications of Policy Updates:</b> Communicate updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of a Senior Expert in Policy are focused on <b>developing extensive expert knowledge</b> regarding EU and National Customs Policy and <b>guaranteeing an efficient Policy department</b>. He/she will perform his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	



### Role Description

A Senior Expert will focus on these Core Values by performing the following tasks:

1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Policy definition and Customs Processes.
2. Follows up on recent changes/measures related to EU policy and acts upon them by updating the National Customs policies accordingly.
3. Organises own work, thereby maximising own performance accordingly.
4. Understands, cooperates, and communicates effectively with appropriate political awareness and sensitivity.
5. Delivers high quality work products in a timely manner.
6. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
7. Ensures the communication, coordination and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties to guarantee uniform operations throughout the entire country.
8. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.
9. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.
10. Ensures a dialogue with relevant national, EU and international authorities and institutions.
11. Gives and/or supports training for other Customs employees in their specific domain.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Policy Design	4
Drive for Results	2	Customs Procedures	4	Political Awareness	3
Investigative Ability	2	Trade Facilitation	4	Customs Trends of the 21st Century	3
Teamwork	2	Economic Operators Management	1		
Professional Networking	4	Customs Supervision	1		
Knowledge/experience Sharing	4	Control of Goods	1		
Coping with Stress	2	Prohibitions & Restrictions	1		
Handling Conflict	2	Enforcement	1		
Decision Making	2	Customs Investigation	1		
Analytical Thinking	2	Audit	1		
Interpersonal Relations	2	Risk Analysis	1		
Problem Solving	2	Integrated Border Management	1		
Processing Information	3	Supply Chain Operations	1		
Written Communication	3	Customs Business Understanding	2		
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Policy

EXPERT IN THE POLICY DEPARTMENT	
Level	Functional Domain
Expert	Policy
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Define the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with EU policy and legislation.</li> <li>2) <b>Customs Processes:</b> Define efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration's employees and contributes to the realisation of an EU aligned policy at national level.</li> <li>3) <b>Communications of Policy Updates:</b> Communicate updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of an Expert in Policy are focused on <b>developing expert knowledge</b> regarding EU and National Customs Policy and <b>guaranteeing an efficient Policy Department</b>. He/she will perform his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Policy definition and Customs Processes.</li> <li>2. Follows up on recent changes/measures related to EU policy (Brussels) and acts upon them by updating the National Customs policies accordingly.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Understands, cooperates and communicates effectively with appropriate political awareness &amp; sensitivity.</li> <li>5. Delivers high quality work products in a timely manner.</li> <li>6. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>7. Ensures the communication, coordination and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties to guarantee uniform operations throughout the entire country.</li> <li>8. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>9. Ensures a dialogue with relevant national, EU and international authorities and institutions.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Policy Design	4
Drive for Results	2	Customs Procedures	4	Political Awareness	3
Investigative Ability	2	Trade Facilitation	4	Customs Trends of the 21st Century	3
Teamwork	2	Economic Operators Management	1		
Professional Networking	3	Customs Supervision	1		
Knowledge/experience Sharing	3	Control of Goods	1		
Coping with Stress	2	Prohibitions and Restrictions	1		
Handling Conflict	2	Enforcement	1		
Decision Making	2	Customs Investigation	1		
Analytical Thinking	2	Audit	1		
Interpersonal Relations	2	Risk Analysis	1		
Problem Solving	2	Integrated Border Management	1		
Processing Information	3	Supply Chain Operations	1		
Written Communication	3	Customs Business Understanding	4		
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## CustComp<sup>eu</sup> - Role Descriptions - Client Management

### Definition Functional Domain “Client Management”:

Client Management relates to all activities concerning the registration and management of authorisation processes for Trade and private persons. The objective is to be client-focused with an emphasis on the rights and obligations concerning Customs legislation, managing information and delivering high quality service.

- 1) **Registration and Authorisation:** Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).
- 2) **Client (Trade and private persons) Relationship Management:** Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.
- 3) **Client (Trade and private persons) Communications and Marketing:** Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.
- 4) **Trade Facilitation:** Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.
- 5) **Communication and Coordination with other (non-Trade or private person) Stakeholders:** Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).

### Roles covered within the “Client Management” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Customs Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Client Management

SENIOR MANAGER IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Senior Manager	Client Management
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li>2) <b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li>3) <b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li>4) <b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li>5) <b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol>	

### Role Description

The main responsibilities of a Senior Manager in a Client Management Department are focused on **guaranteeing the overall coordination, cooperation and performance of his or her department based on the Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety & Security Focus.

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Maximises compliance by managing the services provided to Trade and private persons.
2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.
3. Reports performance and progress to his or her manager who will usually be somebody at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management to more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Client Management Department (e.g. Trade, Declaration Processing Department).
9. Might be called upon to assist in the development of national strategies where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Trade Facilitation	4	Innovation	2
Coaching & Mentoring	3	Economic Operators Management	2	Entrepreneurship	2
Knowledge/experience Sharing	3	Tariff & Classification	1	Negotiating	3
Coping with Stress	4	Prohibitions & Restrictions	1	People Management	3
Handling Conflict	2	Supply Chain Operations	1	Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Client Management

MIDDLE MANAGER IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Middle Manager	Client Management
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li>2) <b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li>3) <b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li>4) <b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li>5) <b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol> <p>The main responsibilities of a Middle Manager in a Client Management Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on their responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Maximises compliance by taking full advantage of service provision to Trade and private persons by his or her team(s).</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels in order to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.</li> <li>8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Client Management Department (e.g. Trade, Declaration Processing Department).</li> <li>9. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	3
Drive for Results	4	Customs Legislation	3	Strategic Agility	2
Teamwork	3	Customs Procedures	2	Visionary Leadership	2
Professional Networking	2	Trade Facilitation	4	Entrepreneurship	2
Coaching & Mentoring	2	Economic Operators Management	4	Negotiating	3
Knowledge/experience Sharing	3	Tariff & Classification	1	People Management	3
Coping with Stress	3	Prohibitions & Restrictions	1	Conflict Management	3
Handling Conflict	2	Supply Chain Operations	1	Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Client Management

LINE MANAGER IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Line Manager	Client Management
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li><b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li><b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li><b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li><b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol> <p>The main responsibilities of a Line Manager in a Client Management Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives and closely following up the performance of his/her operational team(s)</b>. He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Line Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation at operational level of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people working in Client Management.</li> <li>Maximises his or her team's performance by organising and dividing the work.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.</li> <li>Ensures effective cooperation with other departments within the Customs Administration (e.g. Declaration Processing, Control, Investigation) and outside the Administration (e.g. Trade and other authorities).</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	2	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Trade Facilitation	3	Conflict Management	3
Knowledge/experience Sharing	2	Economic Operators Management	4	Change Management	2
Coping with Stress	2	Tariff & Classification	2	Communication Management	2
Handling Conflict	2	Prohibitions & Restrictions	2	Customs Trends	1
Adaptability to Change	2	Supply Chain Operations	2	Managerial Courage	2
Decision Making	3			Process Management	2
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Client Management

SENIOR EXPERT IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Senior Expert	Client Management
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li><b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li><b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li><b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li><b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol>	

### Role Description

The main responsibilities of a Senior Expert in Client Management are focused on **developing extensive expert knowledge** in a certain Client Management domain and **guaranteeing an efficient Client Management Department by acting as a consultant in solving complex cases based on his/her knowledge and experience**. He/she will deliver on his/her responsibilities based on the **Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety & Security Focus.

A Senior Expert will focus on these core values by performing the following tasks:

1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Registration and Authorisation processes and International Trade procedures.
2. Responds to queries related to complex or unclear cases in the area of License and Certificates registration and authorisation.
3. Organises own work, thereby maximising own performance accordingly.
4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, i.e. specific type of Trade partners, other departments within the Customs administration, Expert team(s), etc.
5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.
6. Delivers high quality work products in a timely manner.
7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
8. Communicates suggestions and potential process improvements to his or her manager regarding international Trade procedures to increase operational efficiency.
9. May be required to assist in policy development when related to his or her specific expertise.
10. Builds a network with other Customs Experts and employees within the E U; assists and participates in international project groups.
11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.
12. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions).
13. Gives and/or supports training for other Customs employees in their specific domain.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	4	Policy Design	4
Drive for Results	2	Customs Legislation	4	Political Awareness	3
Investigative Ability	2	Customs Procedures	4	Customs Trends of the 21st Century	3
Teamwork	2	Trade Facilitation	4		
Professional Networking	4	Economic Operators Management	4		
Knowledge/experience Sharing	4	Tariff & Classification	2		
Coping with Stress	2	Prohibitions & Restrictions	2		
Handling Conflict	2	Supply Chain Operations	2		
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				



## Role Description: Expert, Client Management

EXPERT IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Expert	Client Management
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li>2) <b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li>3) <b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li>4) <b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li>5) <b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol> <p>The main responsibilities of an Expert in Client Management department are focused on <b>developing extensive expert knowledge</b> and <b>guaranteeing an efficient Client Management department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Registration and Authorisation processes and International Trade procedures.</li> <li>2. Responds to queries related to complex or unclear cases in the area of License and Certificates registration and authorisation.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, i.e. specific type of Trade partners, other departments within the Customs Administration, Expert team, etc.</li> <li>5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements to his or her manager regarding international Trade procedures to increase operational efficiency.</li> <li>9. Builds a strong network and effectively cooperates with other departments, whenever required.</li> <li>10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>11. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions).</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	4	Policy Design	4
Drive for Results	2	Customs Legislation	4	Political Awareness	3
Investigative Ability	2	Customs Procedures	4	Customs Trends of the 21st Century	2
Teamwork	2	Trade Facilitation	4		
Professional Networking	3	Economic Operators Management	4		
Knowledge/experience Sharing	3	Tariff & Classification	2		
Coping with Stress	2	Prohibitions & Restrictions	2		
Handling Conflict	2	Supply Chain Operations	2		
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Officer - Team Lead, Client Management

CUSTOMS OFFICER - TEAM LEAD IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Customs Officer - Team Lead	Client Management
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li><b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li><b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li><b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li><b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead in a Client Management Department are focused on <b>maximising his/her own performance and supporting his/her Line Management to reach the objectives of his/her operational team within a Client Management Department.</b> He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Directly manages a regional team of operational people in absence of his or her Manager.</li> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis regarding authorisation and registration of licenses and certificates.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>Operates and communicates effectively with Trade and with appropriate political awareness and sensitivity.</li> <li>Delivers high quality work products.</li> <li>Builds and maintains good working relationships with Trade partners.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding the collection and processing of the data required for the movement of goods in international Trade and to increase operational efficiency.</li> <li>Effectively cooperates with other departments (e.g. Control Department, Declaration Processing Department) whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	3	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Trade Facilitation	2	Process Management	1
Processing Information	2	Economic Operators Management	2		
Written Communication	2	Tariff & Classification	1		

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Oral Communication	2	Prohibitions & Restrictions	1		
Technological Ability	2	Supply Chain Operations	1		
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Client Management

CUSTOMS OFFICER IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Customs Officer	Client Management
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Registration and Authorisation:</b> Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li><b>Client (Trade and private persons) Relationship Management:</b> Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li><b>Client (Trade and private persons) Communications and Marketing:</b> Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li><b>Trade Facilitation:</b> Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> <li><b>Communication and Coordination with other (non-Trade or private person) Stakeholders:</b> Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).</li> </ol> <p>The main responsibilities of a Customs Officer in a Client Management Department are focused on <b>maximising his/her own performance in order to reach the objectives of his/her operational team within the Client Management department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis regarding authorisation and registration of licenses and certificates.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>Operates and communicates effectively with Trade and with appropriate political awareness and sensitivity.</li> <li>Delivers high quality work products.</li> <li>Builds and maintains good working relationships with Trade partners.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding the collection and processing of the data required for movement of goods in international Trade and to increase operational efficiency.</li> <li>Effectively cooperates with other departments (e.g. Control Department, Declaration Processing Department) whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	3		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Trade Facilitation	2		
Processing Information	2	Economic Operators Management	2		
Written Communication	2	Tariff & Classification	1		
Oral Communication	2	Prohibitions & Restrictions	1		
Technological Ability	2	Supply Chain Operations	1		
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer Trainee, Client Management

CUSTOMS OFFICER TRAINEE IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Client Management
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Registration and Authorisation:</b> Learn how to manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving and revoking.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations).</li> <li>2) <b>Client (Trade and private persons) Relationship Management:</b> Learn how to foster and promote legitimate trade at both individual Trader and private person levels. This includes the provision of compliance assistance to those Traders and private persons when required.</li> <li>3) <b>Client (Trade and private persons) Communications and Marketing:</b> Learn how to promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.</li> <li>4) <b>Trade Facilitation:</b> Learn how to simplify and harmonise the international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee in a Client Management Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleagues and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Risk

### Definition Functional Domain “Risk”:

Risk refers to the likelihood that something will prevent the application of EU or national measures concerning the Customs treatment of goods. To minimise the occurrence of risks, Customs can use risk management as a technique to more effectively set priorities and more efficiently allocate resources necessary for maintaining a proper balance between controls and facilitating legitimate trade.

- 1) **Registration and Authorisation:** Manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. permit to place goods under a special procedure or a permit to allow for simplified declarations).
- 2) **Client (Trade and private persons) Relationship Management:** Foster and promote legitimate trade at both the level of individual Traders and private persons. This includes the provision of compliance assistance to those Traders and private persons when required.
- 3) **Client (Trade and private persons) Communications and Marketing:** Promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.
- 4) **Trade Facilitation:** Simplify and harmonise international Trade procedures, including import and export procedures. This involves the activities (practices and formalities) in collecting, presenting, communicating and processing the data required for the movement of goods in international Trade.
- 5) **Communication and Coordination with other (non-Trade or private person) Stakeholders:** Ensure inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO).

### Roles covered within the “Risk” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that this role will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Risk

SENIOR MANAGER IN THE CLIENT MANAGEMENT DEPARTMENT	
Level	Functional Domain
Senior Manager	Risk
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li>2) <b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li>3) <b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of a Senior Manager in a Risk Department are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her Department</b> based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach &amp; European Safety and Security Focus.</p>	

### Role Description

The Senior Manager will focus on these core values by performing the following tasks:

1. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives based on the strategy of other Customs Departments.
2. Reports performance and progress to his or her manager who will usually be somebody at the strategic management level.
3. Translates the strategic guidelines and objectives received from the strategic management into more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels to capture feedback.
4. Ensures ongoing professional development, both on a personal level and for his or her team(s).
5. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
6. Captures reflections and suggestions for potential process improvements to increase operational efficiency.
7. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Risk Department (e.g. Declaration Processing Department, Customs Control teams).
8. Might be called upon to assist in the development of national strategies where relevant to his or her department.
9. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Origin of Goods	1	Innovation	2
Coaching & Mentoring	3	Valuation	1	Entrepreneurship	2
Knowledge/experience Sharing	3	Risk Analysis	1	Negotiating	3
Coping with Stress	4	Prohibitions & Restrictions	1	People Management	3
Handling Conflict	2	Trade Facilitation	4	Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Risk

### MIDDLE MANAGER IN THE RISK DEPARTMENT

Level	Functional Domain
Middle Manager	Risk
Role Description	
Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.	

### Role Description

He or she, and the team(s) under his or her management, will typically be involved in:

- 1) **Risk Identification and Profiling:** Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.
- 2) **Risk Reduction:** Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.
- 3) **Risk Information Sharing:** Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.

The main responsibilities of a Middle Manager in a Risk Department are focused on **guaranteeing the overall operational coordination** of his or her department and **acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams**. He/she will deliver on his/her responsibilities based on the **Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach & European Safety and Security Focus.

A Middle Manager will focus on these Core Values by performing the following tasks:

1. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives.
2. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).
3. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s), and ensuring effective two-way communication with lower levels in order to capture their feedback.
4. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.
5. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
6. Captures reflections and suggestions for potential process improvements to increase operational efficiency.
7. Ensures effective cooperation and communication with other departments and proactively manages key stakeholders (e.g. Declaration Processing Department, Customs Control teams).
8. Builds a network with other Customs Managers and employees within the EU, and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Origin of Goods	1	Innovation	2
Coaching & Mentoring	3	Valuation	1	Entrepreneurship	2
Knowledge/experience Sharing	3	Risk Analysis	1	Negotiating	3
Coping with Stress	4	Prohibitions & Restrictions	1	People Management	3
Handling Conflict	2	Trade Facilitation	4	Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Line Manager, Risk

LINE MANAGER IN THE RISK DEPARTMENT	
Level	Functional Domain
Line Manager	Risk
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li>2) <b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li>3) <b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of a Line Manager in a Risk Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives and closely following up the performance of his/her operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach &amp; European Safety and Security Focus.</p> <p>A Line Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>2. Directly manages a team of operational people performing activities related to Risk Management.</li> <li>3. Maximises his or her team's performance by organising and dividing the work.</li> <li>4. Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>5. Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>8. Reports performance and progress related to operational objectives to his or her manager.</li> <li>9. Captures reflections and suggestions for potential process improvements to increase operational efficiency.</li> <li>10. Ensures effective cooperation with other departments within the Customs Administration (e.g. Declaration Processing) and outside the Administration (e.g. National European Institutions).</li> <li>11. Offers first line support regarding special cases to his or her team members.</li> <li>12. Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	3	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Origin of Goods	3	Conflict Management	3
Knowledge/experience Sharing	2	Valuation	2	Change Management	2
Coping with Stress	2	Risk Analysis	3	Communication Management	2
Handling Conflict	2	Prohibitions & Restrictions	2	Customs Trends	1
Adaptability to Change	2			Managerial Courage	2
Decision Making	3			Process Management	2
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Risk

SENIOR EXPERT IN THE RISK DEPARTMENT	
Level	Functional Domain
Senior Expert	Risk
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li>2) <b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li>3) <b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of a Senior Expert in Risk department are focused on <b>developing extensive expert knowledge</b> and <b>guaranteeing an efficient Risk department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on <b>the Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Senior Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Risk Management techniques and procedures.</li> <li>2. Responds to queries related to complex or unclear cases in the area of Risk Identification and Reduction.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade, Declaration Processing Department and Officers, Expert team(s).</li> <li>5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements regarding identification and reduction of Risks to his or her manager to increase operational efficiency.</li> <li>9. May be required to assist in policy development when related to his or her specific expertise.</li> <li>10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.</li> <li>12. Ensures dialogue with relevant national, EU and international authorities and institutions in order to gather data about Traders.</li> <li>13. Communicates explicitly with the Customs Control teams about the Risk Profiles and identified Risks.</li> <li>14. Gives and/or supports training for other Customs employees in their specific domain.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	3
Investigative Ability	2	Customs Procedures	4	Process Management	4
Teamwork	2	Origin of Goods	4	Political Awareness	3
Professional Networking	4	Valuation	3		

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Knowledge/experience Sharing	4	Risk Analysis	4		
Coping with Stress	2	Prohibitions & Restrictions	4		
Handling Conflict	2	Trade Facilitation	3		
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Risk

EXPERT IN THE RISK DEPARTMENT	
Level	Functional Domain
Expert	Risk
Role Description	
<p>A person holding an expert role is typically specialised in a certain domain. He or she is required to act as a consultant working on a case-by-case basis for enquiries related to his or her specific expertise. Experts have a relatively lower level of expertise as compared to that of Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li><b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li><b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of an Expert in Risk Management are focused on <b>developing expert knowledge</b> regarding Risk Profiles and Risk Identification and <b>guaranteeing an efficient Risk Department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach &amp; European Safety and Security Focus.</p> <p>An Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding Risk Management techniques and procedures.</li> <li>Responds to queries related to complex or unclear cases in the area of Risk Identification and Reduction.</li> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade, Declaration Processing Department and Officers, Expert team(s).</li> <li>Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>Delivers high quality work products in a timely manner.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding identification and reduction of Risks to increase operational efficiency.</li> <li>Builds a strong network and effectively cooperates with other departments whenever required.</li> <li>Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>Ensures dialogue with relevant national, EU and international authorities and institutions in order to gather data about Traders.</li> <li>Communicates explicitly with the Customs Control teams about the Risk Profiles and identified Risks.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	2
Investigative Ability	2	Customs Procedures	4	Process Management	3
Teamwork	2	Origin of Goods	4	Political Awareness	3
Professional Networking	3	Valuation	3		
Knowledge/experience Sharing	3	Risk Analysis	4		
Coping with Stress	2	Prohibitions & Restrictions	3		
Handling Conflict	2	Trade Facilitation	2		
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team lead, Risk

CUSTOMS TEAM LEAD IN THE RISK DEPARTMENT	
Level	Functional Domain
Customs Team Lead	Risk
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li>2) <b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li>3) <b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead in a Risk Department are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the objectives of his/her operational team</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a regional team of operational people in absence of his or her Manager.</li> <li>2. Organises own work, thereby maximising own performance accordingly.</li> <li>3. Develops strong technical knowledge on a personal level and on a continuous basis regarding Risk Profiling and Risk Identification.</li> <li>4. Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>6. Delivers high quality work products.</li> <li>7. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements to his or her manager regarding Risk analysis and the collection of data to create Risk Profiles.</li> <li>10. Effectively cooperates with other departments (e.g. Declaration Processing Department, Investigation and Control Department) whenever required.</li> <li>11. Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	3	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Origin of Goods	2	Process Management	1
Processing Information	2	Valuation	2		
Written Communication	2	Risk Analysis	2		
Oral Communication	2	Prohibitions and Restrictions	2		
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Risk

CUSTOMS OFFICER IN THE RISK DEPARTMENT	
Level	Functional Domain
Customs Officer	Risk
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Risk Identification and Profiling:</b> Perform coordinated risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li><b>Risk Reduction:</b> Implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high-risk areas for additional control to proactively reduce the number of violations over time.</li> <li><b>Risk Information Sharing:</b> Communicate successful risk profiles to Customs control teams. Cooperate with other national institutions and across different European and non-European Administrations, where required.</li> </ol> <p>The main responsibilities of a Customs Officer in a Risk Management Department are focused on maximising his/her own performance in order to reach the objectives of his/her operational team. He/she will deliver on his/her responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Customs Officer will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis regarding Risk Profiling and Risk Identification.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>Delivers high quality work products.</li> <li>Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding Risk analysis and the collection of data to create Risk Profiles.</li> <li>Effectively cooperates with other departments e.g. Declaration Processing Department, Investigation and Control Department, etc. whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Origin of Goods	2		
Processing Information	2	Valuation	2		
Written Communication	2	Risk Analysis	2		
Oral Communication	2	Prohibitions and Restrictions	2		
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer Trainee, Risk

CUSTOMS OFFICER IN THE RISK DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Risk
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Risk Identification and Profiling:</b> Learn how to perform a risk analysis based on multiple sources of information such as Trader data and the type of goods being moved. Based on this analysis, a risk profile will be defined and used during various activities that involve a level of risk, such as Declaration Processing and Authorisations.</li> <li>2) <b>Risk Reduction:</b> Learn how to implement measures to reduce the likelihood of risks occurring. Strategic risk profiling will target specific high risk areas for additional control to proactively reduce the number of violations over time.</li> <li>3) <b>Risk Information Sharing:</b> Learn about the communication regarding successful risk profiles to Customs control teams.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee in a Risk Department are focused on absorbing knowledge from his/her Customs Officer colleagues and building a network with other Customs Officers within the EU. He/she will perform these activities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Declaration Processing

### Definition Functional Domain “Declaration Processing”:

Declaration Processing covers all activities of Customs professionals dealing with the declaration requirements for transporting of goods across national borders, into, through and out of the EU.

- 1) **Processing of Goods and Cargo Declaration:** Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.
- 2) **Application of Correct Trade Measures:** Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.
- 3) **Operational Risk Analysis:** Identify risks and potential threats at the premises where the goods are that might lead to immediate inspections, post-clearance audit, etc.
- 4) **Release of Goods:** After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.

### Roles covered within the “Declaration Processing” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Declaration Processing

SENIOR MANAGER IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Senior Manager	Declaration Processing
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li>2) <b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li>3) <b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li>4) <b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol>	

### Role Description

The main responsibilities of a Senior Manager in a Declaration Processing Department are focused on **guaranteeing the overall coordination, cooperation and performance of his or her Department based on the Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety & Security Focus.

A Senior Manager will focus on these Core values by performing the following tasks:

1. Maximises compliance by managing the services provided to Trade and private persons, and uses penalties, fines, etc. if necessary to manage compliance.
2. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives.
3. Reports performance and progress to his or her manager who will be at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management into more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Declaration Processing Department (e.g. Trade, Control Department, Audit Department).
9. Might be called upon to assist in the development of national strategies where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Customs Declaration Processing	2	Innovation	2
Coaching & Mentoring	3	Tariff and Classification	1	Entrepreneurship	2
Knowledge/experience Sharing	3	Origin of Goods	1	Negotiating	3
Coping with Stress	4	Valuation	1	People Management	3
Handling Conflict	2	Debt and Guarantee Management	1	Conflict Management	3
Adaptability to Change	2	Prohibitions & Restrictions	1	Change Management	4
Decision Making	4	Customs Supervision	1	Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Declaration Processing

MIDDLE MANAGER IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Middle Manager	Declaration Processing
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li>2) <b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li>3) <b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li>4) <b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Middle Manager in a Declaration Processing Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the Customs Core Values which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Maximises compliance by taking full advantage of service provision to Trade and private persons by his or her team(s) and uses penalties, fines, etc. if necessary to manage compliance.</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible to clearly communicate these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels in order to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Captures reflections and suggestions for potential process improvements to increase operational efficiency.</li> <li>8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Declaration Processing Department (e.g. Trade, Control Department, Audit).</li> <li>9. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	3
Drive for Results	4	Customs Legislation	3	Strategic Agility	2
Teamwork	3	Customs Procedures	2	Visionary Leadership	2
Professional Networking	2	Customs Declaration Processing	2	Entrepreneurship	2
Coaching & Mentoring	2	Tariff & Classification	2	Negotiating	3
Knowledge/experience Sharing	3	Origin of Goods	2	People Management	3
Coping with Stress	3	Valuation	2	Conflict Management	3
Handling Conflict	2	Debt & Guarantee Management	2	Change Management	3
Adaptability to Change	2	Prohibitions & Restrictions	2	Financial Management	1
Decision Making	4	Customs Supervision	2	Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Declaration Processing

LINE MANAGER IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Line Manager	Declaration Processing
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s)</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li><b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li><b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li><b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Line Manager in a Declaration Processing Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives and closely following up the performance of his/her operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Line Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people working in Declaration Processing.</li> <li>Maximises his or her team's performance by organising and dividing the work.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency.</li> <li>Ensures effective cooperation with other departments within the Customs Administration (e.g. Control Department, Audit Department).</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	2	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Customs Declaration Processing	3	Conflict Management	3
Knowledge/experience Sharing	2	Tariff & Classification	3	Change Management	2
Coping with Stress	2	Origin of Goods	3	Communication Management	2
Handling Conflict	2	Valuation	3	Customs Trends	1
Adaptability to Change	2	Debt & Guarantee Management	2	Managerial Courage	2
Decision Making	3	Prohibitions & Restrictions	3	Process Management	2
Analytical Thinking	3	Customs Supervision	2	Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Declaration Processing

SENIOR EXPERT IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Senior Expert	Declaration Processing
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li>2) <b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li>3) <b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li>4) <b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Senior Expert in Declaration Processing are focused on <b>developing extensive expert knowledge</b> in a certain <b>Declaration Processing domain and guaranteeing an efficient Declaration Processing Department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

A Senior Expert will focus on these Core Values by performing the following tasks:

1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding fiscal and non-fiscal Trade Measures, particularities of Goods and Cargo Declarations, etc.
2. Responds to queries related to complex or unclear cases in the area of Operational Risk Analysis, Goods and Cargo Declaration, etc.
3. Organises own work, thereby maximising own performance accordingly.
4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade partners, other departments within the Customs Administration, Expert team(s).
5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.
6. Delivers high quality work products in a timely manner.
7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
8. Communicates suggestions and potential process improvements regarding Declaration procedures and the Release of Goods to increase operational efficiency to his or her manager.
9. May be required to assist in policy development when related to his or her specific expertise.
10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.
11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.
12. Ensures dialogue with Control team for specific types of control.
13. Gives and/or supports training for other Customs employees in their specific domain.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	4	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	3
Investigative Ability	2	Customs Procedures	4	Process Management	4
Teamwork	2	Customs Declaration Processing	4	Political Awareness	3
Professional Networking	4	Tariff and Classification	4		
Knowledge/experience sharing	4	Origin of Goods	4		
Coping with Stress	2	Valuation	4		
Handling Conflict	2	Debt and Guarantee Management	3		
Decision Making	2	Prohibitions and Restrictions	4		
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Declaration Processing

EXPERT IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Expert	Declaration Processing
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li>2) <b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li>3) <b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li>4) <b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of an Expert in Declaration Processing are focused on <b>developing expert knowledge</b> in a certain Declaration Processing domain and <b>guaranteeing an efficient Declaration Processing Department by acting as a consultant in solving specific cases based on his/her knowledge</b>. He/she will deliver on his/her responsibilities based on the Customs Core Values which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding fiscal and non-fiscal Trade Measures, particularities of Goods and Cargo Declarations, etc.</li> <li>2. Responds to queries related to complex or unclear cases in the area of Operational Risk Analysis, Goods and Cargo Declaration, etc.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade partners, other departments within the Customs Administration, Expert team(s).</li> <li>5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements to his or her manager regarding Declaration procedures and the Release of Goods to increase operational efficiency.</li> <li>9. Builds a strong network and effectively cooperates with other departments, whenever required.</li> <li>10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>11. Ensures dialogue with the Control team that is responsible to conduct controls regarding specific declarations.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	2	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	2
Investigative Ability	2	Customs Procedures	4	Process Management	3
Teamwork	2	Customs Declaration Processing	4	Political Awareness	3
Professional Networking	3	Tariff & Classification	4		
Knowledge/experience Sharing	3	Origin of Goods	4		
Coping with Stress	2	Valuation	4		
Handling Conflict	2	Debt & Guarantee Management	3		
Decision Making	2	Prohibitions & Restrictions	4		
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Declaration Processing

CUSTOMS TEAM LEAD IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Customs Team Lead	Declaration Processing
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li><b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.t.</li> <li><b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li><b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead in a Declaration Processing Department are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives of his/her operational team within a Declaration Processing department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Directly manages a regional team of operational people in absence of his or her Manager.</li> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis regarding Goods and Cargo Declaration procedures, fiscal and non-fiscal Trade Measures, etc.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>Delivers high quality work products.</li> <li>Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding Declaration procedures and the Release of Goods to increase operational efficiency.</li> <li>Effectively cooperates with other departments (e.g. Control Department, Audit Department) whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> <li>Responsible for making updates and completing risk-related information into the system.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Customs Declaration Processing	2	Process Management	1
Processing Information	2	Tariff and Classification	2		

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Written Communication	2	Origin of Goods	2		
Oral Communication	2	Valuation	2		
Technological Ability	2	Debt & Guarantee Management	1		
Dealing with Operational Risk	2	Prohibitions & Restrictions	2		
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Declaration Processing

CUSTOMS OFFICER IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Customs Officer	Declaration Processing
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Processing of Goods and Cargo Declaration:</b> Ensure that all the particulars for the goods are completed correctly as required by the requested Customs procedures and other related authorities.</li> <li><b>Application of Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. the verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li><b>Operational Risk Analysis:</b> Identify risks and potential threats at the premises where goods are that might lead to immediate inspections, post-clearance audit, etc.</li> <li><b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Customs Officer in a Declaration Processing team are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team within a Declaration Processing Department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks</p> <p>:</p> <ol style="list-style-type: none"> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis regarding Goods and Cargo Declaration procedures, fiscal and non-fiscal Trade Measures, etc.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>Delivers high quality work products.</li> <li>Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements regarding Declaration procedures and the Release of Goods, to increase operational efficiency to his or her manager.</li> <li>Effectively cooperates with other departments (e.g. Control Department, Audit Department) whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> <li>Responsible for making updates and completing risk-related information into the system.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Customs Declaration Processing	2		
Processing Information	2	Tariff & Classification	2		
Written Communication	2	Origin of Goods	2		
Oral Communication	2	Valuation	2		
Technological Ability	2	Debt & Guarantee Management	1		
Customs Business Understanding	2	Prohibitions & Restrictions	2		
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				

## Role Description: Customs Officer Trainee, Declaration Processing

CUSTOMS OFFICER TRAINEE IN THE DECLARATION PROCESSING DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Declaration Processing
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Processing of Goods and Cargo Declaration:</b> Learn how to ensure that all the particulars for the goods as required by the requested Customs procedures and other related authorities are completed correctly.</li> <li><b>Learn how to apply the Correct Trade Measures:</b> Ensure both non-fiscal Customs obligations (e.g. verification of required permits, licenses related to the Customs declaration) and fiscal Customs obligations (e.g. checking that the correct Customs tariff and duties are applied based on classification, origin and valuation) are met.</li> <li><b>Operational Risk Analysis:</b> Learn how to identify risks and potential threats at the premises where the goods are presented, which might lead to immediate inspections, post-clearance audit, etc.</li> <li><b>Release of Goods:</b> After completing the required controls, and where no discrepancies exist, release the goods for their intended purpose.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee in a Declaration Processing Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleague and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> – Role Descriptions – Control

### Definition Functional Domain “Control”:

Customs are involved in the implementation and enforcement of Community legislation relating to external trade by means of Customs controls. This is true, not only for Customs duties and commercial policy measures, but also for security, environmental, anti-dumping, consumer protection, cultural, agricultural and other non-fiscal controls. Customs professionals are responsible for efficient Customs control operations at ports, airports, land borders and inland locations.

Customs must apply a wide variety of controls in a fast-paced goods movement environment. They must also apply these controls in a consistent manner across the Community. This means Customs controls must be quick, effective and based on modern risk management techniques.

- 1) **Documentary Control:** Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.
- 2) **Physical Control:** Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.
- 3) **Types of Controls:** Customs authorities are responsible for several important control areas. These are:
  - a. controls of tariff, origin and value;
  - b. controls of goods under Customs supervision (goods in temporary storage and placed under certain customs procedures);
  - c. controls on commercial policy measures (objectives) and commercial traffic;
  - d. controls for security, safety and public health requirements;
  - e. controls on compliance with environmental legislation;
  - f. controls on compliance with Common Agriculture Policy (CAP) rules;
  - g. controls on compliance with veterinary, phyto-sanitary, health and quality regulations.

- 4) **Surveillance:** Monitor people, goods in transit and means of transport.

### Roles covered within the “Control” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration's management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Control

SENIOR MANAGER IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Senior Manager	Control
Role Description	
Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there's relatively less focus on operational planning, coordination and team management. There's somewhat more focus on maintaining a dashboard of the different sections' performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.	



### Role Description

He or she, and the team(s) under his or her management will typically be involved in:

- 1) **Documentary Control:** Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.
- 2) **Physical Control:** Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.
- 3) **Surveillance:** Monitor people, goods in transit and means of transport.

The main responsibilities of a Senior Manager within a Control Department are focused on **guaranteeing the overall coordination, cooperation and performance of his or her department(s)** based on the **Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety & Security Focus.

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Maximises compliance by managing the controls in ports, airports, land borders and inland.
2. Ensures and follows up periodically on overall performance and tracks progress in order to meet strategic objectives.
3. Reports performance and progress to his or her manager who will usually be at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management to more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Control Department (e.g. Trade, Enforcement and Investigation Department, Police authorities).
9. Might be called upon to assist in the development of national strategies, where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU and assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Tariff & Classification	1	Innovation	2
Coaching & Mentoring	3	Valuation	2	Entrepreneurship	2
Knowledge/experience Sharing	3	Origin of Goods	1	Negotiating	3
Coping with Stress	4	Control of Goods	1	People Management	3
Handling Conflict	2	Customs Supervision	1	Conflict Management	3
Adaptability to Change	2	Prohibitions & Restrictions	1	Change Management	4
Decision Making	4	Trade Facilitation	4	Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Control

MIDDLE MANAGER IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Middle Manager	Control
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Middle Manager within a Control Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Maximises compliance by managing the controls in ports, airports, land borders and inland.</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Captures reflections and suggestions for potential process improvements to increase operational efficiency.</li> <li>8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of a Control Department (e.g. Trade, Enforcement and Investigation Department, Police authorities).</li> <li>9. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	3
Drive for Results	4	Customs Legislation	3	Strategic Agility	2
Teamwork	3	Customs Procedures	2	Visionary Leadership	2
Professional Networking	2	Tariff & Classification	2	Entrepreneurship	2
Coaching & Mentoring	2	Valuation	2	Negotiating	3
Knowledge/experience Sharing	3	Origin of Goods	2	People Management	3
Coping with Stress	3	Control of Goods	2	Conflict Management	3
Handling Conflict	2	Customs Supervision	2	Change Management	3
Adaptability to Change	2	Prohibitions & Restrictions	2	Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Control

LINE MANAGER IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Line Manager	Control
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Line Manager within a Control Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives</b>, and <b>closely following up the performance of his/her operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Line Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Ensures the realisation at operational level of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>2. Directly manages a team of operational people working in Control Management.</li> <li>3. Maximises his or her team's performance by organising and dividing the work. Coordinates the operational control activities (documentary check, inspection, administrative tasks, etc.)</li> <li>4. Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>5. Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>8. Reports performance and progress related to operational objectives to his or her manager.</li> <li>9. Captures reflections and suggestions for potential process improvements to increase operational efficiency.</li> <li>10. Ensures effective cooperation with other departments within the Customs Administration (e.g. Investigation and Enforcement Department).</li> <li>11. Offers first line support regarding special cases for his or her team members.</li> <li>12. Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	3	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Tariff & Classification	2	Conflict Management	3
Knowledge/experience Sharing	2	Valuation	2	Change Management	2
Coping with Stress	2	Origin of Goods	2	Communication Management	2
Handling Conflict	2	Control of Goods	3	Customs Trends	1

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Handling Conflict	2	Control of Goods	3	Customs Trends	1
Adaptability to Change	2	Customs Supervision	2	Managerial Courage	2
Decision Making	3	Prohibitions & Restrictions	2	Process Management	2
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Control

SENIOR EXPERT IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Senior Expert	Control
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Senior Expert in Control are focused on <b>developing extensive expert knowledge</b> in a certain Control domain and <b>guaranteeing an efficient Control Department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Senior Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding particularities of Documentary Controls, Inspections of incoming and outgoing goods and cargo and surveillance procedures.</li> <li>2. Responds to queries related to complex or unclear cases in the area of Customs Control activities.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade partners, other departments within the Customs Administration, Expert team(s) .</li> <li>5. Understands, cooperates, and communicates effectively with appropriate political awareness and sensitivity.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements to his or her manager regarding Control and Surveillance procedures to increase operational efficiency.</li> <li>9. May be required to assist in policy development when related to his or her specific expertise.</li> <li>10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.</li> <li>12. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions).</li> <li>13. Gives and/or supports training for other Customs employees in their specific domain.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	3
Investigative Ability	2	Customs Procedures	4	Process Management	4
Teamwork	2	Tariff & Classification	3	Political Awareness	3
Professional Networking	4	Valuation	4		
Knowledge/experience Sharing	4	Origin of Goods	4		
Coping with Stress	2	Control of Goods	4		
Handling Conflict	2	Customs Supervision	3		
Decision Making	2	Prohibitions & Restrictions	3		
Analytical Thinking	2	Trade Facilitation	3		
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Control

EXPERT IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Expert	Control
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of an Expert in Control are focused on <b>developing expert knowledge</b> in a certain Control domain and <b>guaranteeing an efficient Control Department by acting as a consultant in solving specific cases based on his/her knowledge</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding particularities of Documentary Controls, Inspections of incoming and outgoing goods and cargo and surveillance procedures.</li> <li>2. Responds to queries related to complex or unclear cases in the area of Customs Control activities.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, Trade partners, other departments within the Customs Administration, Expert team(s), etc.</li> </ol>	

### Role Description

5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.
6. Delivers high quality work products in a timely manner.
7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
8. Communicates suggestions and potential process improvements to his or her manager regarding Control and Surveillance procedures to increase operational efficiency.
9. Builds a strong network and effectively cooperates with other departments whenever required.
10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.
11. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions).

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	2
Investigative Ability	2	Customs Procedures	4	Process Management	3
Teamwork	2	Tariff and Classification	3	Political Awareness	3
Professional Networking	3	Valuation	3		
Knowledge/experience sharing	3	Control of Goods	3		
Coping with Stress	2	Control of Goods	4		
Handling Conflict	2	Customs Supervision	3		
Decision Making	2	Prohibitions and Restrictions	3		
Analytical Thinking	2	Trade Facilitation	2		
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Control

CUSTOMS TEAM LEAD IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Customs Team Lead	Control
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead within a Control Department are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives of his/her operational team within a Control Department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a regional team of operational people in absence of his or her Manager.</li> <li>2. Organises own work, thereby maximising own performance accordingly.</li> <li>3. Develops strong technical knowledge on a personal level and on a continuous basis regarding Custom Control activities at ports, airports, land borders and inland.</li> <li>4. Supports other team members and occasionally develops trainees to perform their tasks; gives advice on how to perform operational Control tasks.</li> <li>5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> </ol>	

Role Description
<ol style="list-style-type: none"> <li>6. Delivers high quality work products.</li> <li>7. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements to his or her manager regarding Control and Surveillance procedures to increase operational efficiency.</li> <li>10. Effectively cooperates with other departments (e.g. Declaration Processing Department) and other authorities (e.g. national police) whenever required.</li> <li>11. Builds a network with other Customs Officers within the EU.</li> </ol>

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	3	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Tariff & Classification	2	Process Management	1
Processing Information	2	Valuation	2		
Written Communication	2	Origin of Goods	2		
Oral Communication	2	Control of Goods	2		
Technological Ability	2	Customs Supervision	2		
Dealing with Operational Risk	2	Prohibitions & Restrictions	2		
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Control

CUSTOMS OFFICER IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Customs Officer	Control
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Verify the necessary documentation (e.g. invoices, valid licences) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Inspect incoming and outgoing cargo and goods to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs regulations, health and safety regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Customs Officer within a Control team are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team within a Control Department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Organises own work, thereby maximising own performance accordingly.</li> <li>2. Develops strong technical knowledge on a personal level and on a continuous basis regarding Custom Control activities at ports, airports, land borders and inland.</li> <li>3. Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>4. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>5. Delivers high quality work products.</li> <li>6. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements regarding Control and Surveillance procedures to his or her manager to increase operational efficiency.</li> <li>9. Effectively cooperates with other departments (e.g. Declaration Processing Department) and other authorities (e.g. national police) whenever required.</li> <li>10. Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Tariff & Classification	2		
Processing Information	2	Valuation	2		
Written Communication	2	Origin of Goods	2		
Oral Communication	2	Control of Goods	2		
Technological Ability	2	Customs Supervision	2		
Dealing with Operational Risk	2	Prohibitions & Restrictions	2		
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				



## Role Description: Customs Officer Trainee, Control

CUSTOMS OFFICER TRAINEE IN THE CONTROL DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Control
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Documentary Control:</b> Learn how to verify the necessary documentation (e.g. invoices, valid licenses) that is required to move goods under Customs law.</li> <li>2) <b>Physical Control:</b> Learn how to inspect incoming and outgoing cargo and goods, to verify whether the cargo and goods match their description as stated on the Customs declaration and that no discrepancies exist (e.g. the quantity, type, classification and value). These inspections require specific knowledge and skills in Customs Regulations, Health and Safety Regulations, as well as knowledge in the field of prohibitions and restrictions. It may also require sample taking.</li> <li>3) <b>Surveillance:</b> Learn how to monitor people, goods in transit and means of transport.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee within a Control Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleague and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	2	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Investigation

### Definition Functional Domain “Investigation”:

Customs Investigation involves the **in-depth enquiry into the activities of a private person or Trader** to gather evidence of potential or confirmed criminal activity concerning Customs. The emphasis is on the rigorous and precise collection of information relevant to the case, particularly with a view to prosecution. Investigation is also concerned with organised crime (e.g. drug smuggling) and fiscal offences (e.g. fraud).

- 1) **Case Management:** Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).
- 2) **Operational Risk Analysis:** Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.
- 3) **Information Gathering:** Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.
- 4) **Different types of Investigations:** Investigation varies, and includes economic- and fiscal-related investigations, health- and environment-related investigations, and safety- and security-related investigations.

### Roles covered within the “Investigation” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Investigation

SENIOR MANAGER IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Senior Manager	Investigation
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li>2) <b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li>3) <b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Senior Manager within an Investigation Department are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her department</b> based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Organises own work, thereby maximising own performance accordingly.
1. Maximises compliance by managing investigations of Trade and private persons.
2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.
3. Reports performance and progress to his or her manager who will usually be at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management into more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of an Investigation Department (e.g. Enforcement, Control Department, National Police).
9. Might be called upon to assist in the development of national strategies where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Customs Supervision	1	Innovation	2
Coaching & Mentoring	3	Customs Investigation	1	Entrepreneurship	2
Knowledge/experience Sharing	3	Prohibitions & Restrictions	1	Negotiating	3
Coping with Stress	4	Integrated Border Management	4	People Management	3
Handling Conflict	2			Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Investigation

MIDDLE MANAGER IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Middle Manager	Investigation
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li>2) <b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li>3) <b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question</li> </ol> <p>The main responsibilities of a Middle Manager within an Investigation Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance</b> by <b>acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Maximises compliance by managing investigations of Trade and private persons.</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluate the suggestions and implement the best process improvements.</li> <li>8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of an Investigation Department (e.g. Enforcement, Control Department, National Police).</li> <li>9. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	3
Drive for Results	4	Customs Legislation	3	Strategic Agility	2
Teamwork	3	Customs Procedures	2	Visionary Leadership	2
Professional Networking	2	Customs Supervision	2	Entrepreneurship	2
Coaching & Mentoring	2	Customs Investigation	2	Negotiating	3
Knowledge/experience Sharing	3	Prohibitions & Restrictions	2	People Management	3
Coping with Stress	3	Integrated Border Management	3	Conflict Management	3
Handling Conflict	2			Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Investigation

LINE MANAGER IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Line Manager	Investigation
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li><b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li><b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Line Manager within an Investigation Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives</b> and <b>closely following up the performance of his operational team(s)</b>. He/she will deliver on his/her responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Line Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people working in Investigation.</li> <li>Maximises his or her team's performance by organising and dividing the work and ensures all investigations are carried out within a specific timeframe and following the general Customs and Investigation rules.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness &amp; sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.</li> <li>Ensures effective cooperation with other departments within the Customs Administration (e.g. Enforcement Department and outside the Administration e.g. National Police).</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	2	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Customs Supervision	3	Conflict Management	3
Knowledge/experience sharing	2	Customs Investigation	3	Change Management	2
Coping with Stress	2	Prohibitions and Restrictions	3	Communication Management	2
Handling Conflict	2	Integrated Border Management	2	Customs Trends	1
Adaptability to Change	2			Managerial Courage	2
Decision Making	3			Process Management	2

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Investigation

SENIOR EXPERT IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Senior Expert	Investigation
<b>Role Description</b>	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li><b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li><b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Senior Expert in Investigation are focused on <b>developing extensive expert knowledge</b> in a certain Investigation domain and <b>guaranteeing an efficient Investigation Department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Senior Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding the specific types of investigations.</li> <li>Responds to queries related to complex or unclear cases in the areas of gathering evidence, performing an in-depth inquiry, etc.</li> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Police and other departments within the Customs Administration (e.g. Enforcement, Expert team(s)).</li> <li>Understands, cooperates, and communicates effectively with appropriate political awareness and sensitivity.</li> <li>Delivers high quality work products in a timely manner.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements regarding Investigation procedures and information gathering to his or her manager to increase operational efficiency.</li> <li>May be required to assist in policy development when related to his or her specific expertise.</li> <li>Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.</li> <li>Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. National Police).</li> <li>Cooperates and communicates with risk management team(s), gives feedback about newly identified risks with a view to updating the risk rule engines at EU and national levels.</li> <li>Gives and/or supports training for other Customs employees in their specific domain.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	4	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	3
Investigative Ability	2	Customs Procedures	4	Process Management	4

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Teamwork	2	Customs Supervision	4	Political Awareness	3
Professional Networking	4	Customs Investigation	4		
Knowledge/experience sharing	4	Prohibitions and Restrictions	4		
Coping with Stress	2	Trade facilitation	4		
Handling Conflict	2				
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Investigation

EXPERT IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Expert	Investigation
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li><b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li><b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of an Expert in Investigation are focused on <b>developing expert knowledge</b> in a certain Investigation domain and <b>guaranteeing an efficient Investigation Department by acting as a consultant in solving specific cases based on his/her knowledge</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding the specific types of investigations.</li> <li>Responds to queries related to complex or unclear cases in relation to gathering evidence, performing an in-depth inquiry, etc.</li> <li>Organises own work, thereby maximising own performance accordingly.</li> <li>Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, such as Police and other departments within the Customs administration (e.g. Enforcement, Expert team(s)).</li> <li>Understands, cooperates and communicates effectively with appropriate political awareness &amp; sensitivity.</li> <li>Delivers high quality work products in a timely manner.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements Investigation procedures and information gathering to his or her manager to increase operational efficiency.</li> <li>Builds a strong network and effectively cooperates with other departments, whenever required.</li> <li>Builds a network with other Customs Experts and employees within the E U; assists and participates in international project groups.</li> <li>Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. National Police).</li> <li>Cooperates and communicates with risk management team, gives feedback about newly identified risks with a view to updating the risk rule engines at EU and national levels.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	2
Investigative Ability	2	Customs Procedures	4	Process Management	3
Teamwork	2	Customs Supervision	3	Political Awareness	3
Professional Networking	3	Customs Investigation	4		
Knowledge/experience Sharing	3	Prohibitions & Restrictions	3		
Coping with Stress	2	Trade facilitation	3		
Handling Conflict	2				
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Investigation

CUSTOMS TEAM LEAD IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Customs Team Lead	Investigation
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li>2) <b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li>3) <b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead within an Investigation Department are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives</b> of his/her operational team within an Investigation Department. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a regional team of operational people in absence of his or her Manager.</li> <li>2. Organises own work, thereby maximising own performance accordingly.</li> <li>3. Develops strong technical knowledge on a personal level and on a continuous basis regarding investigation procedures of different kinds of investigation.</li> <li>4. Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>6. Delivers high quality work products.</li> <li>7. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements regarding Investigation procedures for different kinds of investigation to his or her manager in order to improve operational efficiency.</li> <li>10. Effectively cooperates with other departments (e.g. Enforcement Department), whenever required.</li> <li>11. Builds a network with other Customs Officers within the EU.</li> <li>12. Applies knowledge and experience to identify and target high-risk movement of goods and/or high-risk economic operators and updates risk-based information in the system</li> </ol>	



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	3	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Customs Supervision	2	Process Management	1
Processing Information	2	Customs Investigation	2		
Written Communication	2	Prohibitions & Restrictions	2		
Oral Communication	2				
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Investigation

CUSTOMS OFFICER IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Customs Officer	Investigation
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li>2) <b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li>3) <b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Customs Officer within an Investigation team are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Organises own work, thereby maximising own performance accordingly.</li> <li>2. Develops strong technical knowledge on a personal level and on a continuous basis regarding investigation procedures of different kinds of investigation.</li> <li>3. Supports other team members and occasionally develops trainees to perform their tasks.</li> <li>4. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>5. Delivers high quality work products.</li> <li>6. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements to his or her manager regarding Investigation procedures for different kinds of investigation in order to improve operational efficiency.</li> <li>9. Effectively cooperates with other departments (e.g. Enforcement Department), whenever required.</li> <li>10. Builds a network with other Customs Officers within the EU.</li> <li>11. Applies knowledge and experience to identify and target high-risk movement of goods and/or high-risk economic operators and updates risk-based information in the system</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Customs Supervision	2		
Processing Information	2	Customs Investigation	2		
Written Communication	2	Prohibitions & Restrictions	2		
Oral Communication	2				
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Custom Officer Trainee, Investigation

CUSTOMS OFFICER TRAINEE IN THE INVESTIGATION DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Investigation
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Case Management:</b> Carry out investigations on a case-by-case basis after infringements and/or violations of law have been found during the control and inspection stages (e.g. fraud investigation).</li> <li>2) <b>Operational Risk Analysis:</b> Identify high-risk movement of goods and/or high-risk economic operators and potential threats. Categorise the nature of risk.</li> <li>3) <b>Information Gathering:</b> Gather all the information regarding the case, including a thorough background check on the parties involved. Gather all the necessary documentation linked to the transactions in question.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee within an Investigation Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleague and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Enforcement

### Definition Functional Domain “Enforcement”:

Enforcement refers to all activities that are required of Customs professionals to enforce Customs legislation in the event of any confirmed fraudulent or criminal activities. This includes the collection of Customs duties by all means possible under the laws of the MS concerned.

- 1) **Enforcement Activities:** These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.
- 2) **Special Cases:** Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.

### Roles covered within the “Enforcement” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

## Role Description: Senior Manager, Enforcement

SENIOR MANAGER IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Senior Manager	Enforcement
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Senior Manager in an Enforcement Department are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her Department</b> based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Maximises compliance by managing the enforcement activities in line with overall Enforcement Approach.
2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.
3. Reports performance and progress to his or her manager who will usually be at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management into more tactical guidelines and objectives specific for his or her department or Customs region. He or she is responsible to clearly communicate these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of an Enforcement Department (e.g. Trade, Investigation Department, Legal Department).
9. Might be called upon to assist in the development of national strategies where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU and assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	4
Drive for Results	4	Customs Legislation	2	Strategic Agility	3
Teamwork	3	Customs Procedures	2	Visionary Leadership	3
Professional Networking	3	Tariff and Classification	1	Innovation	2
Coaching & Mentoring	3	Enforcement	2	Entrepreneurship	2
Knowledge/experience Sharing	3	Debt and Guarantee Management	1	Negotiating	3
Coping with Stress	4	Customs Supervision	1	People Management	3
Handling Conflict	2	Supply Chain Operations	1	Conflict Management	3
Adaptability to Change	2	Prohibitions & Restrictions	1	Change Management	4
Decision Making	4	Trade Facilitation	4	Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Enforcement

MIDDLE MANAGER IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Middle Manager	Enforcement
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Middle Manager in an Enforcement Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Maximises compliance by managing the enforcement activities in line with overall Enforcement Approach.</li> <li>2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> <li>6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.</li> <li>8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders of an Enforcement Department (e.g. Trade, Investigation Department, Legal Department).</li> <li>9. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Act as a Role Model	3
Drive for Results	4	Customs Legislation	3	Strategic Agility	2
Teamwork	3	Customs Procedures	2	Visionary Leadership	2
Professional Networking	2	Tariff & Classification	2	Entrepreneurship	2
Coaching & Mentoring	2	Enforcement	2	Negotiating	3
Knowledge/experience sharing	3	Debt and Guarantee Management	2	People Management	3
Coping with Stress	3	Customs Supervision	2	Conflict Management	3
Handling Conflict	2	Supply Chain Operations	2	Change Management	3
Adaptability to Change	2	Prohibitions and Restrictions	2	Financial Management	1
Decision Making	4	Trade Facilitation	2	Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Enforcement

LINE MANAGER IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Line Manager	Enforcement
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li><b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Line Manager in an Enforcement Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives and closely following up the performance of his/her operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Line Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people executing Enforcement activities.</li> <li>Maximises his or her team's performance by organising and dividing the work.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.</li> <li>Ensures effective cooperation with other departments within the Customs Administration (e.g. Investigation Department) and outside the Administration (e.g. Police).</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Business Understanding	3	Act as a Role Model	2
Drive for Results	4	Customs Legislation	3	Entrepreneurship	2
Teamwork	3	Customs Procedures	3	People Management	2
Professional Networking	1	Tariff & Classification	2	Conflict Management	3
Knowledge/experience Sharing	2	Enforcement	3	Change Management	2
Coping with Stress	2	Debt & Guarantee Management	2	Communication Management	2
Handling Conflict	2	Customs Supervision	2	Customs Trends	1
Adaptability to Change	2	Supply Chain Operations	3	Managerial Courage	2
Decision Making	3	Prohibitions & Restrictions	2	Process Management	2
Analytical Thinking	3	Trade Facilitation	2	Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Enforcement

SENIOR EXPERT IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Senior Expert	Enforcement
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Senior Expert in Enforcement are focused on <b>developing extensive expert knowledge</b> about a specific Enforcement activity/approach and <b>guaranteeing an efficient Enforcement department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Senior Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis regarding specific activities to enforce Customs legislation (e.g. confiscation).</li> <li>2. Responds to queries related to complex or unclear cases for specific Enforcement activities.</li> <li>3. Organises own work, thereby maximising own performance accordingly.</li> <li>4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade, Investigation and Legal Department, Expert team(s), etc.</li> </ol>	

Role Description
5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity. 6. Delivers high quality work products in a timely manner. 7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner. 8. Communicates suggestions and potential process improvements to his or her manager regarding procedures to enforce Customs Legislation to increase operational efficiency. 9. May be required to assist in policy development when related to his or her specific expertise. 10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups. 11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases. 12. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. Court, Police). 13. Gives and/or supports training for other Customs employees in their specific domain.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	4	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	3
Investigative Ability	2	Customs Procedures	4	Process Management	4
Teamwork	2	Tariff & Classification	4	Political Awareness	3
Professional Networking	4	Enforcement	4		
Knowledge/experience Sharing	4	Debt & Guarantee Management	4		
Coping with Stress	2	Customs Supervision	4		
Handling Conflict	2	Supply Chain Operations	3		
Decision Making	2	Prohibitions & Restrictions	3		
Analytical Thinking	2	Trade Facilitation	3		
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Enforcement

EXPERT IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Expert	Enforcement
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li><b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of an Expert in Enforcement are focused on <b>developing expert knowledge</b> about a specific Enforcement activity/approach and <b>guaranteeing an efficient Enforcement Department by acting as a consultant in solving specific cases based on his/her knowledge</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	



### Role Description

An Expert will focus on these Core Values by performing the following tasks:

1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis, specifically in activities to enforce Customs legislation (e.g. confiscation).
2. Responds to queries related to complex or unclear cases for specific Enforcement activities.
3. Organises own work, thereby maximising own performance accordingly.
4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders, namely Trade, Investigation and Legal Department, Expert team(s), etc.
5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.
6. Delivers high quality work products in a timely manner.
7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
8. Communicates suggestions and potential process improvements to his or her manager regarding procedures to enforce Customs Legislation to increase operational efficiency.
9. Builds a strong network and effectively cooperates with other departments whenever required.
10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.
11. Ensures dialogue with relevant national, EU and international authorities and institutions (e.g. Court, Police).

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Business Understanding	3	Policy Design	4
Drive for Results	2	Customs Legislation	4	Customs Trends of the 21st Century	2
Investigative Ability	2	Customs Procedures	4	Process Management	3
Teamwork	2	Tariff & Classification	3	Political Awareness	3
Professional Networking	3	Enforcement	4		
Knowledge/experience Sharing	3	Debt and Guarantee Management	3		
Coping with Stress	2	Customs Supervision	3		
Handling Conflict	2	Supply Chain Operations	3		
Decision Making	2	Prohibitions and Restrictions	3		
Analytical Thinking	2	Trade Facilitation	2		
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Enforcement

### CUSTOMS TEAM LEAD IN THE ENFORCEMENT DEPARTMENT

Level	Functional Domain
Customs Team Lead	Enforcement
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol>	

### Role Description

The main responsibilities of a Customs Officer – Team Lead in an Enforcement Department are focused on **maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives of his/her operational team**. He/she will deliver on his/her responsibilities based on the **Customs Core Values** which are Strong Ethics & High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety & Security Focus.

A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:

1. Directly manages a team of operational people in absence of his or her Manager.
2. Organises own work, thereby maximising own performance accordingly.
3. Develops strong technical knowledge on a personal level and on a continuous basis regarding Enforcement activities and procedures.
4. Supports other team members and develops trainees to perform their tasks.
5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.
6. Delivers high quality work products.
7. Builds a network with other Customs Officers within the EU.
8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
9. Communicates suggestions and potential process improvements to his or her manager regarding enforcement procedures and processes in order to increase operational efficiency.
10. Effectively cooperates with other departments (e.g. Investigation Department, Legal experts) whenever required.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2	People Management	1
Teamwork	3	Customs Legislation	2	Conflict Management	3
Analytical Thinking	3	Customs Procedures	2	Managerial Courage	2
Interpersonal Relations	2	Tariff & Classification	2	Process Management	1
Processing Information	2	Enforcement	3		
Written Communication	2	Debt & Guarantee Management	2		
Oral Communication	2	Customs Supervision	2		
Technological Ability	2	Supply Chain Operations	2		
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Enforcement

### CUSTOMS OFFICER IN THE ENFORCEMENT DEPARTMENT

Level	Functional Domain
Customs Officer	Enforcement
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Customs Officer in an Enforcement Department are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Organises own work, thereby maximising own performance accordingly.</li> <li>2. Develops strong technical knowledge on a personal level and on a continuous basis regarding Enforcement activities and procedures.</li> </ol>	

Role Description
3. Supports other team members and develops trainees to perform their tasks. 4. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons. 5. Delivers high quality work products. 6. Builds a network with other Customs Officers within the EU. 7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner. 8. Communicates suggestions and potential process improvements to his or her manager regarding enforcement procedures and processes in order to increase operational efficiency. 9. Effectively cooperates with other departments (e.g. Investigation Department, Legal experts) whenever required.3. Supports other team members and develops trainees to perform their tasks.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Business Understanding	2		
Teamwork	2	Customs Legislation	2		
Analytical Thinking	3	Customs Procedures	2		
Interpersonal Relations	2	Tariff & Classification	2		
Processing Information	2	Enforcement	3		
Written Communication	2	Debt & Guarantee Management	2		
Oral Communication	2	Customs Supervision	2		
Technological Ability	2	Supply Chain Operations	2		
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer Trainee, Enforcement

CUSTOMS OFFICER TRAINEE IN THE ENFORCEMENT DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Enforcement
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Enforcement Activities:</b> These will be performed in the event of any confirmed fraudulent or criminal activities. Based on the information gathered during the investigation phase, actions that will be taken include confiscation, charging penalties and correction of declarations.</li> <li>2) <b>Special Cases:</b> Specific cases may require specialist legal input that can lead to court cases. These may include settlement of offenses and disputes and debt recovery. Additionally, they may also require international actions within the EU or in third countries, or contact with international organisations such as OLAF, RILO or SELEC.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee in an Enforcement Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleague and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Audit

### Definition Functional Domain "Audit":

Audit concerns the recording and tracking of organisations' Customs activities to verify Customs compliance. Focus is on methodology and consistency. The main objective is to ensure Trader compliance with national and EU Customs legislation. In many cases, audits will be performed at the Trader's premises.

- 1) **Pre-clearance Auditing:** Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.
- 2) **Post-clearance Auditing:** Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.
- 3) **Systems Audit:** Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.

### Roles covered within the "Audit" functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration's management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level ("What does this mean for me/my department?").

## Role Description: Senior Manager, Audit

SENIOR MANAGER IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Senior Manager	Audit
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there's relatively less focus on operational planning, coordination and team management. There's somewhat more focus on maintaining a dashboard of the different sections' performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Senior Manager in an Audit Department are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her department</b> based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Maximises business compliance through the management of his or her audit teams.
2. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.
3. Reports performance and progress to his or her manager who will usually be at the strategic management level.
4. Translates the strategic guidelines and objectives received from the strategic management to more tactical guidelines and objectives specific for his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback.
5. Ensures ongoing professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
7. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions, and implements the best process improvements.
8. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders involved with the Audit Department.
9. Might be called upon to assist in the development of national strategies where relevant to his or her department.
10. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.
11. Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4
Drive for Results	4	Customs Procedures	2	Strategic Agility	3
Teamwork	3	Trade Facilitation	2	Visionary Leadership	3
Professional Networking	3	Customs Business Understanding	2	Innovation	2
Coaching & Mentoring	3	Audit	2	Entrepreneurship	2
Knowledge/experience sharing	3	Supply Chain Operations	2	Negotiating	3
Coping with Stress	4			People Management	3
Handling Conflict	2			Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Audit

MIDDLE MANAGER IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Middle Manager	Audit
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Middle Manager in an Audit Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a team of senior experts in Audit.</li> <li>2. Maximises his or her team's performance by organising and dividing the work according to the specific expertise of his or her team members.</li> <li>3. Provides flexibility and adequate conditions to the people working under his or her management in order to maximise efficiency.</li> <li>4. Verifies the quantity and quality of the work products delivered by his or her team(s).</li> <li>5. Maximises compliance by taking full advantage of service provision to Trade and private persons by his or her team(s).</li> <li>6. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>7. Reports performance and progress to his or her manager (e.g. Regional Director and National Office).</li> <li>8. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible to clearly communicate these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels in order to capture their feedback.</li> <li>9. Ensures the development of strong technical knowledge both on a personal level and for his/her team members.</li> <li>10. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>11. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions, and implements the best process improvements.</li> <li>12. Ensures effective cooperation and communication with other departments and proactively manages the key stakeholders involved with the Audit department.</li> <li>13. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> <li>14. Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	3
Drive for Results	4	Customs Procedures	2	Strategic Agility	2
Teamwork	3	Trade Facilitation	2	Visionary Leadership	2
Professional Networking	2	Customs Business Understanding	2	Entrepreneurship	2
Coaching & Mentoring	2	Audit	2	Negotiating	3
Knowledge/experience Sharing	3	Supply Chain Operations	2	People Management	3
Coping with Stress	3			Conflict Management	3
Handling Conflict	2			Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Audit

LINE MANAGER IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Line Manager	Audit
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li><b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li><b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Line Manager in an Audit Department are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives, and closely following up the performance of his operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Line Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people working in Audit.</li> <li>Maximises his or her team's performance by organising &amp; dividing the work.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge.</li> <li>Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness &amp; sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.</li> <li>Ensures effective cooperation with other departments within the Customs Administration that are involved with the Audit department.</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> <li>Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Legislation	2	Act as a Role Model	2
Drive for Results	4	Customs Procedures	2	Entrepreneurship	2
Teamwork	3	Trade Facilitation	2	People Management	2
Professional Networking	1	Customs Business Understanding	3	Conflict Management	3

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Knowledge/experience Sharing	2	Audit	3	Change Management	2
Coping with Stress	2	Supply Chain Operations	2	Communication Management	2
Handling Conflict	2			Customs Trends	1
Adaptability to Change	2			Managerial Courage	2
Decision Making	3			Process Management	2
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Audit

SENIOR EXPERT IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Senior Expert	Audit
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li><b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li><b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li><b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Senior Expert in Audit are focused on <b>developing extensive expert knowledge</b> in a certain type of Customs Audit and <b>guaranteeing an efficient Audit Department by acting as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Senior Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Develops strong and focused technical expert knowledge on a personal level and on a continuous basis in the field of his or her specific area of expertise.</li> <li>Responds to queries related to complex or unclear cases in the area of his or her specific Audit expertise.</li> <li>Organises own work effectively, thereby maximising own performance accordingly.</li> <li>Builds and maintains very good working relationships and communicates proactively with his/her stakeholders.</li> <li>Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>Thorough and delivers high quality work products in a timely manner.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding audits to increase operational efficiency.</li> <li>May be required to assist in policy development when related to his or her specific expertise.</li> <li>Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.</li> <li>Ensures dialogue with relevant national, EU and international authorities and institutions, whenever needed.</li> <li>Gives and/or supports training for other Customs employees in their specific domain.</li> <li>Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.</li> </ol>	



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Policy Design	4
Drive for Results	2	Customs Procedures	4	Political Awareness	3
Investigative Ability	2	Trade Facilitation	3	Customs Trends of the 21st Century	3
Teamwork	2	Customs Business Understanding	4	Process Management	3
Professional Networking	4	Audit	4		
Knowledge/experience Sharing	4	Supply Chain Operations	4		
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Audit

EXPERT IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Expert	Audit
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of an Expert in Audit are focused on <b>developing extensive expert knowledge</b> in a certain type of Customs Audit and <b>guaranteeing an efficient Audit Department by acting as a consultant in solving complex cases based on his/her knowledge and experience.</b> He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

An Expert will focus on these Core Values by performing the following tasks:

1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis in the field of his or her specific area of expertise.
2. Responds to queries related to complex or unclear cases in the area of his or her specific Audit expertise.
3. Organises own work effectively, thereby maximising own performance accordingly.
4. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders.
5. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.
6. Is thorough and delivers high quality work products in a timely manner.
7. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.
8. Communicates suggestions and potential process improvements to his or her manager regarding audits to increase operational efficiency.
9. May be required to assist in policy development when related to his or her specific expertise.
10. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.
11. Ensures dialogue with relevant national, EU and international authorities and institutions, whenever needed.
12. Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	4	Policy Design	3
Drive for Results	2	Customs Procedures	4	Political Awareness	3
Investigative Ability	2	Trade Facilitation	2	Customs Trends of the 21st Century	2
Teamwork	2	Customs Business Understanding	4	Process Management	3
Professional Networking	3	Audit	4		
Knowledge/experience Sharing	3	Supply Chain Operations	3		
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Audit

CUSTOMS OFFICER – TEAM LEAD IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Customs Team Lead	Audit
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Customs Officer – Team Lead in an Audit Department are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives of his/her operational team within an Audit Department.</b> He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a regional team of operational people in absence of his or her manager.</li> <li>2. Effectively organises own work, thereby maximising own performance accordingly.</li> <li>3. Develops strong technical knowledge on a personal level and on a continuous basis in the field of Audit and team management.</li> <li>4. Supports other team members and occasionally develops trainees to perform their tasks within the Audit department.</li> <li>5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements to his or her manager regarding Audit-related activities, to increase operational efficiency.</li> <li>10. Effectively cooperates with other departments, whenever required.</li> <li>11. Builds a network with other Customs Officers within the EU.</li> <li>12. Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Legislation	2	People Management	1
Teamwork	3	Customs Procedures	2	Conflict Management	3
Analytical Thinking	3	Trade Facilitation	2	Managerial Courage	2
Interpersonal Relations	2	Customs Business Understanding	2	Process Management	1
Processing Information	2	Audit	3		
Written Communication	2	Supply Chain Operations	1		
Oral Communication	2				
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Audit

CUSTOMS OFFICER IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Customs Officer	Audit
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Customs Officer in an Audit Department are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team within the Audit Department</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Effectively organises own work that is appointed to him or her by his or her Line Manager or Team Lead, thereby maximising own performance accordingly.</li> <li>2. Develops strong technical knowledge on a personal level and on a continuous basis in the field of Audit.</li> <li>3. Supports other team members and occasionally develops trainees to perform their tasks within the Audit Department.</li> <li>4. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>5. Delivers high quality work products in a timely manner.</li> <li>6. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>7. Reports status and relevant difficulties or issues to his or her Line Manager or Team Lead in a proactive and timely manner.</li> <li>8. Communicates suggestions and potential process improvements to his or her manager regarding Audit-related activities to increase operational efficiency.</li> <li>9. Effectively cooperates with other departments whenever required.</li> <li>10. Builds a network with other Customs Officers within the EU.</li> <li>11. Performs his/her tasks with a strong sense of curiosity about the nature and execution of the different Customs processes in order to find anomalies.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Legislation	2		
Teamwork	2	Customs Procedures	2		
Analytical Thinking	3	Trade Facilitation	2		
Interpersonal Relations	2	Customs Business Understanding	2		
Processing Information	2	Audit	3		
Written Communication	2	Supply Chain Operations	1		
Oral Communication	2				
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer Trainee, Audit

CUSTOMS OFFICER TRAINEE IN THE AUDIT DEPARTMENT	
Level	Functional Domain
Customs Officer Trainee	Audit
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Pre-clearance Auditing:</b> Audit the parties involved in processing goods and that are subject to a complex procedure, as well as audit the goods themselves.</li> <li>2) <b>Post-clearance Auditing:</b> Verify the compliance level of the parties involved in the processing of the goods, after the goods have already been cleared by Customs.</li> <li>3) <b>Systems Audit:</b> Verify that the flow of data through the system(s) used by Trade is compliant and produce(s) adequate and correct Customs data for further usage. Verify that the systems themselves are robust and trustworthy, and in line with all policy and legal requirements.</li> </ol> <p>The main responsibilities of a Customs Officer Trainee in an Audit Department are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleagues and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities with a strong sense of curiosity about the nature and execution of the different Customs processes and based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> – Role Descriptions – Supportive Functions

### Definition Functional Domain “Supportive Functions”:

Functions in support of Customs staff during the overall execution of the core Customs activities. Examples of supportive functions within a Customs Administration could include: HR and Training; Finance; IT; Communication; Legal; and Logistics.

Under such supportive functions, the following expert areas may exist.

- 1) HR experts
- 2) Training experts
- 3) Finance experts
- 4) IT experts
- 5) Public Relations experts
- 6) Legal experts

### Roles covered within the “Supportive Functions” functional domain:

#### I. Management Roles

- Senior Manager
- Middle Manager
- Line Manager

#### II. Expert Roles

- Senior Expert
- Expert

#### III. Operational Roles

- Team Lead
- Customs Officer
- Customs Officer Trainee

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Strategic Manager:** The Strategic Management level will always be a cross-functional one. This means that the role of Strategic Manager will be covered in a separate document. The idea is that the strategy is set at a national level and takes into account the available resources, i.e. people, materials and budget. This strategy will then be put into practice by the Administration’s management team (Senior Management, Middle Management and Line Management) who will translate it into a more functional level (“What does this mean for me/my department?”).

#### Special note:

The specific competencies and proficiency levels assigned to people working in a certain supportive function may differ depending on the nature of the supportive function. In the roles described in this document, the main focus was on the element of delivering support. This needs to be taken in to account when “nationalising” these roles

## Role Description: Senior Manager, Supportive functions

SENIOR MANAGER IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Senior Manager	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there’s relatively less focus on operational planning, coordination and team management. There’s somewhat more focus on maintaining a dashboard of the different sections’ performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He or she, and the team(s) under his or her management will typically support the Customs staff during the overall execution of the core Customs operational activities:</p> <p>The main responsibilities of a Senior Manager in a supportive function are focused on <b>guaranteeing the overall coordination, cooperation and performance of his or her department</b> based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p>	

### Role Description

A Senior Manager will focus on these Core Values by performing the following tasks:

1. Indirectly maximises business compliance through the effective management of the support function(s) under his or her command.
2. Builds and maintains a service-and support-oriented mindset within his or her team.
3. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.
4. Reports performance and progress to his or her manager who will usually be at the strategic management level.
5. Translates the strategic guidelines and objectives received from the strategic management to more tactical guidelines and objectives specific for his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels to capture feedback.
6. Ensures ongoing professional development, both on a personal level and for his or her team(s).
7. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.
8. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.
9. Ensures effective coordination and communication with other departments relevant to the support function under his or her command.
10. Might be called upon to contribute to the development of national strategies, especially when there is a dependency on the supportive function under his or her command.
11. Builds a network with other Customs Managers and employees within the EU; assists and participates in international project groups.

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4
Drive for Results	4	Customs Procedures	2	Strategic Agility	3
Teamwork	3	Support for Customs	4	Visionary Leadership	3
Professional Networking	3	Customs Business Understanding	2	Innovation	2
Coaching & Mentoring	3			Entrepreneurship	2
Knowledge/experience Sharing	3			Negotiating	3
Coping with Stress	4			People Management	3
Handling Conflict	2			Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Supportive functions

MIDDLE MANAGER IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Middle Manager	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He or she, and the team(s) under his or her management will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Middle Manager in a supportive function are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Middle Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels to capture their feedback.</li> <li>2. Maximises his or her team's performance by organising &amp; dividing the work according to the specific expertise of his or her team members.</li> <li>3. Provides flexibility and adequate conditions to the people working under his or her management to maximise efficiency.</li> <li>4. Verifies the quantity and quality of the work products delivered by his or her team(s).</li> <li>5. Indirectly maximises business compliance through the effective management of his or her team(s).</li> <li>6. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives.</li> <li>7. Reports performance and progress to his or her Senior Manager.</li> <li>8. Ensures the development of strong technical knowledge both on a personal level and for his/her team(s).</li> <li>9. Ensures that team members operate &amp; communicate with appropriate political awareness &amp; sensitivity.</li> <li>10. Captures reflections and suggestions for potential process improvements to increase operational efficiency, evaluates the suggestions and implements the best process improvements.</li> <li>11. Ensures effective cooperation and communication with other departments, when needed.</li> <li>12. Builds a network with other Customs Managers and employees within the EU and participates in international project groups.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	3
Drive for Results	4	Customs Procedures	2	Strategic Agility	2
Teamwork	3	Support for Customs	4	Visionary Leadership	2
Professional Networking	2	Customs Business Understanding	2	Entrepreneurship	2
Coaching & Mentoring	2			Negotiating	3
Knowledge/experience Sharing	3			People Management	3
Coping with Stress	3			Conflict Management	3
Handling Conflict	2			Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Reporting	2				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

## Role Description: Line Manager, Supportive functions

LINE MANAGER IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Line Manager	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Leads (an) operational team(s). Team members don't have an official management role themselves. A Line Manager is the link between Middle Management and Customs Officers of his/her team(s).</p> <p>He or she, and the team(s) under his or her management will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Line Manager in a supportive function are focused on <b>guaranteeing a good cooperation between the operational teams, ensuring the realisation of the operational objectives, and closely following up the performance of his/her operational team(s)</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Line Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Ensures the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, in particular with Middle Management.</li> <li>Directly manages a team of operational people working in a specific supportive function.</li> <li>Builds and maintains a service-and support-oriented mindset within his or her team.</li> <li>Maximises his or her team's performance by organising and dividing the work.</li> <li>Supports and develops team members and ensures that they continue to develop strong technical knowledge and skills in their domain.</li> <li>Provides flexibility and adequate conditions to team members in order to maximise efficiency.</li> <li>Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>Verifies the quantity and quality of the work products delivered by his or her team.</li> <li>Reports performance and progress related to operational objectives to his or her Middle Manager.</li> <li>Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.</li> <li>Ensures effective cooperation with other departments within the Customs Administration, when needed.</li> <li>Offers first line support regarding special cases for his or her team members.</li> <li>Builds a network with other Customs Managers and employees within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	3	Customs Legislation	2	Act as a Role Model	2
Drive for Results	4	Customs Procedures	2	Entrepreneurship	2
Teamwork	3	Support for Customs	4	People Management	2
Professional Networking	1	Customs Business Understanding	2	Conflict Management	3
Knowledge/experience Sharing	2			Change Management	2
Coping with Stress	2			Communication Management	2
Handling Conflict	2			Customs Trends	1
Adaptability to Change	2			Managerial Courage	2
Decision Making	3			Process Management	2
Analytical Thinking	3			Visionary leadership	1
Interpersonal Relations	3			Negotiating	1
Time Management	2			Political Awareness	2

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Priority Setting	2				
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Reporting	2				
Creativity	1				
Technological Ability	2				
Problem Solving	2				

## Role Description: Senior Expert, Supportive functions

SENIOR EXPERT IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Senior Expert	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Specialised extensively in a certain domain. Required to act as a consultant on a daily basis for questions from other Customs employees and complex inquiries and cases related to his/her specific expertise. Have a relatively higher level of expertise compared to more junior Experts.</p> <p>He or she, and the team(s) under his or her management will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Senior Expert in a supportive function are focused on <b>developing extensive expert knowledge</b> and skills and <b>act as a consultant in solving complex cases based on his/her knowledge and experience</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Senior Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis in the field of his or her specific area of expertise.</li> <li>2. Responds to queries related to complex or unclear cases in the area of his or her specific supportive function.</li> <li>3. Builds and maintains a service-and support-oriented mindset.</li> <li>4. Organises own work effectively, thereby maximising own performance accordingly.</li> <li>5. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders.</li> <li>6. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>7. Thorough and delivers high quality work products in a timely manner.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements regarding his or her specific supportive function in order to increase operational efficiency and support provision to his or her manager.</li> <li>10. May be required to assist in policy development when related to his or her specific expertise.</li> <li>11. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>12. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.</li> <li>13. Ensures dialogue with relevant national, EU and international authorities and institutions, whenever needed.</li> <li>14. Gives and/or supports training for other Customs employees in their specific domain.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	3	Change Management	2
Drive for Results	2	Customs Procedures	3	Financial Management	1
Investigative Ability	2	Support for Customs	4	Communication Management	2
Teamwork	2	Customs Business Understanding	3	Policy Design	4
Professional Networking	4			Political Awareness	2
Knowledge/experience sharing	4			Customs Trends of the 21st Century	2
Coping with Stress	2				
Handling Conflict	2				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Expert, Supportive functions

EXPERT IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Expert	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Specialised in a certain domain. Required to act as a consultant working on a case-by-case basis for inquiries related to his/her specific expertise. Experts have a relatively lower level of expertise compared to Senior Experts.</p> <p>He or she will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of an Expert in a supportive function are focused on <b>developing expert knowledge</b> and <b>guaranteeing an efficient department by acting as a consultant in solving specific cases based on his/her knowledge</b>. He/she will deliver on his/her responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>An Expert will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical expert knowledge on a personal level and on a continuous basis in the field of his or her specific area of expertise.</li> <li>2. Responds to queries related to complex or unclear cases in the area of his or her specific supportive function.</li> <li>3. Builds and maintains a service- and support-oriented mindset.</li> <li>4. Organises own work effectively, thereby maximising own performance accordingly.</li> <li>5. Builds and maintains very good working relationships and communicates proactively with his/her stakeholders.</li> <li>6. Understands, cooperates and communicates effectively with appropriate political awareness and sensitivity.</li> <li>7. Thorough and delivers high quality work products in a timely manner.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements to his or her manager regarding his or her specific supportive function in order to increase operational efficiency and support provision.</li> <li>10. May be required to assist in policy development when related to his or her specific expertise.</li> <li>11. Builds a network with other Customs Experts and employees within the EU; assists and participates in international project groups.</li> <li>12. Ensures dialogue with relevant national, EU and international authorities and institutions, whenever needed.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Change Management	1
Drive for Results	2	Customs Procedures	3	Financial Management	1
Investigative Ability	2	Support for Customs	4	Communication Management	1
Teamwork	2	Customs Business Understanding	3	Policy Design	4
Professional Networking	3			Political Awareness	1
Knowledge/experience Sharing	3			Customs Trends of the 21st Century	1
Coping with Stress	2				
Handling Conflict	2				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Decision Making	2				
Analytical Thinking	2				
Interpersonal Relations	2				
Problem Solving	2				
Processing Information	3				
Written Communication	3				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

## Role Description: Customs Team Lead, Supportive functions

CUSTOMS OFFICER - TEAM LEAD IN A SUPPORTIVE FUNCTION	
Level	Functional Domain
Customs Team Lead	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Involved in day-to-day operational Customs activities. Received all required training and successfully completed all relevant tests. Responsible for his/her own work. In addition to daily operational tasks, also manages the rest of the team in absence of the Manager (e.g. when Manager is leading multiple teams in different locations).</p> <p>He or she will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Customs Officer – Team Lead in a supportive function are focused on <b>maximising his/her own performance and supporting his/her Line Management in order to reach the operational objectives of his/her operational team within a Supportive function.</b> He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A Customs Officer – Team Lead will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Directly manages a regional team of operational people in absence of his or her manager.</li> <li>2. Effectively organises own work, thereby maximising own performance accordingly.</li> <li>3. Develops strong technical knowledge on a personal level and on a continuous basis in the field of his or her supportive function.</li> <li>4. Supports other team members and occasionally develops trainees to perform their tasks within his or her specific supportive function.</li> <li>5. Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>6. Delivers high quality work products in a timely manner.</li> <li>7. Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>8. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>9. Communicates suggestions and potential process improvements to his or her manager regarding his or her specific supportive function in order to increase operational efficiency and support provision.</li> <li>10. Effectively cooperates with other departments, whenever required.</li> <li>11. Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Legislation	2	People Management	1
Teamwork	3	Customs Procedures	2	Conflict Management	3
Analytical Thinking	3	Support for Customs	3	Managerial Courage	2
Interpersonal Relations	2	Customs Business Understanding	3	Process Management	1
Processing Information	2				
Written Communication	2				
Oral Communication	2				

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer, Supportive functions

CUSTOMS OFFICER IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Customs Officer	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Involved in day-to-day Customs operational activities. Responsible for his/her own work, but also works in teams and therefore given additional responsibility of ensuring the teams' success.</p> <p>He or she will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Customs Officer in supportive function are focused on <b>maximising his/her own performance in order to reach the operational objectives of his/her operational team within a supportive function</b>. He/she will deliver on his/her responsibilities based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Customs Officer will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>Effectively organises own work, thereby maximising own performance accordingly.</li> <li>Develops strong technical knowledge on a personal level and on a continuous basis in the field of his or her supportive function.</li> <li>Supports other team members and occasionally develops trainees to perform their tasks within his or her specific supportive function.</li> <li>Operates and communicates effectively and with appropriate political awareness and sensitivity with Trade, other economic operators and private persons.</li> <li>Delivers high quality work products in a timely manner.</li> <li>Builds and maintains good working relationships with Trade, other economic operators and private persons.</li> <li>Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>Communicates suggestions and potential process improvements to his or her manager regarding his or her specific supportive function in order to increase operational efficiency and support provision.</li> <li>Effectively cooperates with other departments, whenever required.</li> <li>Builds a network with other Customs Officers within the EU.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	2	Customs Legislation	2		
Teamwork	2	Customs Procedures	2		
Analytical Thinking	3	Support for Customs	3		
Interpersonal Relations	2	Customs Business Understanding	2		
Processing Information	2				
Written Communication	2				
Oral Communication	2				
Technological Ability	2				
Dealing with Operational Risk	2				
Coping with Stress	2				
Handling Conflict	2				
Decision Making	2				
Reporting	2				

## Role Description: Customs Officer Trainee, Supportive functions

CUSTOMS OFFICER TRAINEE IN THE SUPPORTIVE FUNCTION	
Level	Functional Domain
Customs Officer Trainee	Supportive functions (HR, Training, IT, etc.)
Role Description	
<p>Performs activities under supervision and typically shadows a Customs Officer. Can't be held responsible for any actions taken.</p> <p>He or she will typically support the Customs staff during the overall execution of the core Customs operational activities.</p> <p>The main responsibilities of a Customs Officer Trainee in a supportive function are focused on <b>absorbing knowledge</b> from his/her Customs Officer colleagues and <b>building a network</b> with other Customs Officers within the EU. He/she will perform these activities based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus</p>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Drive for Results	1	Customs Business Understanding	1		
Teamwork	1	Customs Procedures	1		
Analytical Thinking	1				
Interpersonal Relations	1				
Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				

## CustComp<sup>eu</sup> - Role Descriptions - Cross Functional

### Definition Functional Domain "Cross Functional":

Cross functional roles are horizontally organised across the different functional domains within the Customs Administration. People within this domain are responsible for the coordination of the different functional domains across the organisation at a national or regional level. In general, we will find these roles at the Middle to Senior and Strategic Management level.

### Roles covered within the "Cross Functional" functional domain:

- High Level Strategic Manager
- Senior Manager
- Middle Manager

As a result, the role of Strategic Manager was excluded from this functional domain:

- **Line Manager:** A Line Manager manages one or more operational teams. Most of the time, these teams will perform similar tasks at different locations. In cases where the teams perform a completely different Customs activity, then the Line Manager will have two roles within his/her job, i.e. acting as Line Manager for teams in different functional domains.
- **Expert roles (Expert, Senior Expert):** Expert profiles typically have a much more specialised, deeper and narrower field of knowledge and skills compared to operational profiles.
- **Operational roles (Team Lead, Customs Officer, Customs Officer Trainee):** Considering the type of work, the high level and specific scope of the expertise required of anyone performing a Cross Functional role, these profiles are considered to be (senior) experts in their specific domain rather than operational employees performing typical day-to-day Customs operations.

## Role Description: High Level Strategic Manager, Cross functional

HIGH LEVEL STRATEGIC MANAGER WITH THE CROSS FUNCTIONAL ROLE	
Level	Functional Domain
High Level Strategic Manager	Cross functional
Role Description	
<p>Leads and steers the Customs Administration. Ultimately responsible for deciding on the strategic direction and implementation of strategic initiatives within the Customs Administration.</p> <p>He/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level. He or she is the main person responsible for delivering on strategic initiatives and on the overall mandates of the Customs Administration.</p> <p>The main responsibilities of a High Level Strategic Manager with a cross functional role are focused on the <b>development of a general vision and strategy that applies to the entire Customs Administration and the coordination of the different functional domains across the organisation in alignment with this vision and strategy.</b> The cornerstones of this vision and strategy will be based on the <b>Customs Core Values</b> which are Strong Ethics &amp; High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety &amp; Security Focus.</p> <p>A High Level Strategic Manager will focus on these Core Values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops and disseminates a compelling short- and long-term Customs vision and strategy for the Customs Administration and links clear objectives to them.</li> <li>2. Steers the Customs Administration in line with the agreed Customs vision and strategy.</li> <li>3. Follows up on the progress related to the achievement of the strategic objectives and discusses potential corrective action when required with the appropriate Senior Managers.</li> <li>4. Demonstrates charismatic behaviour and acts as a role model at all times.</li> <li>5. Ensures excellent communication using the appropriate political awareness and sensitivity, both top-down and bottom-up.</li> <li>6. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions, and implements the best process improvements.</li> <li>7. Builds and maintains a national and international network with a focus on maximising collaboration and identifying mutual benefits.</li> <li>8. Ensures an ongoing professional development and follows up on the current and future trends in Customs and what they mean for his or her Customs Administration.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4
Drive for Results	4	Customs Procedures	2	Strategic Agility	4
Teamwork	4	Trade Facilitation	4	Visionary Leadership	4
Professional Networking	4	Customs Business Understanding	4	Innovation	3
Coaching & Mentoring	3			Entrepreneurship	3
Knowledge/experience Sharing	4			Negotiating	3
Coping with Stress	4			People Management	4
Handling Conflict	3			Conflict Management	3
Adaptability to Change	4			Change Management	4
Decision Making	4			Financial Management	4
Analytical Thinking	4			Communication Management	4
Interpersonal Relations	4			Policy Design	3
Time Management	4			Political Awareness	4
Priority Setting	4			Customs Trends	4
Processing Information	2			Strategic Supply Chain Management	3
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	3				
Technological Ability	2				

## Role Description: Senior Manager, Cross functional

SENIOR MANAGER WITH THE CROSS FUNCTIONAL ROLE	
Level	Functional Domain
Senior Manager	Cross functional
Role Description	
<p>Leads a part of the organisation in line with the policies and strategies as set out and approved by the strategic management. Requires a focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation. Compared to middle management, there's relatively less focus on operational planning, coordination and team management. There's somewhat more focus on maintaining a dashboard of the different sections' performance of the part of the organisation being managed. Also responsible for adjusting/refining actions to improve performance where needed.</p> <p>He/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level</p> <p>The main responsibilities of a Senior Manager with a cross functional role are focused on <b>the coordination of the different functional domains across the organisation in alignment with the Customs Administration's vision and strategy. He or she takes the Customs strategy and translates it into his or her Customs region. Often he or she will be involved in the development of the strategy as well.</b> The cornerstones of this vision and strategy will be based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Senior Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Translates the strategic guidelines and objectives received from the Strategic Management into more tactical guidelines and objectives specific to his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback.</li> <li>2. Maximises business compliance with Trade partners through the management of his or her Customs region.</li> <li>3. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives and discusses potential corrective action when required with the appropriate Middle Managers.</li> <li>4. Reports performance and progress to his or her manager who will usually be at the strategic management level (in a cross functional role, this is typically to the Director level).</li> <li>5. Demonstrates charismatic behaviour and acts as a role model at all times.</li> <li>6. Ensures excellent communication, using the appropriate political awareness and sensitivity.</li> <li>7. Ensures ongoing professional development, both on a personal level and for his or her team(s).</li> <li>8. Ensures that team members operate and communicate with appropriate political awareness and sensitivity.</li> <li>9. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions and implements the best process improvements.</li> <li>10. Proactively manages the key stakeholders involved with his/her department.</li> <li>11. Assists in the development of national strategies.</li> <li>12. Builds and maintains a national and international network with a focus on maximising collaboration and identifying mutual benefits.</li> <li>13. Manages Complex Customs affairs that impact the operations and performance of different teams within a Customs Department or Customs Region.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4
Drive for Results	4	Customs Procedures	2	Strategic Agility	3
Teamwork	3	Trade Facilitation	3	Visionary Leadership	3
Professional Networking	3	Customs Business Understanding	4	Innovation	2
Coaching & Mentoring	3			Entrepreneurship	2
Knowledge/experience Sharing	3			Negotiating	3
Coping with Stress	4			People Management	3
Handling Conflict	2			Conflict Management	3
Adaptability to Change	2			Change Management	4
Decision Making	4			Financial Management	2
Analytical Thinking	3			Communication Management	2
Interpersonal Relations	3			Policy Design	1
Time Management	3			Political Awareness	3
Priority Setting	4			Customs Trends	3



PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Processing Information	2			Strategic Supply Chain Management	2
Written Communication	4			Managerial Courage	4
Oral Communication	4			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

## Role Description: Middle Manager, Cross functional

MIDDLE MANAGER WITH THE CROSS FUNCTIONAL ROLE	
Level	Functional Domain
Middle Manager	Cross functional
Role Description	
<p>Leads and steers multiple teams. Often, but not necessary, there's an intermediate management level that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between Senior Management and Line Management.</p> <p>He/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level.</p> <p>The main responsibilities of a Middle Manager with a cross functional role are focused on the <b>coordination of the different functional domains across the organisation in alignment with the Customs Administration's vision and strategy. He or she takes the Customs strategy and translates it for his or her department. In some cases, he or she will also be involved in the development of the strategy.</b> The cornerstones of this vision and strategy will be based on the <b>Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus.</p> <p>A Middle Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Translates the strategic guidelines and objectives received from the Senior Management to more operational objectives specific to his or her department. He or she is responsible for communicating these measures and objectives to his or her Line Manager(s) and ensures effective two-way communication with lower levels to capture feedback.</li> <li>2. Maximises business compliance with Trade partners through the management of his or her department and team(s).</li> <li>3. Ensures and follows up periodically on overall performance and tracks progress to meet strategic objectives and discusses potential corrective action, when required, with the appropriate Line Managers.</li> <li>4. Reports performance and progress to his or her manager who will usually be somebody at the Senior Management level.</li> <li>5. Acts as a role model at all times.</li> <li>6. Ensures excellent communication, using the appropriate political awareness &amp; sensitivity.</li> <li>7. Ensures ongoing professional development, both on a personal level and for his or her team(s).</li> <li>8. Ensures that team members operate &amp; communicate with appropriate political awareness &amp; sensitivity.</li> <li>9. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions and implements the best process improvements.</li> <li>10. Proactively manages the key stakeholders involved with his or her department.</li> <li>11. May be asked to assist in the development of national strategies.</li> <li>12. Builds and maintains a network with other Customs managers and employees.</li> <li>13. Handles and solves Customs affairs that impact the performance of different Customs Teams together with his/her Line Management.</li> </ol>	

PROFESSIONAL COMPETENCIES	PROFICIENCY LEVEL	OPERATIONAL COMPETENCIES	PROFICIENCY LEVEL	MANAGEMENT COMPETENCIES	PROFICIENCY LEVEL
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	3
Drive for Results	4	Customs Procedures	2	Strategic Agility	2
Teamwork	3	Trade Facilitation	3	Visionary Leadership	2
Professional Networking	2	Customs Business Understanding	4	Entrepreneurship	2
Coaching & Mentoring	2			Negotiating	3
Knowledge/experience Sharing	3			People Management	3
Coping with Stress	3			Conflict Management	3
Handling Conflict	2			Change Management	3
Adaptability to Change	2			Financial Management	1
Decision Making	4			Communication Management	2
Analytical Thinking	3			Political Awareness	2
Interpersonal Relations	3			Customs Trends	2
Time Management	3			Strategic Supply Chain Management	1
Priority Setting	4			Managerial Courage	3
Processing Information	2			Process Management	2
Written Communication	3				
Oral Communication	3				
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	2				

Section 3:

# EU Customs Training Curriculum for Professional, Operational and Management Competencies



## Section 3:

# EU Customs Training Curriculum for Professional, Operational and Management Competencies

### Introduction

#### What is the EU Customs Training Curriculum?

The EU Customs Training Curriculum is part of an overall EU Performance Development Scheme, of which the CustComp<sup>EU</sup> is the foundation. The EU Customs Training Curriculum supports the EU Customs Administrations to develop effective and targeted training programmes for its employees. Customs Administrations that are interested in developing their employees in an EU coordinated manner can use the EU Customs Training Curriculum to identify the precise knowledge and skills that its workforce needs to build in order to improve in a specific competency. These knowledge and skills requirements are grouped per competency and are linked directly to both Learning Topics and Learning Outcomes.

The EU Customs Training Curriculum is developed in such a way that it can be easily linked to the EU Common Customs Roles.

These EU Common Customs Roles represent an overview of all possible roles performed in the EU Customs Administrations. Associated to each of these roles is a high level role description and competency profile.

The current version of the EU Customs Training Curriculum only applies to Common Customs Roles in the Public Service, i.e. Customs Administrations. Future versions of the EU Customs Training Curriculum will also take into account the learning needs of Private Sector Customs profiles.

## How is the EU Customs Training Curriculum linked to the CustComp<sup>EU</sup>?

The **CustComp<sup>EU</sup>** consists of two major items: EU Customs competencies and EU Common Customs Roles. The CustComp<sup>EU</sup> lists all professional, operational and management competencies that are essential for the work that Customs as a whole performs. The EU Common Customs Roles consist of role descriptions and associated competencies for those roles. This means that a specific set of competencies (i.e. a competency profile) is linked to each EU Common Customs Role.

The EU Customs Training Curriculum becomes applicable when training providers want to develop Customs-specific training programmes. This works in the following way:

1. Training providers develop Customs training programmes for a specific target group;
2. This target group will be professionals who fulfill Customs roles as identified in the EU Common Customs Roles;
3. Each of these Common Customs Roles have a specific set of knowledge and skills requirements (i.e. the required competency profile for that Customs role);
4. The training content can then be derived from the EU Customs Training Curriculum as the Learning Topics and Learning Outcomes are presented per competency in this document.

## How does the EU Customs Training Curriculum bring value?

The EU Customs Training Curriculum serves as a tool to realise the value of the CustComp<sup>EU</sup> for the Customs profession in the field of training and development (Cfr. the CustComp<sup>EU</sup> wheel).

In doing so, it delivers value to four different levels:

1. **Level of the individual** – Increased personal growth through high quality training programmes that are aligned with the EU Customs Training Curriculum.

2. **Level of the organisation** – Improved organisational performance through high quality training and development initiatives that are in line with the EU Customs Training Curriculum.

3. **Level of the training provider** – Value delivered through accreditation and recognition.

4. **European level** – Increased and more consistent performance in the field of Customs.

## Who is the EU Customs Training Curriculum for?

The primary intended target group of the EU Customs Training Curriculum are training developers and training providers. They can use the EU Customs Training Curriculum as a basis to develop and/or update the content of their Customs-specific training programmes.

When training providers develop a Customs-specific training programme in line EU Customs Training Curriculum, the training programme can be EU accredited.

A secondary target group are people that are seeking development. For them, the EU Customs Training Curriculum provides a means to identify the knowledge and skills areas they should pursue in order to develop themselves in a specific competency.

## What are the Proficiency Level Descriptors and the Decision Tree?

The Proficiency Level Descriptors and the Decision Tree are two easy-to-use tools that allow the Customs Administrations in the EU

MS to assess the current proficiency levels of their individual employees regarding a specific competency.

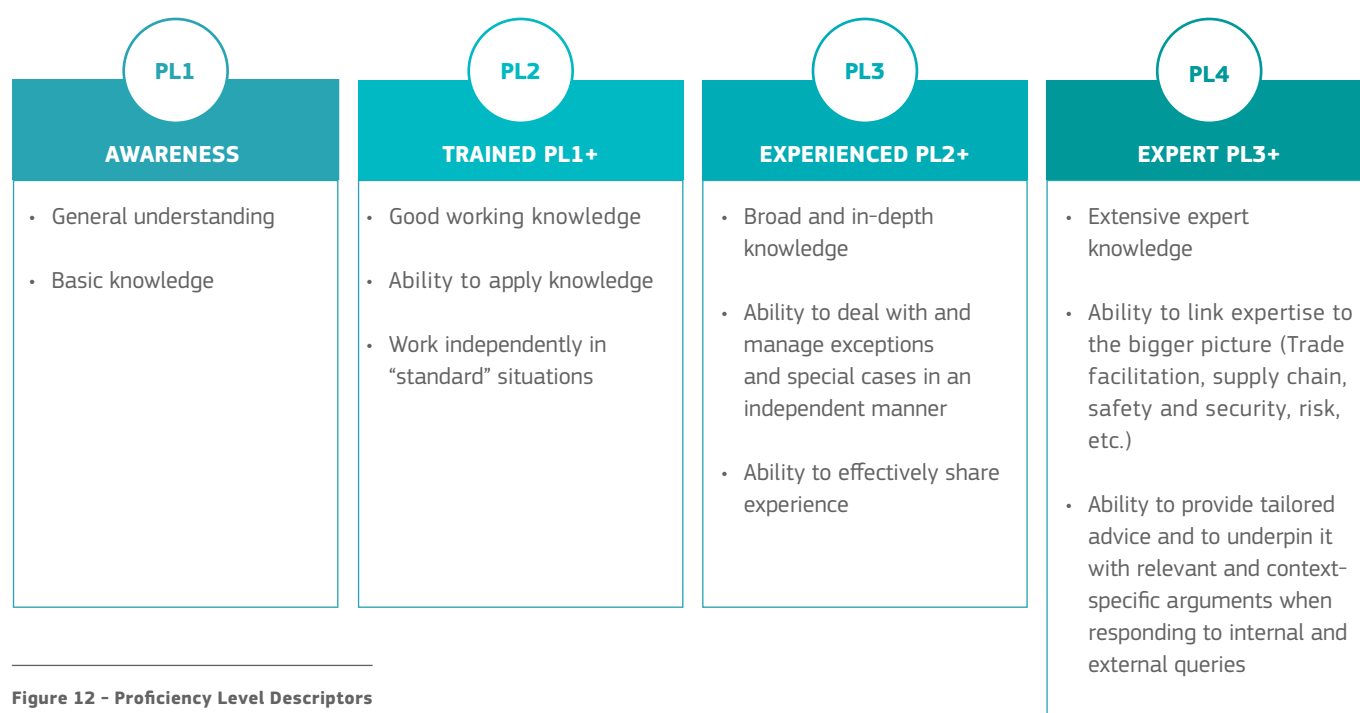


Figure 12 - Proficiency Level Descriptors

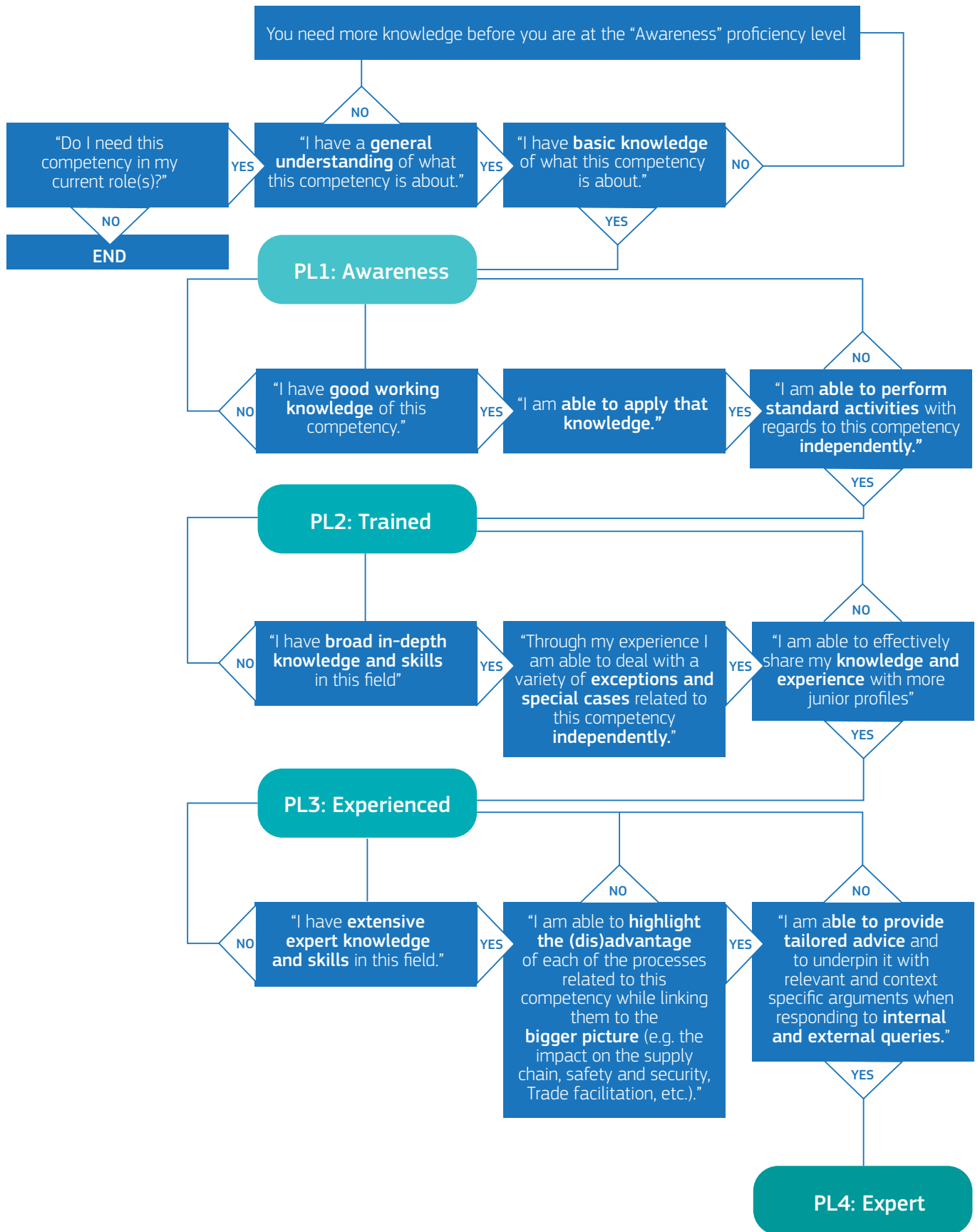


Figure 13 - Decision tree

## The EU Customs Training Curriculum – Components

- **Training Curriculum 101 Deck (to be specifically requested)** – This PowerPoint deck provides a high level and visual introduction to the EU Customs Training Curriculum.
- **Training Curriculum Professional Competencies** – This Word document contains the part of the EU Customs Training Curriculum that is linked to the Professional Competencies of the CustComp<sup>eu</sup>. This means that it contains the Learning Topics that are linked to each individual Professional Competency. Additionally, it contains all Learning Topics that are linked to the different proficiency levels of each individual Professional Competency.
- **Training Curriculum Operational Competencies** – This Word document contains the part of the EU Customs Training Curriculum that is linked to the Operational Competencies of the CustComp<sup>eu</sup>. This means that it contains the Learning Topics that are linked to each individual Operational Competency. Additionally, it contains all Learning Topics that are linked to the different proficiency levels of each individual Operational Competency.
- **Training Curriculum Management Competencies** – This Word document contains the part of the EU Customs Training Curriculum that is linked to the Management Competencies of the CustComp<sup>eu</sup>. This means that it contains the Learning Topics that are linked to each individual Management Competency. Additionally, it contains all Learning Topics that are linked to the different proficiency levels of each individual Management Competency.
- **Legislative Reference Table (provisional version)** – This Word document provides an overview of the legal references that are linked to the EU Customs Training Curriculum.
- **Proficiency Level Descriptors** – This PDF file provides a high level and visual overview of what the key differentiating factors are between the four different proficiency levels.
- **Decision Tree** – This PDF file serves as a tool for the Customs administration using the EU Customs Training Curriculum and the CustComp<sup>eu</sup> to assess the current proficiency levels of its employees for a specific competency.

## Professional Competencies

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>1. Dealing with Operational Risk</b>	<p>The Dealing with Operational Risk competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates the knowledge and ability to deal with operational risk on a daily basis;</li> <li>• Applies general principles, methods and tools commonly used for risk assessment and management;</li> <li>• Knows when to escalate risks.</li> </ul>	<p>a. Introduction to risk and risk management</p> <p>b. Risk Identification, analysis and evaluation</p> <p>c. Risk Treatment and risk treatment plans</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The elements that contribute to effective handling of operational risk in the context of Customs activities;</li> <li>• The importance of having appropriate mechanisms in place to deal with operational risks related to Customs (including an understanding of the impact of not having appropriate mechanisms in place);</li> <li>• The main concepts of risk management (risk identification, risk assessment, risk prioritisation).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of (operational) Customs risk independently. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Introduction to risk and risk management</b></p> <ul style="list-style-type: none"> <li>• Understands and is able to apply the main elements related to dealing with operational risk in the context of Customs activities;</li> <li>• Understands and is able to apply the main concepts of risk management (risk identification, risk types, risk assessment, risk prioritisation);</li> <li>• Has knowledge of how to differentiate risks from issues;</li> <li>• Has knowledge of which elements constitute a risk (e.g. probability, negative outcome and impact).</li> </ul> <p><b>b. Risk identification, analysis and evaluation</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of how operational risks can be identified, analysed and evaluated in a Customs environment (e.g. assigning a risk owner, urgency and impact);</li> <li>• Is able to use the mechanisms in place to deal with risks (and is able to explain what the impact of not having appropriate mechanisms in place could be);</li> <li>• Is able to track risks using a risk log.</li> </ul> <p><b>c. Risk treatment and risk treatment plans</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the flow of work and the communication channels to deal with operational Customs risks;</li> <li>• Is able to create and use risk treatment plans.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Dealing with Operational Risk. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Dealing with Operational Risk;</li> <li>• Is able to deal with exceptions and special cases in the field of Dealing with Operational Business Risk;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Dealing with Operational Risk. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the processes to deal with operational risk and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Dealing with Operational Risk;</li> <li>• Is able to effectively explain the importance of appropriate risk management for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to take the lead in organisation-wide risk management programmes.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>2. Drive for Results</b>	<p>The Drive for Results competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates and encourages action-oriented behaviour;</li> <li>• Does not give up before finishing;</li> <li>• Pushes and motivates self and others to achieve results.</li> </ul>	<p>a. Concept of result-oriented working</p> <p>b. Applying a result-oriented approach to personal organisation</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to result-oriented working (personal organisation, "Getting things done", etc.);</li> <li>• The main theories of result-oriented working (Outcome focused, SMART objectives, can-do attitude);</li> <li>• The importance of a result-oriented working attitude in an organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of result-driven approaches independently. The person is able to apply the theories and concepts of result-oriented working to his or her day-to-day life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of result-oriented working</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the main concepts relevant to result-oriented working (personal organisation, "Getting things done", etc.);</li> <li>• Is able to explain and apply the main theories of result-oriented working (Outcome focused, SMART objectives, can-do attitude);</li> <li>• Is able to set clear and SMART objectives and targets (Specific, Measurable, Attainable, Relevant, Time-bound);</li> <li>• Has built skills and is able to demonstrate a 'can-do' attitude;</li> <li>• Is able to persist and persevere to achieve results;</li> <li>• Is able to explain the importance of a result-oriented working attitude in a Customs organisation.</li> </ul> <p><b>b. Applying a result-oriented approach to personal organisation</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of a particular approach to manage his/her own work and focus on the result and is able to apply it.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of result-oriented working. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of result-oriented working;</li> <li>• Is able to deal with exceptions and special cases in the field of result-oriented working;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of result-oriented working. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different methods and theories to define and implement a result-oriented attitude in an organisation, and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of result-oriented working;</li> <li>• Is able to effectively explain the importance of result-oriented working approaches for the organisation by using compelling arguments and providing examples;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>3. Investigative Ability</b>	<p>The Investigative Ability competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Very much aware of his/her surroundings;</li> <li>• Probes and investigates for potential irregularities effectively;</li> <li>• Takes appropriate action when irregularities are encountered;</li> <li>• Has great attention to detail.</li> </ul>	<p>a. Planning and organising investigative activities</p> <p>b. Collecting and reviewing material</p> <p>c. Assessing material and consolidating the findings into a report</p> <p>d. Detecting and investigating irregularities</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to conducting a Customs-related investigation (e.g. preparing, conducting interviews, documenting the investigation, remaining objective during an investigation, etc.);</li> <li>• The five "W's": What happened, When did it happen, Where did it happen, Who was involved and Why did it happen;</li> <li>• Irregularities or non-normal behaviour or events in a specific Customs context.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs related to investigative activities independently. The person is able to apply the principles that underlie high quality investigations into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Planning and organising investigative activities</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the aspects related to planning and organising investigative activities (e.g. which sources will be used, who will investigate, which areas require special attention, how will the outcomes be documented, what is the timeline, etc.);</li> <li>• Is able to explain the main concepts relevant to conducting investigations (e.g. preparing, conducting interviews, documenting the investigation, remaining objective during an investigation, etc.).</li> </ul> <p><b>b. Collecting and reviewing material</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different phases of an investigation and how to collect the required material (e.g. interviews, documentary research, etc.).</li> </ul> <p><b>c. Assessing material and consolidating the findings into a report</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of how the material can be assessed;</li> <li>• Is able to consolidate the findings into a report;</li> <li>• Detecting and investigating irregularities;</li> <li>• Has built skills to demonstrate a critical attitude;</li> <li>• Is able to identify irregularities that require investigations.</li> </ul> <p><b>d. Detecting and investigating irregularities</b></p> <ul style="list-style-type: none"> <li>• Has built skills to demonstrate a critical attitude;</li> <li>• Is able to identify irregularities that require investigations.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the areas of Investigative Abilities. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of conducting an investigation;</li> <li>• Is able to deal with exceptions and special cases in areas of investigative ability;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs-related investigations. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the processes to execute an investigation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, trade facilitation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs-related investigations;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties.</li> </ul>
<b>4. Teamwork</b>	<p>The Teamwork competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Works and collaborates as a team in pursuit of a common goal;</li> <li>• Cooperative and mutually supportive of team members;</li> <li>• Effective in dealing with people involved in cross-border activities.</li> </ul>	<p>a. Theories on teamwork</p> <p>b. Tools for working in a team</p> <p>c. Dealing with multicultural teams</p> <p>d. Decision-making in teams</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts and theories relevant to working in teams (e.g. the five stages of team development: forming, storming, norming, performing and adjourning);</li> <li>• The main tools and processes to facilitate teamwork (e.g. assigning roles, clear description of the tasks, the need for alignment, regular status meetings, IT tools to support teamwork, etc.).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of working in teams independently. The person is able to apply the principles that underlie efficient and effective teamwork into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Theories on teamwork</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the main theories regarding working in teams (e.g. the five stages of team development: forming, storming, norming, performing and adjourning);</li> <li>• Is able to set up effective and efficient team development structures.</li> </ul> <p><b>b. Tools for working in a team</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of different tools and ways to collaborate in teams (e.g. assigning roles, clear description of the tasks; the need for a clear team vision, status meetings, IT tools to support teamwork, etc.).</li> </ul> <p><b>c. Dealing with multicultural teams</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the challenges related to multicultural teams;</li> <li>• Is able to overcome the challenges of working with multicultural teams.</li> </ul> <p><b>d. Decision-making in teams</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the various ways to make decisions in a team and their respective advantages and disadvantages (e.g. majority vote, consensus, etc.).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of teamwork. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Teamwork (e.g. large teams, virtual teams, etc.);</li> <li>• Is able to deal with exceptions and special cases in the field of Teamwork;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Teamwork. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of tools and processes to facilitate teamwork and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Teamwork;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote teamwork;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>5. Professional Networking</b>	<p>The Professional Networking competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Establishes and cultivates contacts that are useful to the business of Customs (both at a national and cross-border level);</li> <li>• Builds up relevant contacts and establishes a rapport;</li> <li>• Draws upon network of contacts to improve own professional effectiveness and efficiency.</li> </ul>	<p>a. Value of networking</p> <p>b. Fundamentals of networking</p> <p>c. Networking tools</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts and theories relevant to professional networking (e.g. the 7 Ps of Networking, professional behaviour, asking questions, etc.);</li> <li>• The main tools and processes to build and maintain a professional network.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related activities in the field of Professional Networking independently. The person is able to apply the principles of professional networking to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Value of networking</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the value and importance of networking from both a personal and an organisational perspective.</li> </ul> <p><b>b. Fundamentals of networking</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different aspects of professional networking (e.g. the 7 Ps of Networking, professional behaviour, asking questions, etc.);</li> <li>• Is able to apply the theory regarding professional networking within a specific Customs context.</li> </ul> <p><b>c. Networking tools</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of and can apply the different tools that exist in the context of professional networking.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Professional Networking. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Professional Networking;</li> <li>• Is able to deal with exceptions and special cases in the field of Professional Networking;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Professional Networking. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the tools and processes to build and maintain a professional network and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, Trade facilitation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Professional Networking;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Is able to effectively explain the importance of professional networking for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties.</li> </ul>
<p><b>6. Coaching/ Mentoring</b></p>	<p>The Coaching/ Mentoring competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Uses own experience and knowledge to coach and help out co-workers at all levels when appropriate;</li> <li>• Improves the overall performance of co-workers by sharing experience and approaches to work.</li> </ul>	<p>a. General coaching and mentoring</p> <p>b. Coaching models and styles</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts in the area of Coaching and Mentoring (e.g. active and empathic listening, providing constructive feedback, boosting the self-awareness of the coachees, organising and conducting coaching meetings, etc.);</li> <li>• The main tools and processes to effectively perform the role of a coach or a mentor;</li> <li>• The impact of coaching and mentoring in an organisation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of coaching and/or mentoring independently. The person is able to apply the principles of coaching and mentoring into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. General coaching and mentoring</b></p> <ul style="list-style-type: none"> <li>• Is able to use and apply the tools to be an effective coach or mentor (e.g. active and empathic listening, providing constructive feedback, boosting the self-awareness of the coachees, organising and conducting coaching meetings, etc.);</li> <li>• Is able to explain the impact and the importance of coaching and mentoring in a Customs organisation.</li> </ul> <p><b>b. Coaching models and styles</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different coaching models and styles that exist (e.g. FUEL, GROW, etc.);</li> <li>• Is able to use the appropriate coaching model and apply it in his or her day-to-day work.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Coaching and Mentoring. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of coaching and mentoring (e.g. mentoring roles in complex and multicultural teams);</li> <li>• Is able to deal with exceptions and special cases in the field of coaching and mentoring;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Coaching and Mentoring. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the coaching and mentoring processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Coaching and Mentoring;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote coaching and mentoring;</li> <li>• Is able to effectively explain the importance of coaching and mentoring for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

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7. Knowledge/ Experience Sharing	<p>The Knowledge/ Experience Sharing competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Open to and aware of benefits of sharing knowledge and experience;</li> <li>• Explains things in an easily understandable way;</li> <li>• Changes the way he/she communicates according to the audience at hand;</li> <li>• Knows how to verify that the message was understood by the recipients.</li> </ul>	<p>a. Knowledge sharing as part of knowledge management in the organisation</p> <p>b. Tips and tricks when sharing experiences and knowledge</p> <p>c. Using technology to facilitate and promote knowledge and experience sharing</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to knowledge and experience sharing and how it fits in the bigger picture of knowledge management;</li> <li>• The tools that are used in the context of knowledge and experience sharing (e.g. organisations promote internal sharing of experiences using technological platforms like PICS, blogs, discussion forums, etc.);</li> <li>• The impact of knowledge and experience sharing on an organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related activities in the field of Knowledge and Experience Sharing independently. The person is able to apply the principles of knowledge and experience sharing into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Knowledge sharing as part of knowledge management</b></p> <ul style="list-style-type: none"> <li>• Is able to explain how knowledge sharing fits in the overall knowledge management of a Customs organisation;</li> <li>• Is able to explain the importance of knowledge and experience sharing from an organisational perspective.</li> </ul> <p><b>b. Tips and tricks when sharing experiences and knowledge</b></p> <ul style="list-style-type: none"> <li>• Is able to structure Customs presentations and documentation in a logical and easily understandable manner;</li> <li>• Is able to tailor the message to the intended audience.</li> </ul> <p><b>c. Using technology to facilitate and promote knowledge and experience sharing</b></p> <ul style="list-style-type: none"> <li>• Is able to use the appropriate tools and technology platforms within the Customs organisation to support knowledge and experience sharing on an organisational level.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Knowledge and Experience Sharing. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Knowledge and Experience Sharing (e.g. sharing experience without disclosing confidential data);</li> <li>• Is able to deal with exceptions and special cases in the field of Knowledge and Experience Sharing;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Knowledge and Experience Sharing. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of knowledge and experience sharing tools and is able to link them to the bigger picture (e.g. organisation-wide knowledge management, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of Knowledge and Experience Sharing.</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote Knowledge and Experience Sharing;</li> <li>• Is able to effectively explain the importance of Knowledge and Experience Sharing for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>8. Coping with Stress</b>	<p>The Coping with Stress competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Deals with complex, high-pressure challenges;</li> <li>• Remains calm and keeps oversight in stressful situations;</li> <li>• Deals with and finds solutions to urgent issues;</li> <li>• Does not avoid accountability;</li> <li>• Puts things into perspective;</li> <li>• Demonstrates a positive, can-do attitude.</li> </ul>	<p>a. Understanding stress and causes of stress</p> <p>b. Dealing with stress and stressful situations</p> <p>c. Stress reduction tools</p> <p>d. Developing an action plan</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts related to dealing with stress;</li> <li>• The drivers and causes of stress;</li> <li>• The tools that are available to reduce stress and remain calm;</li> <li>• The concept of a stress management action plan.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to cope with stress in an independent manner. The person is able to apply the principles of stress coping mechanisms into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Understanding stress and causes of stress</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the drivers and causes of stress and anxiety feelings (e.g. external and internal demands, etc.).</li> </ul> <p><b>b. Dealing with stress and stressful situations</b></p> <ul style="list-style-type: none"> <li>• Is able to identify the causes of stress when confronted with stress.</li> </ul>



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				<p><b>c. Stress reduction tools</b></p> <ul style="list-style-type: none"> <li>Is able to apply the appropriate stress reduction tools to reduce stress, both prior to, during, or after stressful events (e.g. focussing on the positive, reframing problems, looking at the bigger picture, healthy lifestyle, humour, etc.).</li> </ul> <p><b>d. Developing an action plan</b></p> <ul style="list-style-type: none"> <li>Has knowledge of all aspects of a stress management action plan;</li> <li>Is able to create a stress management action plan (both from the perspective of an employee, and from the perspective of a manager).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Coping with Stress. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Coping with Stress (e.g. dealing with a burnout, stress reduction programmes, etc.);</li> <li>Is able to deal with exceptions and special cases in the field of Coping with Stress;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Coping with Stress. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of stress reduction tools and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Coping with Stress;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise (e.g. organisation-wide programmes to help employees coping with stressful situations).</li> </ul>
<b>9. Handling Conflict</b>	<p>The Handling Conflict competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Anticipates, manages and resolves conflicts and disagreements in a positive and constructive manner;</li> <li>Analyses situations thoroughly before taking actions;</li> <li>Tries to look at the issue from the different parties' perspectives;</li> <li>Applies active listening, finds common ground and resolves disputes equitably.</li> </ul>	<p>a. Conflict management fundamentals</p> <p>b. Conflict resolution</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts and theories related to handling conflicts, conflict management and conflict resolution (e.g. depersonalising the issue, questioning to understand the underlying arguments, mediating towards a solution, etc.);</li> <li>The possible impact of conflicts for an individual and for an organisation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks when dealing with personal conflict situations in an independent manner. The person is able to apply the principles of dealing with personal conflict situations into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Conflict management fundamentals</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the fundamentals and drivers of personal conflict;</li> <li>• Is able to identify conflicts and to understand the positions and interests of the persons involved;</li> <li>• Is able to explain the five methods for dealing with conflict: Avoiding, Accommodating, Forcing, Compromising, Collaborating;</li> <li>• Is able to deal with a personal conflict in a professional and constructive manner;</li> <li>• Is able to assess the impact of conflicts for a Customs organisation.</li> </ul> <p><b>b. Conflict resolution</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the fundamentals of conflict resolution (e.g. listening, searching for common ground and gaining cooperation with minimal friction);</li> <li>• Is able to depersonalise the issues;</li> <li>• Is able to pose the right questions to understand the underlying positions and interests;</li> <li>• Is able to arbitrate towards a resolution in personal conflicts.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Handling Conflict. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Handling Conflict;</li> <li>• Is able to deal with exceptions and special cases in the field of Handling Conflict (e.g. verbal or physical aggression, etc.);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Handling Conflict. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of methods and techniques to handle conflict situations and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Handling Conflict;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders.</li> </ul>

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<b>10. Adaptability to Change</b>	<p>The Adaptability to Change competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates willingness to adapt to change;</li> <li>• Demonstrates a continuous improvement mindset;</li> <li>• Shifts strategy or approach in response to demands of the situation;</li> <li>• Responds to change with a positive attitude.</li> </ul>	<p>a. Principles of change resistance and change enablers</p> <p>b. Principles of the continuous improvement methodology</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts and theories related to change, change resistance and change enablement. This refers to understanding the psychology of how people deal with changes in their day-to-day tasks;</li> <li>• The main concepts concerning continuous improvement in the workplace (e.g. Kaizen events).</li> </ul>
			<p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to adapt to change independently. The person is able to apply the principles of how to effectively deal with change adaptability at a personal level during his or her professional activities. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Principles of change resistance and change enablers</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the human psychology regarding change resistance and change enablers;</li> <li>• Is able to link observed behaviour to a specific cause of change resistance.</li> </ul> <p><b>b. Principles of the continuous improvement methodology</b></p> <ul style="list-style-type: none"> <li>• Has built skills to demonstrate an open and can-do attitude towards change and improvement initiatives in the Customs environment;</li> <li>• Has knowledge of and is able to explain the main principles of the continuous improvement methodology (e.g. Kaizen, Feedback, Efficiency and Effectiveness);</li> <li>• Is able to implement a continuous improvement methodology in his/her day-to-day work (e.g. participate and contribute to Kaizen events).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Adaptability to Change. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Adaptability to Change (e.g. culture change, change in a volatile or unsupportive environment, etc.);</li> <li>• Is able to deal with exceptions and special cases in the field of Adaptability to Change;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of change adaptability. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of methods and tools to handle situations of change and is able to link them to the bigger picture (e.g. impact on the individual, change management programmes, etc.);</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Adaptability to Change;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve the adaptability of employees to change;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>11. Decision-Making</b>	<p>The Decision-Making competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Makes well-informed, effective and timely decisions using sound logical thinking, analysis of facts, personal experience and well-reasoned judgment;</li> <li>Understands and anticipates the implication of decisions;</li> <li>Has the courage to make tough decisions.</li> </ul>	<p>a. Decision-making models</p> <p>b. Choosing between options and analysing the impact of each option</p> <p>c. Communicating decisions</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts, theories and models relating to decision-making (e.g. cost-benefit analysis, what if analysis, paired comparison analysis, Pareto analysis, etc.);</li> <li>How the decision-making process works;</li> <li>How decisions and their expected impact ought to be communicated.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks to make well-informed and educated decisions independently. The person is able to apply the principles of effective decision-making at a personal level during his or her professional activities. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Decision-making models</b></p> <ul style="list-style-type: none"> <li>Is able to explain and apply various models in the context of decision-making (e.g. the Vroom-Yeton-Jago Decision model, The Kepner-Tregoe Matrix, OODA loops, the recognition-primed decision process, etc.).</li> </ul> <p><b>b. Choosing between options and analysing the impact of each option</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the various techniques to compare options (e.g. Pareto analysis, Paired comparison analysis, Decision tree analysis, etc.);</li> <li>Is able to apply the appropriate technique to score multiple options and select the most appropriate one.</li> </ul> <p><b>c. Communicating decisions</b></p> <ul style="list-style-type: none"> <li>Is able to develop clear communications to communicate decisions;</li> <li>Is able to define and use the appropriate communication channel to communicate decisions taken to the organisation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p><b>The person has built significant experience in the area of Decision-Making. He or she:</b></p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Decision-Making;</li> <li>• Is able to deal with exceptions and special cases in the field of Decision-Making (e.g. decisions with a negative impact (lose-lose decisions), decisions that need to be based upon incomplete information, etc.);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Decision-Making. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of methods and tools for arriving at a well-informed and effective decision and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Decision-Making;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve the decision-making process;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communication.</li> </ul>
<b>12. Analytical Thinking</b>	<p>The Analytical Thinking competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Approaches issues and difficulties from a logical and analytical point of view;</li> <li>• Breaks down issues into different parts to increase understanding;</li> <li>• Assesses these parts separately and assesses how they are linked and influence each other.</li> </ul>	<p>a. Problem/issue definition</p> <p>b. Breaking down the problem/issue into manageable units or parts</p> <p>c. Analytical tools and techniques</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts related to analytical thinking (e.g. problem definition, breaking the problem down, understanding how the different parts are interlinked, looking at the problem from different perspectives, etc.);</li> <li>• The most common tools and methods that are used for analysis (e.g. SWOT analysis, Fishbone diagrams, Root cause analysis, etc.).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks to independently approach assessments using an analytical mindset. The person is able to apply the principles of analytical thinking to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Problem/issue definition</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the difference between a problem and an issue in a Customs context;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to explain the importance of well-defined problems/issues in a Customs context.</li> </ul> <p><b>b. Breaking down the problem/issue into manageable units or parts</b></p> <ul style="list-style-type: none"> <li>Is able to break down problems and issues into manageable units and parts.</li> </ul> <p><b>c. Analytical tools and techniques</b></p> <ul style="list-style-type: none"> <li>Has knowledge of various analytical tools and techniques;</li> <li>Is able to use analytical techniques and tools (e.g. SWOT analysis, Fishbone diagrams or Root cause analysis, etc.);</li> <li>Is able to distinguish facts from non-confirmed information and case-relevant from non-case relevant information (e.g. is able to identify relevant facts from a variety of sources to be used as an input for further processing).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Analytical Thinking. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Analytical Thinking;</li> <li>Is able to deal with exceptions and special cases in the field of Analytical Thinking (e.g. deal with extremely complex problems that require a thorough and complex analysis);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Analytical Thinking. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of methods and tools to analyse situations and is able to link them to the bigger picture (e.g. impact on the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Analytical Thinking;</li> <li>Is able to effectively explain the importance of Analytical Thinking for an organisation by using compelling arguments and providing examples.</li> </ul>
<p><b>13. Interpersonal Relations</b></p>	<p>The Interpersonal Relations competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Interacts positively with different people at all levels – internal and external to the administration;</li> <li>Builds appropriate rapport and treats others with courtesy, sensitivity and respect.</li> </ul>	<p>a. Professional conduct and behaviour</p> <p>b. Communication styles</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts related to interpersonal relations (e.g. soft skills and emotional intelligence);</li> <li>The different types of communication or social styles (e.g. assertive, aggressive, passive-aggressive, submissive, manipulative);</li> <li>The appropriate business conduct or business ethics (e.g. appropriate level of rapport, respect, courtesy, etc.).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks to effectively manage his or her interpersonal relations. The person is able to apply the principles of relationship/stakeholder management to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Professional conduct and behaviour</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the appropriate business conduct or business ethics in the Customs context (e.g. appropriate level of rapport, respect, courtesy, etc.);</li> <li>• Has built skills to demonstrate the appropriate behaviours in all professional situations;</li> <li>• Is able to effectively and efficiently interact with all levels and departments;</li> <li>• Is able to actively and effectively listen;</li> <li>• Is able to take an empathic, relatively passive position when the situation asks for it and follows up afterwards;</li> <li>• Is able to demonstrate emotional intelligence in the day-to-day tasks.</li> </ul> <p><b>b. Communication styles</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the different communications styles (e.g. assertive, aggressive, passive-aggressive, submissive, manipulative);</li> <li>• Is able to maintain his or her position while demonstrating an understanding of others' point of view;</li> <li>• Has knowledge of the benefits of each communication style and the best method to deal with each style.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Interpersonal Relations. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Interpersonal Relations;</li> <li>• Is able to deal with exceptions and special cases in the field of interpersonal relations;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Interpersonal Relations. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different methods to build relations and carry out professional conversations and is able to link them to the bigger picture (e.g. impact on stakeholder management and networking, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Interpersonal Relationships;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>14. Problem Solving</b>	<p>The Problem Solving competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Uses sound logic and methods and experience to anticipate, identify, analyse and solve problems;</li> <li>• Weighs the relevance and accuracy of information;</li> <li>• Generates alternative solutions and recommendations;</li> <li>• Decides, acts and follows up.</li> </ul>	<p>a. Problem solving process</p> <p>b. Problem definition</p> <p>c. Generating and selecting solutions</p> <p>d. Implementing and communicating a solution</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main theories and concepts related to problem solving;</li> <li>• The phases of solving problems: defining the problem, generating solutions, selecting the best solution and implementing and communicating the solution.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks to effectively and independently solve problems. The person is able to apply the principles of effective problem solving to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Problem solving process</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the different phases in the solving process (e.g. defining problem, generating solutions, etc.);</li> <li>• Is able to explain the importance of appropriate and effective problem solving in a Customs organisation.</li> </ul> <p><b>b. Problem definition</b></p> <ul style="list-style-type: none"> <li>• Is able to define a problem correctly;</li> <li>• Is able to use various techniques to understand a problem (e.g. fishbone diagrams, root cause analysis, etc.);</li> <li>• Is able to explain the importance of an appropriate definition of a problem.</li> </ul> <p><b>c. Generating and selecting solutions</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different tools and techniques to generate and select solutions (e.g. brainstorming);</li> <li>• Is able to encourage and engage in creative thinking to find a solution to a problem;</li> <li>• Is able to use the appropriate technique to generate a list of potential solutions;</li> <li>• Is able to use a wide range of techniques to rank and select the appropriate solution(s) that best meet the business need.</li> </ul> <p><b>d. Implementing and communicating a solution</b></p> <ul style="list-style-type: none"> <li>• Is able to implement the most appropriate solution by following a defined action plan;</li> <li>• Is able to use the appropriate communication channel to communicate the solution.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Problem Solving. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Problem Solving;</li> <li>• Is able to deal with exceptions and special cases in the field of Problem Solving (e.g. problems with a high impact on the Customs organisation);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Problem Solving. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different tools and techniques to generate and select solutions and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Problem Solving;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>15. Time Management</b>	<p>The Time Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Organises and manages own time and work effectively;</li> <li>• Communicates all potential time- and workload-related issues in a proactive manner;</li> <li>• Deals with several tasks simultaneously.</li> </ul>	<p>a. Time management concepts</p> <p>b. Time management approaches</p> <p>c. Implementation of time management approaches in day-to-day activities</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to time and workload management (e.g. prioritisation, task queues, estimating time to completion, etc.);</li> <li>• The main time management strategies (e.g. ABC analysis, Eisenhower method, POSEC method, etc.);</li> <li>• How a time management strategy can be implemented in day-to-day work.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Time Management. The person is able to apply the principles of effective time management to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Time management concepts</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the importance of time management;</li> <li>• Is able to explain the concept of time management.</li> </ul> <p><b>b. Time management approaches</b></p> <ul style="list-style-type: none"> <li>• Is able to identify ways of evaluating time usage to ensure both efficient and effective use of the time available to perform tasks in a Customs organisation;</li> <li>• Has knowledge of the most commonly used time management strategies (e.g., ABC analysis, The Eisenhower method, the POSEC method, task lists);</li> </ul>

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				<ul style="list-style-type: none"> <li>Is able to apply the appropriate techniques and strategies to evaluate current time usage depending on the specific situation and is able to suggest and implement measures for improvement.</li> </ul> <p><b>c. Implementation of time management approaches in day-to-day life</b></p> <ul style="list-style-type: none"> <li>Is able to scrutinise own usage of time and look for optimisations;</li> <li>Is able to implement a time management strategy in his or her day-to-day activities;</li> <li>Is able to prioritise time for specific tasks;</li> <li>Is able to estimate the time to complete certain tasks;</li> <li>Is able to deal with several tasks simultaneously.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Time Management. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Time Management;</li> <li>Is able to deal with exceptions and special cases in the field of Time Management (e.g. time management in stressful situations);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Time Management. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of time management strategies and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Time Management;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives (e.g. workshops, projects) in his or her area of expertise to improve the time management of employees;</li> <li>Is able to effectively explain the importance of Time Management for an organisation by using compelling arguments and providing examples.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>16. Priority Setting</b>	<p>The Priority Setting competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Spends own time and the time of others on what is most important in relative terms;</li> <li>Focuses on high impact measures;</li> <li>Quickly identifies and focuses on the critical items;</li> <li>Bases priorities on the severity of the consequences;</li> <li>Works quickly to identify and focus on factors that will assist accomplishing a goal while eliminating the obstacles to reaching that goal.</li> </ul>	<p>a. Priority setting process and foundations</p> <p>b. Priority setting methods and tools</p> <p>c. Implementing a priority setting approach in the day-to-day tasks</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts relevant to the correct setting of priorities (e.g. assessing impact and consequences, identifying critical items);</li> <li>The main theories on and tools for priority setting;</li> <li>How a priority setting approach can be implemented in the day-to-day tasks.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Priority Setting. The person is able to apply the principles of priority setting into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Priority setting process and foundations</b></p> <ul style="list-style-type: none"> <li>Is able to explain the concept and the importance of priority setting.</li> </ul> <p><b>b. Priority setting methods and tools</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the different methods and tools to set the correct priorities;</li> <li>Is able to use and apply the methods and tools in a Customs organisation (e.g. assessing impact of the tasks and measures, identifying critical tasks, etc).</li> </ul> <p><b>c. Implementing a priority setting approach in the day-to-day tasks</b></p> <ul style="list-style-type: none"> <li>Is able to integrate certain procedures in his or her day-to-day Customs tasks to ensure appropriate priority setting.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Priority Setting. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Priority Setting;</li> <li>Is able to deal with exceptions and special cases in the field of Priority Setting (e.g. deal with complex combinations of tasks and resources with fast changing priorities);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Priority Setting. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of tools within the spectrum of priority setting and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Priority Setting.</li> </ul>
<b>17. Processing Information</b>	<p>The Processing Information competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Interprets information;</li> <li>• Retrieves, processes and inputs information both in virtual and physical contexts;</li> <li>• Engages in the appropriate procedures when required information is missing.</li> </ul>	<p>a. The concept of processing information</p> <p>b. Dealing with large amounts of information from different sources</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of processing information;</li> <li>• The main theories related to processing information ( e.g. the Working Memory, Cognitive Development Theory);</li> <li>• The types of processing information (e.g. parallel, sequential, etc.);</li> <li>• The techniques available to convert large amounts of data in digestible formats;</li> <li>• What to do if information is missing and needs to be retrieved.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Processing Information. The person is able to apply the principles of effective information processing to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of processing information</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the concept of processing information;</li> <li>• Is able to explain the main theories related to processing information (e.g. the Working Memory, Cognitive Development Theory, etc.);</li> <li>• Has knowledge of the different ways in which information can be processed (e.g. parallel, sequential, etc.).</li> </ul> <p><b>b. Dealing with large amounts of information from different sources</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the different techniques to process information;</li> <li>• Is able to collect and analyse large volumes of information without losing oversight using a structured approach in a Customs organisation;</li> <li>• Is able to interpret information in the relevant context from a variety of sources to develop a factual view to use as a basis for decision-making;</li> <li>• Is able to take the appropriate measures when certain pieces of key information or data are missing.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Processing Information. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Processing Information;</li> <li>• Is able to deal with exceptions and special cases in the field of Processing Information (e.g. dealing with very high volumes of complex information from a variety of sources without losing the oversight);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Processing Information. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of methods, tools and systems that exist within the spectrum of processing information and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Processing Information.</li> </ul>
<b>18. Written Communication</b>	<p>The Written Communication competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Writes clearly and succinctly in a variety of communication settings and styles;</li> <li>• Conveys messages in a coherent manner for the intended audience.</li> </ul>	<p>a. Developing written Communication</p> <p>b. Models linked to written communication</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to appropriate written communications (e.g. target group, structure of the message, etc.);</li> <li>• The main theories and models on written communication, (e.g. the AIDA model).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Written Communication. The person is able to produce effective and high quality written communications and is able to embed these into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Developing a written communication</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the elements of an efficient and audience-oriented written communication;</li> <li>• Is able to choose the appropriate structure for any written communication;</li> <li>• Is able to explain the importance of the structure of a written communication;</li> <li>• Is able to tailor the communication based on the intended audience and readership of the written communication (e.g. simplifying a communication);</li> <li>• Has knowledge of strategies for generating, revising, editing and proofreading;</li> <li>• Is able to explain the importance of adapting the message to the target audience;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to explain the importance of proofreading and reviewing for all written communications;</li> <li>Is able to perform thorough reviews of written communications.</li> </ul> <p><b>b. Models linked to written communication</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the models linked to written communication (e.g. the AIDA model: Attention - Interest - Desire - Action);</li> <li>Is able to apply the different models in his or her written communications in a Customs organisation;</li> <li>Has developed writing techniques.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Written Communication. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics (e.g. communication of bad news) in the field of Written Communication;</li> <li>Is able to deal with exceptions and special cases in the field of Written Communication (e.g. crisis communications);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Written Communication. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the different types of written communication and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Written Communication;</li> <li>Is able to take the lead in regional, national or organisation-wide communication campaigns;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>19. Oral Communication</b></p>	<p>The Oral Communication competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Listens to and communicates effectively with others in a variety of settings using clear and coherent language.</li> </ul>	<p>a. Principles of effective verbal communication</p> <p>b. Actively listening</p> <p>c. Facilitating a group discussion</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts relevant to appropriate verbal communication;</li> <li>The main aspects to reach effective oral communications (e.g. active listening, tailoring the message to the audience, clear language);</li> <li>The basic principles of moderation, giving feedback and audience-oriented communication.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Oral Communication. The person is able to engage in effective and high quality oral communications and to embed these into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Principles of effective verbal communication</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the main principles of effective verbal communication;</li> <li>• Has knowledge of the importance of tailoring the message to the audience as well as to specific situations (e.g. client versus internal meetings);</li> <li>• Is able to analyse the audience and to cater the message to the intended audience;</li> <li>• Is able to explain the importance of well-structured verbal communication;</li> <li>• Is able to use clear and to-the-point language;</li> <li>• Has knowledge of the tools that can be used to support presentations.</li> </ul> <p><b>b. Actively listening</b></p> <ul style="list-style-type: none"> <li>• Is able to apply the correct etiquette when listening (e.g. not interrupting the speaker, emphatically listening, posing the right questions, etc.).</li> </ul> <p><b>c. Facilitating a group discussion</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the tools and methods that can be used to facilitate a group discussion and is able to apply those (e.g. asking open questions, asking follow-up questions, setting ground rules, etc.).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Oral Communication. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Oral Communication (e.g. lead panel discussions);</li> <li>• Is able to deal with exceptions and special cases in the field of Oral Communication (e.g. information sessions during a restructuring, reconciling and summarising different and/or opposing point of views);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Oral Communication. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different ways of communication to a group and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Oral Communication;</li> <li>• Is able to take the lead in regional, national or organisation-wide communication campaigns;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

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20. Reporting	<p>The Reporting competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Knows when, how and for whom to create clear reports using the appropriate systems and/or documents in a consistent manner.</li> </ul>	<p>a. Gathering and consolidating information from various sources</p> <p>b. Developing structured reports</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concepts relevant to reporting (e.g. collecting and consolidating information, highlighting the important information, structuring the report and using the appropriate format of the report).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Reporting. The person is able to produce concise and high quality reports and to use these in his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Gathering and consolidating information from various sources</b></p> <ul style="list-style-type: none"> <li>Has knowledge on which (Customs) sources to use depending on the type of information that is needed;</li> <li>Has knowledge of how information can be gathered and is able to use the adequate channels;</li> <li>Is able to extract the most important information and data from a large amount of information.</li> </ul> <p><b>b. Developing structured reports</b></p> <ul style="list-style-type: none"> <li>Has knowledge of how to create an effective and structured report;</li> <li>Is able to explain the importance of a logical structure of reports;</li> <li>Is able to analyse the audience of the report and tailor it to the intended audience;</li> <li>Is able to consolidate the information into a consistent and coherent report.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Reporting. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Reporting (e.g. extensive and complex status reports for large-scale programmes);</li> <li>Is able to deal with exceptions and special cases in the field of Reporting;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Reporting. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the reporting techniques that are used in the organisation and is able to link them to the bigger picture (e.g. impact on the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of Reporting;</li> <li>Is able to effectively explain the importance of reporting for an organisation by using compelling arguments and providing examples.</li> </ul>



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21. Creativity	<p>The Creativity competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates and encourages innovative and 'out-of-the-box' thinking;</li> <li>• Has knowledge of methods and techniques to stimulate creative thinking for themselves and with others.</li> </ul>	<p>a. Fundamentals of creative thinking</p> <p>b. Creative thinking methods and techniques for generating, defining, exploring and evaluating ideas</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concepts of creative thinking and innovation;</li> <li>• The most commonly used techniques to facilitate creative thinking (e.g. brainstorming or creating a mind map).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to use techniques to facilitate creative approaches to situations and problems he or she encounters during his or her day-to-day professional life. The person has developed a creative mindset and has embedded the principles of creative thinking into his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Fundamentals of creative thinking</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the concept of creative thinking and innovation;</li> <li>• Is able to explain the importance of creative thinking from an organisational perspective.</li> </ul> <p><b>b. Creative thinking methods and techniques for generating, defining, exploring and evaluating ideas</b></p> <ul style="list-style-type: none"> <li>• Is able to use tools and techniques to generate new ideas like brainstorming and mind mapping in a Customs environment.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Creativity. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Creativity (e.g. facilitating creative thinking processes in groups);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Creativity. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of techniques to facilitate creative thinking and is able to link them to the bigger picture (e.g. impact on organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Creativity;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives to foster creativity.</li> </ul>

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<b>22. Data Management</b>	The Data Management competency refers to the following activities:  • Demonstrates the knowledge and ability to apply the principles, procedures and tools of data management (e.g. modelling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, data standardisation processes).	a. Concepts of data management:  • Data governance;  • Data architecture;  • Database management;  • Data security management;  • Data quality management;  • Reference and master data management;  • Data warehousing;  • Data mining;  • Data modelling;  • Data dictionaries.	<b>PL 1 - Awareness</b>	<ul style="list-style-type: none"> <li>• The person has a general awareness and basic knowledge of:</li> <li>• The main concepts related to data management (e.g. data governance, data architecture, database management, data security, etc.);</li> <li>• The importance of good data management for an organisation.</li> </ul>
			<b>PL 2 - Trained</b>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Data Management. The person is able to apply the principles of effective data management to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Concepts of data management</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the concept of data management in an organisation;</li> <li>• Is able to explain the importance of good data management for a Customs organisation;</li> <li>• Has knowledge and is able to apply the principles and procedures for all concepts of data management related to the following: <ul style="list-style-type: none"> <li>- data governance;</li> <li>- data architecture;</li> <li>- database management;</li> <li>- data security management;</li> <li>- data quality management;</li> <li>- data warehousing;</li> <li>- data mining;</li> <li>- data modelling;</li> <li>- data dictionaries.</li> </ul> </li> </ul>
			<b>PL 3 - Experienced</b>	<p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Data Management (e.g. setting up a data architecture);</li> <li>• Is able to deal with exceptions and special cases in the field of Data Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<b>PL 4 - Expert</b>	<p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different principles and procedures linked to data management and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, the supply chain, IT system, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Data Management;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve data management;</li> <li>• Is able to effectively explain the importance of structured data management for an organisation by using compelling arguments and providing examples.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
23. <i>Technological Ability</i>	<p>The Technological Ability competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Has an affinity for technology and IT;</li> <li>• Picks up on new technology (e.g. collaborative tools, online software platforms, e-learning) quickly and is eager to learn;</li> <li>• Seeks opportunities to learn about new technology;</li> <li>• Understands the importance of technology in the world of Customs.</li> </ul>	<p>a. Fundamentals of information technology</p> <p>b. Trends and evolutions in technology</p> <p>c. Using information technology in day-to-day tasks</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts in information technology;</li> <li>• The main trends and evolutions in information technology;</li> <li>• The flow of work and necessary communication channels when working with information technology (e.g. who to contact in case of system failure or technical problems).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to leverage the different technology solutions that are available to him or her during his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use the relevant information technologies in their daily activities:</p> <p><b>a. Fundamentals of information technology</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what technology is available to him or her and for what it can and should be used;</li> <li>• Is able to explain the importance of IT in a Customs environment;</li> <li>• Is able to explain the key elements of an IT landscape.</li> </ul> <p><b>b. Trends and evolutions in technology</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the IT systems used in his or her environment (e.g. brokers, shippers, etc.);</li> <li>• Is able to follow up and stay up to date on the main trends and evolutions in technology.</li> </ul> <p><b>c. Using information technology in day-to-day tasks</b></p> <ul style="list-style-type: none"> <li>• Is able to use (and manage/update, if appropriate) the technological devices and the required IT systems and software programmes, as a part of his or her daily work;</li> <li>• Has knowledge of the necessary communication channels when working with information technology (e.g. who to contact in case of system failure or technical problems);</li> <li>• Has basic computer skills and is able to use technology (e.g. relevant Customs systems to create documents, spread sheets and presentations, is able to consult and input databases, etc.).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Information Technology. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Information Technology (e.g. use more advanced and less commonly used functions of a software package);</li> <li>• Is able to deal with exceptions and special cases in the field of Information Technology (e.g. system failures);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Information Technology. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of technologies and devices in his/her domain and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, IT infrastructure, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Information Technology;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise (e.g. roll-out or support and maintenance of organisation-wide IT projects);</li> <li>• Is able to effectively explain the importance of technology for a modern Customs organisation by using compelling arguments and providing examples.</li> </ul>
<p><b>24. Working Virtually</b></p>	<p>The Working Virtually competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Effectively and efficiently uses the appropriate systems (physical and virtual) as a way to read, report, store and communicate data and information;</li> <li>• Applies practices, processes and procedures necessary to get things done.</li> </ul>	<p>a. Benefits and challenges of working in virtual teams (including impact on culture)</p> <p>b. Tools to facilitate virtual teamwork</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The benefits and challenges of working virtually;</li> <li>• The tools available to support and facilitate virtual teams;</li> <li>• The techniques that can be used to overcome the challenges of working virtually.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Virtual Working. The person is able to apply the principles of effective virtual working and collaboration to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Benefits and challenges of working in virtual teams</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the benefits and challenges of working virtually (e.g. impact on the team culture);</li> <li>• Is able to overcome the challenges of working in virtual Customs teams;</li> <li>• Has knowledge of the measures that can be taken to tackle the challenges of working virtually (e.g. remote management).</li> </ul> <p><b>b. Tools to facilitate virtual teamwork</b></p> <ul style="list-style-type: none"> <li>• Is able to use a set of tools to facilitate working virtually (e.g. conference calls, virtual meetings, web conferences, etc.).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Virtual Working. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Virtual Working (e.g. manage potential cross-cultural challenges during cross-border virtual communications);</li> <li>• Is able to deal with exceptions and special cases in the field of Virtual Working (e.g. remote management);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Virtual Working. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of tools and systems that exist within the spectrum of working virtually and is able to link them to the bigger picture (e.g. impact on the wider organisation, IT infrastructure, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Virtual Working;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to promote virtual working;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to effectively explain the importance of virtual working for a Customs organisation by using compelling arguments and providing examples.</li> </ul>
<b>25. Research</b>	<p>The Research competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Conducts research following structured methodology;</li> <li>• Ensures sufficient leadership support for the research;</li> <li>• Has intellectual capacity; has a deep understanding of the core of the professional area that is being researched;</li> <li>• Has insight into the most recent developments in the professional area that is being researched.</li> </ul>	<p>a. Types of research methodologies</p> <p>b. The different stages of research</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts and theories regarding research (e.g. qualitative versus quantitative research);</li> <li>• The different stages of conducting a research (e.g. identify problem, collect information, analyse the data, etc.).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard activities and related tasks in the field of Research. The person is able to apply the principles of effective research to his or her day-to-day professional life. This implies that this person has good working knowledge of the following elements and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Types of research methodologies</b></p> <ul style="list-style-type: none"> <li>• Is able to distinguish the different methods to conduct research (e.g. quantitative versus qualitative);</li> <li>• Is able to explain the difference between these methods.</li> </ul> <p><b>b. The different stages of research</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of all different stages of conducting research:</li> <li>• identifying the problem;</li> <li>• reviewing available information and literature;</li> <li>• determining the specific research and literature;</li> <li>• determining the specific research questions or hypotheses;</li> <li>• collecting the data, analysing and interpreting the data;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>and finally consolidating and presenting the research results.</li> <li>Is able explain the importance and content of each of these stages.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Research. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (based on career experience) of more advanced topics in the field of Research;</li> <li>Is able to deal with exceptions and special cases in the field of Research;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Research. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of methods and approaches that exist within the spectrum of performing research and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Research;</li> <li>Is able to contribute to national, EU or international project groups in an effective and efficient manner.</li> </ul>

## Operational Competencies

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>1. Customs Legislation</b>	The Customs Legislation competency refers to the national and EU legal provisions Customs professionals need to comply with in order to successfully fulfill their specific role and tasks.	a. EU Customs Legislation and Implementing Acts and Delegated Acts  b. National Customs Legal Provisions  c. International Customs Legal Provisions  d. Non-legal Compliance and Policy Guidelines  e. Legal Professionalism	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concepts relevant to the legislative side of Customs;</li> <li>The workflows, potential judicial procedures and communications, and the systems used;</li> <li>The relevant partners that are commonly involved in judicial procedures.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Legislation independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. EU Customs Legislation and Implementing Acts and Delegated Acts</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the EU Customs legislation (Union Customs Code) and Implementing Acts and Delegated Acts;</li> <li>Strives to and is able to achieve compliance with EU legislation at a national level.</li> </ul> <p><b>b. National Customs Legal Provisions</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the national Customs Legislation;</li> <li>Strives to and is able to achieve compliance with national legislation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>c. International Customs Legal Provisions</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the international Customs legislation;</li> <li>• Strives and is able to achieve compliance with international legislation at national level;</li> <li>• Has knowledge of and is able to take into account specific bilateral and multilateral Customs agreements between different partnering countries and/or regions.</li> </ul> <p><b>d. Non-legal Compliance and Policy Guidelines</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of and is able to take into account specific non-legal compliance guidelines when required or when of benefit.</li> </ul> <p><b>e. Legal Professionalism</b></p> <ul style="list-style-type: none"> <li>• Understands the scope of Customs legislation, and the mission of Customs and its legal definitions;</li> <li>• Is able to demonstrate knowledge of national and EU legal provisions in their daily operations;</li> <li>• Is able to effectively communicate and apply legal knowledge when and where necessary;</li> <li>• Is able to respond to queries from persons and economic operators in relation to legislation;</li> <li>• Is able to review appeals and can refer and examine details to ensure fair and legal decisions have been made;</li> <li>• Is able to apply legal competence to practical Customs situations (e.g. audit, controls, enforcement, supervision, quality assurance, etc.).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Legislation. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Legislation;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Legislation;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Legislation. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the processes with regards to Customs Legislation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Legislation;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation;</li> <li>• Is able to officially represent his or her organisation on topics related to the domain of Customs Legislation;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>• Is able to effectively explain the importance of adherence to the Customs legislation for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to contribute to national, EU or international project groups in an effective and efficient manner;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
2. Customs Procedures – Entry of Goods	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, <b>Entry of Goods</b>, Release for Free Circulation, Transit, Storage, Export, other Special Procedures;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>	<p><b>Entry of Goods:</b></p> <p>a. Lodging of information to Customs (Entry Summary Declaration (ENS), Notification of Arrival, Presentation Notification)</p> <p>b. Handling of diversions (Trade and Customs)</p> <p>c. Customs processing of ENS, Notification of Arrival, Presentation Notification</p> <p>d. Performing safety and risk analysis</p> <p>e. Interpreting risk information</p> <p>f. Sharing risk information with other agencies (national, EU and international)</p>	<p><b>PL 1 – Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concepts relevant to the Entry of Goods (e.g. ENS, Notification of Arrival, Presentation Notification, etc.);</li> <li>• The workflows, communications (including the handling of diversions) and systems used (e.g. ICS and CRMS);</li> <li>• The relevant partners concerned with the Customs procedures related to the Entry of Goods.</li> </ul>
			<p><b>PL 2 – Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Entry of Goods independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title IV: Goods brought into the Customs Territory of the Union):</p> <p><b>a. Lodging of information to Customs (ENS, Notification of Arrival, Presentation Notification)</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of to whom and what information one should send;</li> <li>• Has knowledge of the terms and time limits for introduction of the ENS declaration;</li> <li>• Has knowledge of treatment of regularisation declarations following an assessment and has knowledge of possible exemptions of duties and the relevant conditions;</li> <li>• Has knowledge of what information and data fields are required in: <ul style="list-style-type: none"> <li>- Entry Summary Declaration (ENS);</li> <li>- Notification of Arrival;</li> <li>- Presentation Notification.</li> </ul> </li> <li>• Has knowledge of national interfacing requirements and is able to use different types of national information management/processing systems (Port Community Systems, National Customs Systems, National Single Windows);</li> <li>• Is able to interpret notifications from Customs (confirmations and rejections, no load messages, advanced intervention messages, etc.) and has knowledge of what the appropriate and/or required follow-up actions are.</li> </ul> <p><b>b. Handling of diversions</b></p> <ul style="list-style-type: none"> <li>• Is able to inform the originally foreseen Customs Office of Entry of the diversion by means of a Diversion Notification;</li> <li>• The Customs Office of Entry is able to inform the new Customs Office of Entry via the appropriate means (e.g. via the CCN (Common Communication Network) or SPEED network);</li> <li>• Has knowledge of the procedures of Entry into the EU (knowing what to send to whom at which point in time);</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Has knowledge of which information and data are required in a Diversion Notification message.</li> </ul> <p><b>c. Customs processing of ENS, Notification of Arrival and Presentation Notification</b></p> <ul style="list-style-type: none"> <li>Is able to use the National Customs System (including ICS - Import Control System).</li> </ul> <p><b>d. Performing safety and risk analysis</b></p> <ul style="list-style-type: none"> <li>Is able to use the national Risk Management System;</li> <li>Is able to interface with common risk profiles in the EU CRMS system (Common Risk Management System).</li> </ul> <p><b>e. Interpreting risk information</b></p> <ul style="list-style-type: none"> <li>Is able to interpret information from the CRMS system;</li> <li>Is able to interpret information from the national Risk System;</li> <li>Is able to appoint risk types based upon the information in the CRMS and the national risk system: <ul style="list-style-type: none"> <li>No Risk;</li> <li>Advanced Intervention (control will be required upon entry);</li> <li>No Load (may not be loaded on the ship);</li> <li>Z risk (the ENS has been sent too late, no risk analysis has been performed);</li> </ul> </li> <li>Is able to manage and update nationally managed risk profiles.</li> </ul> <p><b>f. Sharing risk information with other agencies (national and EU)</b></p> <ul style="list-style-type: none"> <li>Has knowledge of what risk-related information to share and with whom (nationally and internationally, Customs Offices, harbour organisations, carriers, government agencies, police, etc.);</li> <li>Has knowledge of both nationally and internationally accepted risk-related terminology;</li> <li>Is able to share risk-related information using the appropriate communication channels.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Entry of Goods. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Entry of Goods;</li> <li>Is able to deal with exceptions and special cases in the field of Entry of Goods;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Entry of Goods. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of each of the processes linked to the Entry of Goods and is able to link them to the bigger picture (e.g. impact on the individual, team, Trade and the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Entry of Goods;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to the Entry of Goods;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>3. Customs Procedures – Release for Free Circulation</b>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other Special Procedures;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>	<p>Release for Free Circulation:</p> <p>a. Customs declarations:</p> <ol style="list-style-type: none"> <li>1. Standard declarations</li> <li>2. Simplified, supplementary and incomplete declarations</li> <li>3. Entry in the declarant's records</li> <li>4. Self-assessment</li> <li>5. Goods under excise duty suspension</li> <li>6. Centralised clearance</li> <li>7. Entry in the declarant's records using centralised clearance</li> </ol> <p>b. Invalidation and amendment of declarations</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concepts commonly used in the field of Release of Goods for Free Circulation (e.g. the different types of Customs declarations, Customs duties, etc.);</li> <li>• The work flows, communications and used systems;</li> <li>• The relevant partners related to the Customs procedure of Release of Goods for Free Circulation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedure Release of goods for Free Circulation independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title VI: Release for Free Circulation and Relief from Import Duty):</p> <p><b>a. Customs declarations</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different types of Customs declarations and knows how they should be lodged;</li> <li>• Has knowledge of the procedures for treatment for regularisation of declarations following an assessment;</li> <li>• Has knowledge of eventual exemptions of duties and the relevant conditions under which they apply;</li> <li>• Is able to manage and follow-up on the different potential Customs procedures related to the Release of Goods for Free Circulation, such as: <ul style="list-style-type: none"> <li>- The procedure for standard declarations;</li> <li>- The procedure for simplified, supplementary and incomplete declarations;</li> <li>- The procedure for entry in the declarant's records (both for the situation with/without notification);</li> <li>- The procedure for self-assessment;</li> <li>- The procedure for when the goods are under excise duty suspension (including knowledge of the responsibilities of consignors and consignees, the Electronic Administrative Document (EAD), the Administrative Reference Code (ARC) and the Excise Movement and Control System (EMCS));</li> <li>- The procedure for centralised clearance;</li> <li>- The procedure for entry in the declarant's records using centralised clearance;</li> </ul> </li> <li>• Is able to use the appropriate national IT system for each of these procedures;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>• Has knowledge of who to contact, at what time, and what information to share, in each of these procedures (both with the competent Customs office(s) and other authorities);</li> <li>• Is able to take into account the nature of traffic and goods and ensures a flow that is as smooth as possible;</li> <li>• Is able to follow up after a non-release decision;</li> <li>• Is able to manage Customs debt, including:               <ul style="list-style-type: none"> <li>- The calculation of Customs duties;</li> <li>- The verification of whether the Customs duties have been paid;</li> <li>- The assessment of whether there is a need for deferred payments and whether they are secured by the guarantee;</li> <li>- The ability to discharge the procedure;</li> <li>- The communication of required information to all parties and authorities concerned;</li> </ul> </li> <li>• Is able to perform risk analysis related to fiscal requirements, prohibitions and restrictions, and knows with whom to share the outcomes of the analysis;</li> <li>• Is able to perform documentary and/or goods control depending on the outcome of the risk analysis;</li> <li>• Has knowledge of how to apply the appropriate time limits applicable in each of the Customs procedures related to the Release of Goods for Free Circulation.</li> </ul> <p><b>b. Invalidation and amendment of declarations</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions under which to invalidate and/or amend a declaration;</li> <li>• Is able to invalidate and/or amend a declaration making use of the appropriate method, whilst informing all relevant parties.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Release for Free Circulation. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Release for Free Circulation;</li> <li>• Is able to deal with exceptions and special cases in the field of Release for Free Circulation (e.g. a control resulting in further follow up activity as anomalies or criminal activity were found, or when a decision is needed before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<ul style="list-style-type: none"> <li>• The person has extensive expert knowledge and skills in the field of Release for Free Circulation. He or she:</li> <li>• Is able to compare, explain and highlight the advantages and disadvantages of each of these processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Release for Free Circulation;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Release for Free Circulation;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>4. Customs Procedures – Export</b>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, <b>Export</b>, other Special Procedures;</li> <li>Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>Determines and applies time limits on Customs procedures when applicable;</li> <li>Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>Determines the Customs status of goods;</li> <li>Processes and manages the verification and release of goods.</li> </ul>	<p><b>Export &amp; Exit:</b></p> <ul style="list-style-type: none"> <li>a. Export Formalities</li> <li>b. Exit Formalities</li> <li>c. Exit Summary Declaration</li> <li>d. Re-export Advice</li> <li>e. Control “a posteriori” of the Exit</li> <li>f. Cancellations and fallback procedure</li> </ul>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concepts of export, exit, exit summary declaration information and re-export advice;</li> <li>The workflows, communications and used systems (e.g. AES (Automated Export System), the former ECS (Export Control System), the appropriate national Risk Management and communication systems);</li> <li>The relevant partners related to the Customs procedures and activities regarding export and exit.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedures related to Export and Exit independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title VIII: Goods taken out of the Customs Territory of the Union):</p> <p><b>a. Export Formalities</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the standard export procedure as well as of the simplified export procedure and the export procedures related to centralised clearance, direct export and excise goods;</li> <li>Is able to validate and register the export declaration using the necessary means (manual or system);</li> <li>Is able to decide whether the goods need to be presented and is able to register this decision in AES;</li> <li>Is able to verify whether the goods have been presented so that the export declaration can be accepted;</li> <li>Is able to decide whether risk analysis is required based upon the information available in the systems;</li> <li>Is able to inform the Trader, in case the documents or goods will be controlled using the appropriate means;</li> <li>Is able to record/register control activity when the risk analysis suggests a control activity;</li> <li>Is able to accept/decline the export declaration and when accepted, is able to create an (EU) MRN linked to the national LRN (Local Reference Number);</li> <li>Is able to register the outcome of a potential control in AES;</li> <li>Is able to send an Anticipated Export Record (AER) to the Customs Office of Exit upon the release of the goods.</li> </ul> <p><b>b. Exit Formalities</b></p> <ul style="list-style-type: none"> <li>Is able to register the arrival of the goods at the Customs Office of Exit;</li> <li>Is able to perform or to oversee the risk analysis by the system;</li> <li>Is able to inform the Trader, in case the documents or goods will be controlled using the appropriate means;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>• Is able to record/register control activity when the risk analysis suggests a control activity;</li> <li>• Is able to register the outcome of a potential control in AES;</li> <li>• Is able to register the exit of the goods in the appropriate system (If goods exit from the current Customs Office of Exit, the Customs Officer can register the exit results that are recorded afterwards in the system. If the goods will not exit from the current Customs Office of Exit (not at border), the Trader will notify the Customs Office of Exit with an Exit Notification);</li> <li>• Is able to use the information in the Exit Results Report to certify or invalidate the exit of the goods;</li> <li>• Has knowledge of and is able to process two exceptional situations in exit formalities: <ul style="list-style-type: none"> <li>- Split exit</li> <li>- ATO - Authorised Transport Operator</li> </ul> </li> </ul> <p><b>c. Exit Summary Declaration</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions under which an Exit Summary Declaration (EXS) can be used;</li> <li>• Is able to process Exit Summary Declarations;</li> <li>• Has knowledge of the list of exemptions as listed in Art. 592a of the MCCIP.</li> </ul> <p><b>d. Re-export Advice</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions under which re-export advice can be used (is used under the conditions that apply to the EXS but where one of the exemptions as listed in Art.592a of the MCCIP applies);</li> <li>• Is able to lodge the re-export advice at the Customs Office of Exit;</li> <li>• Is able to process the re-export advice (including all required communications).</li> </ul> <p><b>e. Control “a posteriori” of the Exit</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the possible alternative arguments (proofs of exit) to assess the exit “a posteriori” and is able to perform that assessment individually.</li> </ul> <p><b>f. Cancellations and fallback procedure</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the cancellation procedure when the exit is not assessed within the appointed timeframe;</li> <li>• Is able to initiate the required actions in case time limits are exceeded;</li> <li>• Is able to use the emergency procedure in case the automated system is not functioning (fallback procedure).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Export. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Export;</li> <li>• Is able to deal with exceptions and special cases in the field of Export (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Export. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of each of the Export processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of export and exit;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to export and exit;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>5. Customs Procedures – Storage</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, <b>Storage</b>, Export, other Special Procedures;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> </ul>	<p><b>Temporary storage:</b></p> <p>a. Procedure for temporary storage</p> <p>b. Special cases regarding temporary storage</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts relevant to temporary storage (e.g. the Presentation Notification, Cargo Manifest, Declaration for Temporary Storage (DTS), disposal of goods, etc.);</li> <li>• The workflows, the necessary communication channels and systems related to temporary storage;</li> <li>• The relevant partners when dealing with temporary storage.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedure temporary storage independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title IV: Goods brought into the Customs Territory of the Union, Chapter 2: Arrival of Goods, Section 3 Temporary Storage of Goods):</p> <p><b>a. Procedure for temporary storage</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions that determine that goods are under temporary storage or not;</li> <li>• Has knowledge of the terms and time limits in which a declaration of temporary storage has to be introduced;</li> <li>• Has knowledge of the way that data (and which data) have to be introduced (manual procedure);</li> <li>• Has knowledge about the follow-up of the declaration of temporary storage;</li> <li>• Is able to send the manifest (carrier, upon arrival) and to unload the goods correctly;</li> <li>• Is able to send (often the vessel operator) the Presentation Notification;</li> <li>• Is able to perform risk analysis and to decide on the necessity to perform controls;</li> <li>• Is able to register that the goods are under temporary storage.</li> </ul> <p><b>b. Special cases regarding temporary storage</b></p> <ul style="list-style-type: none"> <li>• Is able to manage the process of disposal of goods (decided by owner or by Customs single-handedly (can be destruction or confiscation or abandon, or sell). If this decision is pushed by Customs, then the owner always has the right to be heard;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Processes and manages the verification and release of goods.</li> </ul>			<ul style="list-style-type: none"> <li>Is able to manage the process of movement of goods between storage facilities (procedure for subsequent temporary storage);</li> <li>Is able to manage the process of amending or invalidating the Declaration for Temporary Storage (DTS).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Temporary Storage. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Temporary Storage;</li> <li>Is able to deal with exceptions and special cases in the field of Temporary Storage (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Temporary Storage. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of each of the Temporary Storage processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Temporary Storage;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Temporary Storage;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>6. Customs Procedures – Transit</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, <b>Transit</b>, Storage, Export, other Special Procedures;</li> </ul>	<p><b>Transit:</b></p> <ol style="list-style-type: none"> <li>Transit procedure and transit declaration</li> <li>Enquiry and recovery</li> <li>Invalidation and/or amendments to the transit declaration</li> </ol>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The main concepts relevant to transit (e.g. Customs Office of Departure, Customs Office of Transit, Customs Office of Guarantee, Customs Office of Destination, anticipated Transit Record, anticipated Arrival Record, MRN (Movement Reference Number), Customs guarantee, consignee and consignor, etc.);</li> <li>The workflows, necessary communication channels and systems related to transit;</li> <li>The relevant partners related to transit procedures (e.g. the relevant Trade partner, all internal partners involved such as the Customs Office of Departure, Customs Office of Transit and Customs Office of Destination, etc.).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>		<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedure related to transit independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title VII: Special Procedures, Chapter 2: Transit):</p> <p><b>a. Transit procedure and transit declaration</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the criteria that determine whether the transit procedure is appropriate or not;</li> <li>• Is able to accept or reject the declaration (including presentation of goods, risk analysis, goods/documentary control, etc.);</li> <li>• Is able to register the guarantee usage;</li> <li>• Is able to release the goods and to inform all relevant parties by means of an anticipated transit record and an anticipated arrival record (including the declarant, the EU anti-fraud office and the Customs Office of Transit (if any));</li> <li>• Is able to map the goods to the anticipated transit record using the MRN (Movement Reference Number of the transit declaration);</li> <li>• Is able to perform risk analysis and controls, if required;</li> <li>• Is able to send a Crossing Frontier Notification to the Customs Office of Departure or to initiate follow-up procedures in the case that the control reveals irregularities;</li> <li>• Is able to manage cases in which a diversion to the binding itinerary takes place;</li> <li>• Is able to send Arrival Advice to the Customs Office of Departure;</li> <li>• Is able to discharge the transit procedure and/or is able to find out what issues have taken place for which they should credit the guarantee amount;</li> <li>• Is able to calculate the credit reference amount and to send this information to all relevant Customs Offices of Guarantee;</li> <li>• Is able to credit the guarantee that was blocked for this amount;</li> <li>• Is able to solve all identified discrepancies (if any);</li> <li>• Is able to write off this transit movement to end the procedure in the system;</li> <li>• Is able to release the (remaining part of the) guarantee;</li> <li>• Is able to inform the Trader at destination that the goods are ready for the next procedure (e.g. Temporary Storage, Release for Free Circulation are the most common ones).</li> </ul> <p><b>b. Enquiry and recovery</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of how to initiate an enquiry and how to respond to them;</li> <li>• Is able to initiate a recovery in case the enquiry unveils irregularities.</li> </ul> <p><b>c. Invalidation and/or amendments to the transit declaration</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions under which to invalidate and/or amend a declaration;</li> <li>• Is able to invalidate and/or amend a declaration by making use of the appropriate method, while informing all relevant parties.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Transit. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Transit;</li> <li>• Is able to deal with exceptions and special cases in the field of Transit (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Transit. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of each of the Transit processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Transit;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Transit;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>7. Customs Procedures – Special Procedures (Customs warehousing)</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> </ul>	<p><b>Special procedures – Customs warehousing:</b></p> <p>a. Storage of goods – Procedures</p> <p>b. Controls and evidence</p> <p>c. Warehouse security</p> <p>d. Termination of the procedure</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Customs warehouse and which types exist;</li> <li>• The purpose of using a Customs warehousing;</li> <li>• The different parties involved in the Customs warehousing procedure;</li> <li>• The roles and responsibilities of all parties involved in the Customs warehousing procedure;</li> <li>• The workflows, necessary communication channels and terminology used by Trade and Administrations (e.g. warehouse keeper, depositor, etc.).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs Warehousing independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provision and Section 2: Customs Warehousing):</p> <p><b>a. Storage of goods – Procedures</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions of Customs Warehousing;</li> <li>• Has knowledge of what the different types of Customs warehouses are;</li> <li>• Has knowledge of the different conditions that have to be met before initiating the Customs warehousing procedure;</li> <li>• Is able to identify and distinguish between Community goods and non-Community goods;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Determines and applies time limits on Customs procedures when applicable</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>			<ul style="list-style-type: none"> <li>• Is able to place goods under the Customs warehousing procedure;</li> <li>• Has knowledge of the conditions under which the Customs warehousing procedures must be terminated;</li> <li>• Is able to manage Customs debt for goods under Customs warehousing procedure;</li> <li>• Is able to terminate the procedure of Customs warehousing.</li> </ul> <p><b>b. Controls and evidence</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the types of controls and the conditions under which they can be applied are;</li> <li>• Is able to look up and verify documentary evidence, to perform physical controls or to perform post clearance control;</li> <li>• Is able to report control observations;</li> <li>• Is able to keep stock records up to date.</li> </ul> <p><b>c. Warehouse security</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the security prescriptions that apply to the different types of Customs warehouses;</li> <li>• Is able to control and ensure warehouse security.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Warehousing. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Warehousing;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Warehousing (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Warehousing. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of each activity as regards to Customs Warehousing and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Warehousing;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Customs Warehousing;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>8. Customs Procedures – Special Procedures (Free zones)</b>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>Determines and applies time limits on Customs procedures when applicable;</li> <li>Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>Determines the Customs status of goods;</li> <li>Processes and manages the verification and release of goods.</li> </ul>	<p><b>Special procedures – Free Zones:</b></p> <p>a. Legal basis for free zones and free warehouses</p> <p>b. Conditions and procedures</p> <p>c. Activities in free zones and free warehouses</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concepts of free zones and free warehouses;</li> <li>The difference between free warehouses and Customs warehousing;</li> <li>The different parties involved in the free zones and free warehousing procedure(s);</li> <li>The roles and responsibilities of all parties involved in the free zones and free warehousing procedure(s);</li> <li>The workflows, necessary communication channels and terminology used by Trade and Administrations.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of free zones and free warehouses independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Legal basis for free zones and free warehouses</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal provisions on free zones and free warehousing and is able to apply this knowledge in their daily activities (Union Customs Code: Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provision and Section 3: Free zones).</li> </ul> <p><b>b. Conditions and procedures</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the types of goods and conditions that must be met in order to place the goods in free zones and free warehouses;</li> <li>Is able to distinguish between Union and non-Union goods and apply the relevant procedure.</li> </ul> <p><b>c. Activities in free zones and free warehouses</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the conditions under which the different types of activities (commercial, industrial and service activities) may be carried out on goods in free zones and free warehouses;</li> <li>Is able to perform the possible activities that may be carried out on goods stored in free zones and free warehouses;</li> <li>Is able to place goods under any other Customs approved treatment or use (e.g. destruction, etc.);</li> <li>Is able to manage the removal of goods from free zones and free warehouses.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of free zones and free warehouses. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of free zones and free warehouses;</li> <li>Is able to deal with exceptions and special cases in the field of free zones and free warehouses (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of free zones and free warehouses. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the free zones and free warehouses processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of free zones and free warehouses;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to free zones and free warehouses;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>9. Customs Procedures – Special Procedures (Inward Processing)</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> </ul>	<p><b>Special procedures – Inward Processing:</b></p> <p>a. Legal basis for Inward Processing and concepts</p> <p>b. Conditions, authorisations and controls</p> <p>c. Procedure and related activities</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The Inward Processing procedure and what the typical purpose of the procedure is;</li> <li>• The commonly used systems (suspension and drawback system);</li> <li>• Customs authorisations;</li> <li>• The different parties involved in the Inward Processing procedure;</li> <li>• The roles and responsibilities of all parties involved in the Inward Processing procedure;</li> <li>• The workflows, necessary communication channels and terminology used by Trade and Administrations.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Inward Processing independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Legal basis for Inward Processing and concepts</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions of Inward Processing and the related procedures (Union Customs Code: Title VII: Special Procedures, Chapter 5: Processing, Section 1; General provisions and Section 2: Inward Processing);</li> <li>• Has knowledge of all of the concepts related to Inward Processing.</li> </ul> <p><b>b. Conditions, authorisations and controls</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions that must be met in order to place goods under procedure for Inward Processing;</li> <li>• Has knowledge of the restrictions that apply concerning the goods;</li> <li>• Is able to apply for and/or grant an authorisation for Inward Processing (e.g. intention to export compensating products, time limit, rate of yield);</li> <li>• Is able to verify documentary evidence and to perform physical control at import and export.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>			<p><b>c. Procedure and related activities</b></p> <ul style="list-style-type: none"> <li>• Is able to place the goods under procedure for Inward Processing (both via the normal authorisation procedure and via the simplified authorisation procedure);</li> <li>• Is able to manage the transfer of goods;</li> <li>• Has knowledge of the time limits for the discharge of the procedure;</li> <li>• Is able to discharge the procedure using the suspension system;</li> <li>• Is able to discharge the procedure using the drawback system;</li> <li>• Is able to manage the Customs debt for goods subject to Inward Processing;</li> <li>• Is able to manage goods placed under another Customs approved treatment or use;</li> <li>• Is able to manage the export of compensating products and repayment.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Inward Processing. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Inward Processing;</li> <li>• Is able to deal with exceptions and special cases in the field of Inward Processing (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Inward Processing. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the Inward Processing processes and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Inward Processing;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Inward Processing;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
10. Customs Procedures - Special Procedures (Outward Processing)	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>Determines and applies time limits on Customs procedures when applicable;</li> <li>Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>Determines the Customs status of goods;</li> <li>Processes and manages the verification and release of goods.</li> </ul>	<p><b>Special procedures – Outward Processing:</b></p> <ol style="list-style-type: none"> <li>Legal basis for Outward Processing and concepts</li> <li>Conditions and controls</li> <li>Procedure and related activities</li> </ol>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The Outward Processing procedure and what the typical purpose of the procedure is;</li> <li>The commonly used methods (value-added and deduction method);</li> <li>The required Customs authorisations;</li> <li>The different parties involved in the Outward Processing procedure;</li> <li>The roles and responsibilities of all parties involved in the Outward Processing procedure;</li> <li>The workflows, necessary communication channels and terminology used by Trade and Administrations.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedure related to Outward Processing independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Legal basis for Outward Processing and concepts</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal provisions of Outward Processing and the related procedures and methods (e.g. the value-added method and the deduction method) (Union Customs Code: Title VII: Special Procedures, Chapter 5: Processing, Section 1: General provisions and Section 3: Outward Processing);</li> <li>Has knowledge of all of the concepts related to Outward Processing (e.g. repairs).</li> </ul> <p><b>b. Conditions and controls</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the conditions that must be met in order to place goods under procedure for Outward Processing;</li> <li>Is able to verify documentary evidence and to perform physical control when required.</li> </ul> <p><b>c. Procedure and related activities</b></p> <ul style="list-style-type: none"> <li>Is able to place the goods under procedure for Outward Processing both through the value-added method and the deduction method;</li> <li>Is able to manage repairs (both repairs that are free of charge and repairs that are subject to payment);</li> <li>Has knowledge of the time limits for the discharge of the procedure;</li> <li>Is able to discharge the procedure (both via general or specific authorisation documents or via re-exportation);</li> <li>Is able to manage goods placed under another Customs approved treatment or use.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Outward Processing. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Outward processing;</li> <li>Is able to deal with exceptions and special cases in the field of Outward Processing (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Outward Processing. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantage and disadvantage of the Outward Processing process and is able to link them to the bigger picture (e.g. impact on team, the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of Outward Processing;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Outward Processing;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>11. Customs Procedures – Special Procedures (End use)</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>• Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>• Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> </ul>	<p><b>Special procedures – End Use:</b></p> <p>a. Legal basis for End Use procedure</p> <p>b. Conditions and procedures</p> <p>c. End Use activities</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The End Use procedure and what the typical purpose of the procedure is;</li> <li>• The different steps in the End Use procedure;</li> <li>• The required Customs authorisations;</li> <li>• The different parties involved in the End Use procedure and what their daily roles and responsibilities are.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of the Customs procedure related to transit independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Legal basis for End Use &amp; concepts</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions of the End Use procedure (Union Customs Code: Title VII: Special Procedures, Chapter 4: Specific Use, Section 2: End Use);</li> <li>• Has knowledge of all of the concepts related to End Use (Revenue Supervision, Time limits, etc.).</li> </ul> <p><b>b. Conditions and authorisations</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of which goods qualify for End Use relief;</li> <li>• Has knowledge of which goods require an Authorisation in order to qualify for relief under End Use;</li> <li>• Has knowledge of the different types of End Use authorisations (Simplified authorisations, National authorisations, etc.);</li> <li>• Has knowledge of the conditions that must be met to grant an authorisation (e.g. Revenue supervision of the goods must be assured);</li> <li>• Is able to verify whether the applicant meets the conditions.</li> </ul> <p><b>c. End Use activities</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different steps and parties involved in the End Use procedure;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Determines the Customs status of goods;</li> <li>Processes and manages the verification and release of goods.</li> </ul>		<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<ul style="list-style-type: none"> <li>Has knowledge of the link between the End Use procedure and other Customs Procedures, (e.g. Entry of Goods);</li> <li>Is able to execute every step in the End Use procedure.</li> </ul> <p>The person has built significant experience in the area of End Use. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of End Use (e.g. obligations of authorisation holders);</li> <li>Is able to deal with exceptions and special cases in the field of End Use (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of End Use. He or she:</p> <ul style="list-style-type: none"> <li>Is able to explain the End Use procedure and conditions and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, Safety and Security, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of End Use;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to End Use;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<p><b>12. Customs Procedures - Special Procedures (Temporary Admission)</b></p>	<p>The Customs Procedures competency refers to the knowledge, skills and behaviours required of Customs professionals involved in the supervision or management of a Customs procedure.</p> <ul style="list-style-type: none"> <li>Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other <b>Special Procedures</b>;</li> <li>Knowledge of the end-to-end process and dependencies for each Customs procedure;</li> </ul>	<p><b>Special procedures – Temporary Admission:</b></p> <ol style="list-style-type: none"> <li>Legal basis for Temporary Admission and concepts</li> <li>Authorisations for Temporary Admission</li> <li>Procedure, declarations and related activities</li> </ol>	<p><b>PL 1 - Awareness</b></p> <p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The Temporary Admission procedure and what the typical purpose of the procedure is;</li> <li>The required Customs authorisations;</li> <li>The different parties involved in the Temporary Admission procedure;</li> <li>The roles and responsibilities of all parties involved in the Temporary Admission procedure;</li> <li>The workflows, necessary communication channels and terminology used by Trade and Administrations.</li> </ul> <p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Temporary Admission independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Legal basis for Temporary Admission and concepts</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal provisions of Temporary Admission and the related procedures (normal/simplified) (Union Customs Code: Title VII: Special Procedures, Chapter 4: Specific Use, Section 1: Temporary Admission);</li> <li>Has knowledge of the conditions under which goods apply for total/partial relief from import duties;</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Determines and validates the competent Customs office in relation to Customs procedure;</li> <li>• Determines and applies time limits on Customs procedures when applicable;</li> <li>• Takes into account nature of traffic and goods and ensures that the flow is not hindered or distorted;</li> <li>• Determines the Customs status of goods;</li> <li>• Processes and manages the verification and release of goods.</li> </ul>			<p><b>b. Authorisations for Temporary Admission</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the authorisations required to place goods under the procedure for Temporary Admission;</li> <li>• Is able to manage the administration related to the authorisations.</li> </ul> <p><b>c. Procedure, declarations and related activities</b></p> <ul style="list-style-type: none"> <li>• Is able to place goods under the procedure for Temporary Admission (both via the normal authorisation procedure and via the simplified authorisation procedure);</li> <li>• Is able to process both oral declarations and declarations given by other means for Temporary Admission;</li> <li>• Is able to discharge the procedure for Temporary Admission and to identify the movement of goods in connection with the discharge of the procedure;</li> <li>• Is able to verify documentary evidence (e.g. of re-exportation) and to perform physical control when required);</li> <li>• Is able to manage goods placed under another Customs approved treatment or use.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Temporary Admission. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Temporary Admission;</li> <li>• Is able to deal with exceptions and special cases in the field of Temporary Admission (e.g. controls requiring further investigation or when a decision is required, before the procedure can be continued);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Temporary Admission. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of Temporary Admission processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, specific industries and specific types of goods, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Temporary Admission;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Temporary Admission;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>13. Trade Facilitation</b>	<p>The Trade Facilitation competency refers to all activities that Customs professionals engage in to uphold and improve the level of communication and cooperation between Trade and Customs in order to facilitate optimised legitimate Trade volume.</p> <ul style="list-style-type: none"> <li>Thoroughly understands Customs operations and the different models for interaction between Trade and Customs;</li> <li>Has knowledge of Trade operations and their supply chain and is able to link operations of both Trade and Customs in an effective and efficient manner;</li> <li>Actively listens to and cooperates with Trade;</li> <li>Facilitates Trade operations, ensures no unnecessary delays and understands time constraints of Trade operations;</li> <li>Identifies all stakeholders either internal / external to the organisation and understands their individual needs and concerns;</li> <li>Understands and applies the different models for cooperation between Customs and Trade;</li> <li>Able to manage expectations;</li> <li>Demonstrates good customer management skills.</li> </ul>	<p>a. Trade Facilitation measures</p> <p>b. The impact of Trade Facilitation measures on the supply chain</p> <p>c. The stakeholders and their daily respective roles and tasks</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The different stakeholders in the supply chain;</li> <li>The roles and responsibilities of all stakeholders involved in the supply chain;</li> <li>The workflows, necessary communication channels and terminology used by Trade and Administrations;</li> <li>The Trade Facilitation measures that are available to traders and how these can be implemented.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p><b>a. Trade Facilitation measures</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal background supporting the different types of facilitation measures that are provided to Traders and how they are implemented;</li> <li>Has knowledge of how members of the Trade community operate, how Customs interlinks with this and the opportunities this offers with regards to optimised and effective controls (for both Trade and Customs);</li> <li>Is able to assess the desirability and the conditions under which specific facilitation measures are allowed;</li> <li>Is able to give advice to Trade on facilitation measures;</li> <li>Is able to grant, record and follow up on trade facilitation measures when the conditions are met.</li> </ul> <p><b>b. The impact of Trade Facilitation measures on the supply chain</b></p> <ul style="list-style-type: none"> <li>Is able to assess and explain the potential impact of each Trade Facilitation measure on subsequent activities in the supply chain;</li> <li>Has knowledge of the controls applied by Customs and their daily use (related to Trade Facilitation).</li> </ul> <p><b>c. The stakeholders and their daily respective roles and tasks</b></p> <ul style="list-style-type: none"> <li>Is able to communicate effectively with their daily respective counterpart (Customs Administration or Trade party) in order to ensure a good cooperation.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Trade Facilitation. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Trade Facilitation;</li> <li>Is able to deal with exceptions and special cases in the field of Trade Facilitation;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Trade Facilitation. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of Trade Facilitation activities and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, the supply chain, client relations, safety and security, etc.);</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Trade Facilitation;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote Trade Facilitation;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Trade Facilitation;</li> <li>Is able to effectively explain the importance of Trade Facilitation for an organisation by using compelling arguments and providing examples;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
14. Economic Operators Management	<p>The Economic Operators Management competency relates to all activities concerning the management of economic operators (EO) and authorised economic operators (AEO). The objective is to be more economic operator focused with an emphasis on the rights and obligations of legal persons with regards to Customs legislation, managing information and relations, and delivering high quality service.</p> <ul style="list-style-type: none"> <li>Understands and is able to track and retain relevant detailed information and those of other legal persons involved, and is able to make updates upon request of the EO;</li> <li>Has knowledge of the legal framework covering the specific provisions for each of the decisions that may be granted in relation to the EO, including rules regarding exceptions and special allowances;</li> </ul>	<p>a. The process and procedure to apply for and register an EO and issue an EORI number as well as grant an AEO authorisation</p> <p>b. The process and procedure to update Trader information in the EOS system</p> <p>c. The roles and responsibilities between EO and administrations regarding the management of EO data</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The general concepts, flow of work and systems used in the domain of EO management (EORI, AEO, authorisations, EOS, etc.);</li> <li>The division of roles and responsibilities between EO and Customs Administrations regarding the management of EO data.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of EO management independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The process and procedure to apply for and register an EO and issue an EORI number as well as grant an AEO authorisation</b></p> <ul style="list-style-type: none"> <li>Has knowledge of EORI numbers and is able to apply for and issue EORI numbers (Union Customs Code: Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation);</li> <li>Has knowledge of AEO authorisations and is able to apply for them and grant them (Union Customs Code: Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 4: Authorised economic operator).</li> </ul> <p><b>b. The process and procedure to update Trader information in the EOS system</b></p> <ul style="list-style-type: none"> <li>Is able to update Trader information in the EOS system.</li> </ul> <p><b>c. The roles and responsibilities between EO and Administrations regarding the management of EO data</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the division of roles and responsibilities between EO and Customs Administrations regarding the management of EO data.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Able to apply knowledge of legal framework in order to grant an authorisation, manage simplifications and AEO structures;</li> <li>• Has knowledge of all decision-taking Customs authorities and the scope of the validity of a decision (i.e. throughout the Community);</li> <li>• Ensures regular compliance checks are carried out to make certain that terms and conditions (T&amp;C) of any authorisations are being adhered to.</li> </ul>		<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of EO management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of EO Management;</li> <li>• Is able to deal with exceptions and special cases in the field of EO Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of EO Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of EO Management activities and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, client relations, safety and security, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of the Management of EO;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve EO Management;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to EO Management;</li> <li>• Is able to effectively explain the importance of economic operators management for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications (e.g. with the business partners of the EO(s) in question, etc.).</li> </ul>
<b>15. Customs Declaration Processing</b>	The Customs Declaration Processing competency covers all activities of Customs professionals dealing with the declaration requirements for transporting goods across national borders, into and out of the EU.	<p>a. Types of Customs declarations and conditions under which they apply</p> <p>b. Management/ issuing of paper and electronic Customs declarations</p> <p>c. Risk identification and management</p> <p>d. Management of irregularities and contact with counterparts (Port Authorities/ Carriers/Brokers, etc.)</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The different types of Customs declarations;</li> <li>• The typical actors involved in the different types of Customs declarations.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Declaration Processing independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Types of Customs declarations and conditions under which they apply</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of Customs Procedures for which a declaration can be submitted - Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other Special Procedures;</li> <li>• Is able to apply knowledge and experience to validate declaration data in order to spot irregularities.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>b. Management/issuing of paper and electronic Customs declarations</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of which data fields are required for each type of declaration;</li> <li>• Is able to issue both paper and electronic Customs declarations;</li> <li>• Is able to process Customs Declarations electronically;</li> <li>• Is able to process Customs Declarations that have been submitted using other means, such as paper declarations, following standard processes.</li> </ul> <p><b>c. Risk identification and management</b></p> <ul style="list-style-type: none"> <li>• Is able to apply systematic identification of risk in order to identify cargo and goods for Customs control checks;</li> <li>• Is able to identify cargo and goods for random checks.</li> </ul> <p><b>d. Management of irregularities and contact with counterparts (Port Authorities/ Carriers/Brokers etc.)</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the fallback procedure (or Business Continuity Plan);</li> <li>• Is able to process declarations in the case of the fallback procedure;</li> <li>• Is able to communicate timely and effectively with all relevant parties, making use of the appropriate communication channels;</li> <li>• Is able to interact with Trade in a consistent manner, to understand and respond to queries and to promptly request additional information, as needed.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Declaration Processing. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Declaration Processing;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Declaration Processing;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Declaration Processing. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of Customs declaration processes and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, specific industries and specific types of goods, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Declaration Processing;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Customs Declaration Processing;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
16. Customs Business Understanding	The Customs Business Understanding competency envisages a holistic understanding of what Customs is about and what the objectives of the different stakeholders within Customs are, what is its potential impact on their businesses and how Customs environments are typically organised.	a. The role of Customs, objectives and business drivers  b. Customs activities and processes  c. Impact of Customs on the supply chain  d. Partners of Customs	<b>PL 1 - Awareness</b>	The person has a general awareness and basic knowledge of: <ul style="list-style-type: none"> <li>The role of Customs, its objectives and business drivers;</li> <li>The high level Customs activities and processes;</li> <li>How the paths of Customs and Trade interact with each other;</li> <li>The typical partners with whom Customs cooperates.</li> </ul>
			<b>PL 2 - Trained</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.	The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Business Understanding independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities: <p><b>a. The role of Customs, objectives and business drivers</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the (operational and strategic) roles of Customs and demonstrates this knowledge in daily decision-making;</li> <li>Understands the business drivers of Customs.</li> </ul> <p><b>b. Customs activities and processes</b></p> <ul style="list-style-type: none"> <li>Understands the various Customs procedures and processes and how they are interlinked.</li> </ul> <p><b>c. Impact of Customs on the supply chain</b></p> <ul style="list-style-type: none"> <li>Has knowledge of how Customs interacts with Trade and how it potentially influences their supply chain operations.</li> </ul> <p><b>d. Partners of Customs</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the cooperation with Customs' usual internal and external partners and demonstrates this knowledge in daily activities.</li> </ul>
			<b>PL 3 - Experienced</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.	The person has built significant experience in the area of Customs. He or she: <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<b>PL 4 - Expert</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.	The person has extensive expert knowledge and skills in the field of the Customs Business. He or she: <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of different Customs approaches and activities and is able to link them to the bigger picture (e.g. impact on the teams, the wider organisation, the supply chain, client relations, safety and security, specific industries and specific types of goods, etc.);</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
17. <i>Tariff and Classification</i>	<p>The Tariff and Classification competency covers all activities that Customs professionals deal with regarding the aspects of tariff and classification of goods from application, validation and usage of online databases (such as TARIC), rules and regulations relating to use and application of measures.</p> <ul style="list-style-type: none"> <li>Understands the three elements of the assessment of Customs Debt (Customs Value, Origin, Customs Tariff);</li> <li>Has knowledge of Common Customs Tariff (CCT) and of duty rates per each class of goods;</li> <li>Classifies goods using tariff classification and barcode scanning technology; knowledge of Combined Nomenclature (CN);</li> <li>Validates and grants Binding Tariff Information (BTI);</li> <li>Uses and integrates TARIC information;</li> <li>Recognises and classifies goods and makes use of the appropriate databases for this classification;</li> <li>Applies the General Interpretative Rules relating to classification of goods;</li> <li>Assists Trade and responds to queries relating to tariff and classification.</li> </ul>	<p>a. Terminology used in the context of goods classifications and tariff codes</p> <p>b. The Common Customs Tariff and the structure of the Combined Nomenclature Code and the Harmonised System Nomenclature</p> <p>c. General Interpretative Rules and the use of other tools for classifying goods</p> <p>d. The process and procedure to request or grant a Binding Tariff Information</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The terminology that is commonly used in the context of tariffs and goods classifications;</li> <li>The harmonised system nomenclature and the combined nomenclature;</li> <li>The general interpretative rules;</li> <li>The concept of Binding Tariff Information.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Tariff and Classification independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Terminology used in the context of goods classifications and tariff codes</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the terminology used in the context of goods classifications and tariff codes and is able to use that terminology in day-to-day professional activities (Union Customs Code: Title II: Factors on the Basis of which Import or Export Duty and other Measures in respect of Trade in Goods are Applied, Chapter 1: Common Customs Tariff and Tariff Classification of Goods).</li> </ul> <p><b>b. The Common Customs Tariff and the structure of the Combined Nomenclature Code and the Harmonised System Nomenclature</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the combined Nomenclature, as well as the Harmonised System Codes;</li> <li>Is able to apply the principles of the Common Customs Tariff (combined Nomenclature as well as the Harmonised System Codes) in daily work activities.</li> </ul> <p><b>c. General Interpretative Rules and the use of other tools for classifying goods</b></p> <ul style="list-style-type: none"> <li>Is able to apply the General Interpretative Rules.</li> </ul> <p><b>d. The process and procedure to request or grant a Binding Tariff Information</b></p> <ul style="list-style-type: none"> <li>Has knowledge of Binding Tariff Information and related procedures and conditions;</li> <li>Is able to process BTI requests and to follow up on them.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Tariff and Classification. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Tariff and Classification (e.g. a broader set of sections of the tariff and classification nomenclature);</li> <li>Is able to deal with exceptions and special cases in the field of Tariff and Classification (e.g. deal with misclassifications);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Tariff and Classification. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to explain rules and structure of tariff and classification nomenclature and is able to link them to the bigger picture (e.g. impact on the supply chain, safety and security, specific industries and specific types of goods, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Tariff and Classification;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the correct and consistent application of tariff and classification;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Tariff and Classification;</li> <li>• Is able to effectively explain the importance of consistent application of Tariff for an organisation by using compelling arguments and providing examples;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>18. Valuation</b>	<p>The Valuation competency refers to all activities required of Customs professionals that deal with the validation, calculation and performing audits in the field of the Customs value of goods.</p> <ul style="list-style-type: none"> <li>• Applies legislation governing Customs value in practical work situations;</li> <li>• Has working knowledge of Customs Valuation Rules and calculation methods (Primary Methods based on Transactional Value and Secondary Methods (transaction value of similar goods, deductive method, compute method, fallback method));</li> <li>• Validates system-based calculations at a high level during daily operations;</li> </ul>	<p>a. Relevant legislation regarding Customs value</p> <p>b. Primary methods of calculating the Customs value of goods</p> <p>c. Secondary methods of calculating the Customs value of goods</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Customs value and the applicable legislation;</li> <li>• The different methods to calculate the Customs value of goods;</li> <li>• The relevant partners related to Customs valuation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Valuation independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Relevant legislation regarding Customs value</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal framework regarding Customs Valuation (Union Customs Code: Title II: Factors on the Basis of which Import or Export Duty and other Measures in respect of Trade in Goods are Applied, Chapter 3: Value of Goods for Customs Purposes).</li> </ul> <p><b>b. Primary methods of calculating the Customs value of goods</b></p> <ul style="list-style-type: none"> <li>• Is able to use the primary method to calculate the Customs value of goods, notably the transaction value of the goods in question.</li> </ul> <p><b>c. Secondary methods of calculating the Customs value of goods</b></p> <ul style="list-style-type: none"> <li>• Is able to use the secondary methods to calculate the Customs value of goods, notably the transaction value of identical goods, the transaction value of similar goods, the deductive value, the computed value and the derivative value.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Delves deeper in relation to auditing activities to manually verify Customs value calculations, and to ensure that the correct calculation method is applied;</li> <li>• Makes use of the appropriate databases and IT systems for information and reporting.</li> </ul>		<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Valuation. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Valuation;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Valuation;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Valuation. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare and explain the legal background of all the appropriate valuation procedures and processes and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Valuation;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the correct and consistent application of Customs Valuation;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Valuation;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>19. Origin of Goods</b>	<p>The Origin of Goods competency refers to activities required of Customs professionals that have to determine the economic nationality of goods as a part of their daily operations.</p> <ul style="list-style-type: none"> <li>• Ensures the correct and uniform application of the rules of origin;</li> <li>• Has knowledge of rules of origin for preferential and non-preferential origin;</li> <li>• Verifies documents of origin;</li> </ul>	<p>a. The concept of origin of goods and rules of origin for preferential and non-preferential origin</p> <p>b. Legislation regarding the origin of goods</p> <p>c. Process to determine the origin of goods, in particular when the goods have been processed in several countries</p> <p>d. The concept and use of Binding Origin Information Decisions</p> <p>e. Proofs of origin</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of the origin of goods, including preferential and non-preferential origin of goods;</li> <li>• The methods to determine the origin of goods;</li> <li>• The concept and use of Binding Origin Information decisions;</li> <li>• The Proofs (or Certificates) of Origin.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of origin of goods independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of origin of goods and rules of origin for preferential and non-preferential origin</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the rules of origin and is able to apply them;</li> <li>• Is able to distinguish between preferential and non-preferential origin.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Determines the origin of goods, in particular when goods have been processed in several countries;</li> <li>Has knowledge of the arrangements that apply to specific non-EU countries;</li> <li>Has knowledge of the legal basis on Binding Origin Information decisions (BOI);</li> <li>Has knowledge of which authorities are responsible for issuing BOI;</li> <li>Understands the political and economic aspects of rules of origin and harmonisation theories.</li> </ul>			<p><b>b. Legislation regarding the origin of goods</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the relevant legislation regarding the origin of goods for both preferential and non-preferential origin (Union Customs Code: Title II: Factors on the Basis of which Import or Export Duty and other Measures in respect of Trade in Goods are Applied, Chapter 2: Origin of Goods).</li> </ul> <p><b>c. Process to determine the origin of goods, in particular when the goods have been processed in several countries</b></p> <ul style="list-style-type: none"> <li>Is able to determine the origin of goods using the appropriate method, also when the goods have been processed in several countries.</li> </ul> <p><b>d. The concept and use of Binding Origin Information Decisions</b></p> <ul style="list-style-type: none"> <li>Is able to use Binding Origin Information decisions.</li> </ul> <p><b>e. Proofs of origin</b></p> <ul style="list-style-type: none"> <li>Is able to interpret and process Proofs (or Certificates) of Origin;</li> <li>Is familiar with the upcoming Registered Exporters System (REX) that will be used to further facilitate Proofs of Origin in the future.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Origin of Goods. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Origin of Goods;</li> <li>Is able to deal with exceptions and special cases in the field of Origin of Goods;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established in the previous proficiency level(s).</p>	<p>The person has extensive expert knowledge and skills in the field of Origin of Goods. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare and explain the legal background of all Origin of Goods procedures and processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, specific industries and specific types of goods, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Origin of Goods;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the correct and consistent determination of the origin of goods;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Origin of Goods;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
20. Debt and Guarantee Management	The Debt and Guarantee Management competency relates to the fiscal activities within Customs, collection of revenue, application of penalties, tracking of debt, applying and understanding recovery methods, registration and management of Customs guarantees.	<p>a. Revenue collection</p> <p>b. Tracking and managing Customs debt</p> <p>c. Managing irregularities (including penalties and applying recovery methods)</p> <p>d. Managing Customs guarantees</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The different forms of revenue collection through Customs procedures;</li> <li>Customs debt, how it is calculated and how Customs debt is tracked and managed;</li> <li>How irregularities are handled and what the possibilities for appeal are;</li> <li>Customs guarantees, how they are calculated and managed;</li> <li>Customs timelines related to the payment of Customs debt and Customs guarantees.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Debt and Guarantee Management independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Union Customs Code: Title III: Customs Debts and Guarantees):</p> <p><b>a. Revenue collection</b></p> <ul style="list-style-type: none"> <li>Is able to explain what the different forms of revenue collection through Customs procedures are and is able to execute the appropriate activities independently;</li> <li>Has knowledge of what potential exceptions to the mainstream activities related to the payment/collection of Customs revenue are and knows to whom to report these.</li> </ul> <p><b>b. Tracking and managing Customs debt</b></p> <ul style="list-style-type: none"> <li>Is able to calculate, track and manage Customs debt using the appropriate methods, procedures and systems;</li> <li>Has knowledge of the timelines related to the payment of Customs debt;</li> <li>Has knowledge of when to communicate and is able to communicate in an effective and timely manner with the relevant parties.</li> </ul> <p><b>c. Managing irregularities (including penalties and applying recovery methods)</b></p> <ul style="list-style-type: none"> <li>Has knowledge of what potential exceptions to the mainstream activities related to the payment/collection of Customs debt and Customs revenue are and knows to whom to report these;</li> <li>Is able to engage in follow-up measures related to the management of irregularities in the field of Customs debt and Customs revenue;</li> <li>Has knowledge of what the conditions under which penalties apply are and is able to apply the relevant penalties;</li> <li>Is able to apply recovery methods when appropriate;</li> <li>Has knowledge of what the conditions are under which appeals are permitted and knows how to initiate, manage and follow up on these.</li> </ul> <p><b>d. Managing Customs guarantees</b></p> <ul style="list-style-type: none"> <li>Is able to calculate, track and manage Customs guarantees using the appropriate methods;</li> <li>Has knowledge of what the timelines are related to the payment of Customs guarantees;</li> <li>Has knowledge of when to communicate and is able to communicate in an effective and timely manner with the relevant parties.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Debt and Customs Guarantees. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Debt and Customs Guarantees;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Debt and Customs Guarantees;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Debt and Customs Guarantees. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the Customs Debt and Customs Guarantees processes and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Debt and Customs Guarantees;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the management of Customs Debt and Guarantees;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to the management of Customs Debt and Guarantees;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications (e.g. with the business partners of the economic operator(s) in question, etc.).</li> </ul>
<b>21. Customs Supervision</b>	The Customs Supervision competency deals with the handling and management of the status of goods brought into and exiting the Customs Territory of the Union, including logistics and surveillance.	<p>a. Conditions for which goods can be placed under Customs supervision</p> <p>b. Determination and management of the status of goods that are under Customs supervision</p> <p>c. Activities and processing of goods while under Customs supervision</p> <p>d. Customs' rights and obligations regarding goods that are under Customs supervision</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Customs Supervision and what the conditions are for which goods can be placed under Customs supervision;</li> <li>• The different statuses that can be assigned to goods;</li> <li>• The basic logistical concepts that apply to Customs supervision;</li> <li>• The conditions under which specific activities can be executed on goods under Customs supervision;</li> <li>• The different stakeholders' rights and obligations regarding goods under Customs supervision.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Supervision independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities (Articles: 134, 158 and 267 of the Union Customs Code):</p> <p><b>a. Conditions for which goods can be placed under Customs supervision</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions that must be met (including documentary requirements) to place goods under Customs supervision.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
		e. Trade's rights and obligations regarding goods that are under Customs supervision		<p><b>b. Determination and management of the status of goods that are under Customs supervision</b></p> <ul style="list-style-type: none"> <li>Is able to determine the status of goods that are under Customs supervision;</li> <li>Is able to oversee, document and manage the flow of goods that are under Customs supervision;</li> <li>Has knowledge of all logistical processes and concepts related to the management of goods that are under Customs supervision.</li> </ul> <p><b>c. Activities and processing of goods while under Customs supervision</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the conditions for which goods under Customs supervision can be processed;</li> <li>Has knowledge of what the restrictions are related to the processing of goods under Customs supervision;</li> <li>Is able to oversee, document and follow up on the status of goods that are being processed under Customs supervision;</li> <li>Is able to initiate follow-up measures in case of non-compliance or irregularities.</li> </ul> <p><b>d. Customs' rights and obligations regarding goods that are under Customs supervision</b></p> <ul style="list-style-type: none"> <li>Understands and is able to explain what Customs' rights and obligations are regarding goods that are under Customs supervision;</li> <li>Is able to follow up on the adherence to Customs' rights and obligations regarding goods that are under Customs supervision and knows what actions to initiate and who to contact in case of non-compliance.</li> </ul> <p><b>e. Trade's rights and obligations regarding goods that are under Customs supervision</b></p> <ul style="list-style-type: none"> <li>Understands and is able to explain what Trade's rights and obligations are regarding goods that are under Customs supervision;</li> <li>Is able to follow up on the adherence to Trade's rights and obligations regarding goods that are under Customs supervision and knows what actions to initiate and who to contact in case of non-compliance.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Supervision. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Supervision;</li> <li>Is able to deal with exceptions and special cases in the field of Customs Supervision (e.g. give advice concerning what the best options are when placing goods under Customs supervision);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Supervision. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the Customs supervision processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, specific industries and specific types of goods, etc.);</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Supervision;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Customs supervision;</li> <li>Is able to build and maintain a large professional network of both relevant internal and external stakeholders.</li> </ul>
22. Control of Goods	The Control of Goods competency relates to the controls that are performed when goods are under Customs supervision. Customs professionals must maintain straightforward and efficient Customs control operations at ports, airports, land borders and inland.	a. Legislative rules and compliance related to the control of documents and goods b. Making control decisions c. Conducting controls d. Prohibitions and restrictions e. Communication of decisions and control outcomes f. Rights and obligations of Trade	<b>PL 1 - Awareness</b>	The person has a general awareness and basic knowledge of: <ul style="list-style-type: none"> <li>The powers of Customs under which they can perform controls;</li> <li>The drivers behind control decisions;</li> <li>The types of controls that Customs can perform;</li> <li>The parties which need to be informed of control decisions and outcomes (including under which circumstances specific authorities need to be informed);</li> <li>The rules/methodology that needs to be adhered to when performing controls and what systems to use for the registration of control decisions and outcomes.</li> </ul>
			<b>PL 2 - Trained</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.	The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Control of Goods independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities: <p><b>a. Legislative rules and compliance related to the control of documents and goods</b></p> <ul style="list-style-type: none"> <li>Has knowledge of all relevant national, EU and international legislation related to the control of documents and goods (Union Customs Code: Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 7: Control of Goods);</li> <li>Is able to adhere to the prescribed procedures while performing control activities in line with the powers granted to Customs by law;</li> <li>Has knowledge of what the limitations are regarding controls performed by Customs.</li> </ul> <p><b>b. Making control decisions</b></p> <ul style="list-style-type: none"> <li>Has knowledge of what the conditions are under which the different types of Customs controls should be performed and the control targets that have been set by the organisation;</li> <li>Is able to register control decisions making use of the relevant system;</li> <li>Has knowledge as to which data and information is relevant to base control decisions on and where to find it (including previous control decisions and outcomes);</li> <li>Is able to interpret data in a consistent manner when making control decisions;</li> <li>Has knowledge of which parties to contact in case of missing or incomplete information and data, making use of the appropriate communication channels;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Has developed investigative capabilities that help trigger recognition of potential irregularities resulting in a control decision.</li> </ul> <p><b>c. Conducting controls</b></p> <ul style="list-style-type: none"> <li>Is able to perform documentary controls;</li> <li>Is able to perform physical control of goods;</li> <li>Is able to take into account the peculiarities of controls related to different modes of transport (including vehicle inspections);</li> <li>Is able to register control results, making use of the appropriate system(s);</li> <li>Has knowledge of who to inform of the control results based on the outcome of the control (including all relevant external authorities);</li> <li>Is able to contain and stop goods in case of irregularities.</li> </ul> <p><b>d. Prohibitions and restrictions</b></p> <ul style="list-style-type: none"> <li>Has knowledge of what the international (e.g. CITES), EU and national provisions are related to safety and security (incl. licences and quotas);</li> <li>Has knowledge of which parties to contact in case of fraudulent (fiscal) and/or criminal offences;</li> <li>Is able to recognise counterfeit and pirated goods;</li> <li>Is able to verify goods comply with cultural property rights;</li> <li>Is able to recognise endangered species of plants and animals.</li> </ul> <p><b>e. Communication of decisions and control outcomes</b></p> <ul style="list-style-type: none"> <li>Has knowledge of which parties to contact in case of incomplete or contradictory information;</li> <li>Has knowledge of which parties to inform of control decisions and control results, making use of the appropriate communication channel(s) under a variety of circumstances (e.g. positive vs. negative control results, in case of confirmed fraudulent/criminal activities, etc.).</li> </ul> <p><b>f. Rights and obligations of Trade</b></p> <ul style="list-style-type: none"> <li>Trade parties have knowledge of their rights and obligations related to control decisions and activities performed by Customs (including possibilities for appeal);</li> <li>Customs is able to act as advisor towards Trade regarding their options related to control activities and outcomes.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Control of Goods. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Control of Goods;</li> <li>Is able to deal with exceptions and special cases in the field of Control of Goods;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Control of Goods. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare and explain the legal background of the Control of Goods procedures and processes and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Control of Goods;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the correct and consistent control of goods by Customs;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Control of Goods;</li> <li>• Is able to effectively explain the importance of high performance in Control of Goods for an organisation by using compelling arguments and providing examples.</li> </ul>
<b>23. Prohibitions and Restrictions</b>	The Prohibitions and Restrictions competency relates to the identification and management of prohibited and restricted goods (i.e. counterfeit goods, drugs, certain plants and protected species). Also focuses on identification and capturing of new information regarding prohibitions and restrictions with the goal to proactively maintain the safety and security standards in the EU.	<p>a. International, EU and national provisions related to safety and security (incl. licences and quotas)</p> <p>b. Follow-up measures and procedures in case of irregularities</p> <p>c. Counterfeit and pirated goods</p> <p>d. Drug precursor control</p> <p>e. Cultural property rights</p> <p>f. Endangered species of plants and animals (incl. CITES)</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The national, EU and international standards regarding the main types of Prohibited and Restricted goods;</li> <li>• The procedures and Customs activities to identify prohibited and restricted goods (including licences and quotas);</li> <li>• The procedures and Customs measures that follow upon the identification of prohibited and restricted goods (including all communications to the relevant authorities).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of prohibitions and restrictions independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. International, EU and national provisions related to prohibitions and restrictions (incl. licences and quotas)</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the Prohibitions and Restrictions Regulations and is able to apply them in his or her daily work (Article 83 of the Union Customs Code);</li> <li>• Has knowledge of what the prohibited goods are and is able to identify them;</li> <li>• Has knowledge of what restricted goods are and is able to identify them and knows which licenses are required and what quota agreements exist;</li> <li>• Has knowledge of which data fields on Customs declarations provide the necessary information for identification.</li> </ul> <p><b>b. Follow-up measures and procedures in case of irregularities</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of which parties and authorities to inform in case of irregularities that are not in line with the international, EU and national safety and security standards;</li> <li>• Has knowledge of and is able to initiate immediate follow-up measures when required.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>c. Counterfeit and pirated goods</b></p> <ul style="list-style-type: none"> <li>Is able to recognise counterfeit and pirated goods;</li> <li>Has knowledge of which parties and authorities to inform in case counterfeit or pirated goods are intercepted by Customs.</li> </ul> <p><b>d. Drug precursor control</b></p> <ul style="list-style-type: none"> <li>Has knowledge of what substances can be used as drug precursors and is able to recognise them;</li> <li>Is able to perform documentary checks to verify the destination and/or the intended use of the substance.</li> </ul> <p><b>e. Cultural property rights</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the EU legislation on the export of cultural goods;</li> <li>Has knowledge of who the competent authorities are that are empowered to issue export licences for cultural goods (including the different types of licences, their use and the period of validity);</li> <li>Has knowledge of which Customs offices are empowered to handle formalities for the exportation of cultural goods;</li> <li>Has knowledge of the EU legislation on the return of cultural objects.</li> </ul> <p><b>f. Endangered species of plants and animals (including CITES)</b></p> <ul style="list-style-type: none"> <li>Has knowledge of CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) goods and is able to recognise them.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Prohibitions and Restrictions. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Prohibitions and Restrictions;</li> <li>Is able to deal with exceptions and special cases in the field of Prohibitions and Restrictions (e.g. give advice concerning what the best options are when prohibited or restricted goods are encountered and how they should be handled);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Prohibitions and Restrictions. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare and explain the legal background of all Prohibitions and Restrictions procedures and is able to link them to the bigger picture (e.g. impact on wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Prohibitions and Restrictions;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Prohibitions and Restrictions;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to effectively explain the importance of adherence to the legal framework of prohibitions and restrictions for an organisation by using compelling arguments and providing examples.</li> </ul>
24. Enforcement	The Enforcement competency refers to all activities that are required of Customs professionals to enforce Customs legislation in the event of any confirmed fraudulent or criminal activities. This includes the collection of Customs duties by all means available under the law of the MS concerned.	a. Legal provisions and methods for Customs enforcement  b. Customs duties  c. IPR  d. Prohibitions and restrictions  e. Cooperation and information exchange with other authorities	<b>PL 1 - Awareness</b>	The person has a general awareness and basic knowledge of: <ul style="list-style-type: none"> <li>The powers of Customs provided by legal provisions under which they can enforce compliance with Customs legislation and regulations;</li> <li>The tools and methods that are available to Customs to enforce Customs compliance;</li> <li>The parties that need to be informed of control decisions and outcomes (including under which circumstances specific authorities need to be informed);</li> <li>The rules/methodology that needs to be adhered to when performing controls and what systems to use for the registration of control decisions and outcomes and subsequent enforcement actions that are taken;</li> <li>The concept of IPR and what the role of Customs is with regards to IPR, as well as which methods are being used by Customs;</li> <li>The relevant partners (both internal and external) and authorities that Customs communicates and cooperates with in order to enforce fiscal and safety and security compliance.</li> </ul>
			<b>PL 2 - Trained</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.	The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Enforcement independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities: <p><b>a. Legal provisions and methods for Customs enforcement</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal provisions related to Customs enforcement (Article 113 of the Union Customs Code);</li> <li>Is able to assess compliance with Customs legislation using the appropriate methods for Customs enforcement;</li> <li>Has a solid understanding of what the limit is of the powers of Customs under which they can enforce compliance;</li> <li>Has knowledge of what the possibilities are for appeal in case of disputed Customs decisions.</li> </ul> <p><b>b. Customs duties</b></p> <ul style="list-style-type: none"> <li>Has knowledge of how Customs collects revenue and what the different types of duties are that exist;</li> <li>Is able to calculate Customs debt;</li> <li>Is able to track and manage Customs debt, making use of the appropriate systems and methods;</li> <li>Is able to follow up on irregularities (including penalties and applying recovery methods) and knows who to contact in different scenarios (including fiscal and criminal offences).</li> </ul> <p><b>c. IPR</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the legal basis for EU Customs enforcement of intellectual property rights;</li> <li>Has knowledge of the importance of the active engagement of the right holders and is able to engage in effective communication and cooperation with them;</li> <li>Is able to initiate the appropriate procedure(s) in case of suspected IPR infringements;</li> <li>Is able to engage in follow-up measures and procedures in case of irregularities.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>d. Prohibitions and restrictions</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the main types of prohibited and restricted goods are;</li> <li>• Has knowledge of what the procedures and Customs activities are to identify prohibited and restricted goods (including licences and quotas);</li> <li>• Has knowledge of what the procedures and Customs measures are that follow upon the identification of prohibited and restricted goods (including all communications to the relevant authorities) and is able to follow up on them;</li> <li>• Is able to identify counterfeit and pirated goods;</li> <li>• Has knowledge of cultural property rights;</li> <li>• Is able to identify endangered species of plants and animals (including CITES).</li> </ul> <p><b>e. Cooperation and information exchange with other authorities</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of which parties to inform and cooperate with in case of different types of non-compliance (different types of fiscal and criminal offences);</li> <li>• Is able to communicate effectively and efficiently with all relevant parties.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Enforcement. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Enforcement;</li> <li>• Is able to deal with exceptions and special cases in the field of Enforcement (e.g. give advice concerning what the options are for parties that willingly or unwillingly engaged in non-compliant activities, including appeals);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Enforcement. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare and explain the legal background of the Enforcement procedures and processes and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, Trade Facilitation, client relations, safety and security, specific types of goods, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Enforcement;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote (new) methodology related to Customs enforcement;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to enforcement;</li> <li>• Is able to effectively explain the importance of effective Customs enforcement for an organisation by using compelling arguments and providing examples.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>25. Customs Investigation</b>	The Customs Investigation competency refers to the in-depth inquiry into a person's / economic operator's activities in order to identify and gather evidence of potential or confirmed criminal activity in relation to Customs. Emphasis on the rigorous and precise collection of information relevant to the case, particularly with a view to prosecution. Investigation is concerned with organised crime (smuggling of drugs) and fiscal offences (fraud).	<p>a. Customs Investigation: Concepts (e.g. Customs offence, Crime prevention, etc.) and types</p> <p>b. Customs Investigation Procedures</p> <p>c. Customs Investigation Systems (anti-fraudulent systems).</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of a Customs offence;</li> <li>• The different types of Customs investigation (e.g. economic- and fiscal-related investigations, health- and environment-related investigations, safety- and security-related investigations, etc.);</li> <li>• The procedures to be used when investigating possible fraudulent activities relating to Customs;</li> <li>• The key actors in a Customs Investigation;</li> <li>• The role of Customs in crime prevention.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Investigation independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Customs Investigation: Concepts and types</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the concept of a Customs offence;</li> <li>• Has knowledge of the different types of Customs Investigation (economic- and fiscal-related investigations, health- and environment-related investigations, safety- and security-related investigations, etc.);</li> <li>• Is able to explain the role of Customs in Crime Prevention and the limits of Customs' power.</li> </ul> <p><b>b. Customs Investigation Procedures</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different procedures that can be used when investigating possible fraudulent activities relating to Customs;</li> <li>• Has knowledge of the key actors in the different Customs Investigation procedures;</li> <li>• Is able to carry out investigations on a case-by-case basis after contraventions found during the control and inspection stages (e.g. fraud investigation);</li> <li>• Is able to gather all relevant information regarding the case, including a thorough background check of the parties involved.</li> </ul> <p><b>c. Customs Investigation Systems</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the different anti-fraudulent systems to uncover fraudulent activities and is able to use them.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Investigation. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Investigation (e.g. identification of high-risk operators and potential threats);</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Investigation (e.g. deal with appeals in relation to Customs decisions);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Investigation. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different Customs Investigation procedures;</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Investigation;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve Customs investigations;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Customs Investigation;</li> <li>• Is able to contribute to national, EU or international project groups in an effective and efficient manner.</li> </ul>
26. Operational Analytics	The Operational Analytics competency relates to providing insight into Customs operations on a day-to-day basis and seeks to provide a clear picture of the number and types of transactions in order to identify trends. One of the main goals of operational analytics is to gather targeted information as a management tool in order to identify opportunities for processes improvements and cost reductions, and to report statistical data at a national and EU level.	<p>a. Data management and processing</p> <p>b. Analytical thinking and approach</p> <p>c. Analysis and interpretation of data</p> <p>d. Using data to improve operational effectiveness</p> <p>e. Database design</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The different types of data;</li> <li>• How analytics can be used to improve operations and processes;</li> <li>• How operational analytics relates to the day-to-day Customs operations.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Operational Analytics independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Data management and processing</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the different types of data available are for processing and is able to correctly use the data for its intended purpose and improvement initiatives;</li> <li>• Is able to effectively process large quantities of intelligence information, making use of the appropriate systems and methods;</li> <li>• Is able to use a database at a basic level (e.g. to generate reports, to organise data).</li> </ul> <p><b>b. Analytical thinking and approach</b></p> <ul style="list-style-type: none"> <li>• Has developed an analytical mindset that can be used to approach all different kinds of issues and problem statements;</li> <li>• Is good with numbers and can provide good insight in numerical patterns and what they mean.</li> </ul> <p><b>c. Analysis and interpretation of data</b></p> <ul style="list-style-type: none"> <li>• Has developed key skills related to data analysis;</li> <li>• Is able to target data with a view to proactively identify areas for improvement of operational effectiveness based on performance measurement activities, identification of patterns and client behaviours;</li> <li>• Is able to effectively interpret operational data in order to provide insights and improve decision-making.</li> </ul> <p><b>d. Using data to improve operational effectiveness</b></p> <ul style="list-style-type: none"> <li>• Understands how operational analytics relates to the day-to-day operations in Customs (e.g. number of seizures);</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to use data to determine operational strategies and resource allocation;</li> <li>Is able to perform diagnostics of current organisation and processes, utilising analytic techniques and models with a view to eliminate waste and improve process performance.</li> </ul> <p><b>e. Database design</b></p> <ul style="list-style-type: none"> <li>Is able to create/design straightforward and easy-to-use databases.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Operational Analytics. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Operational Analytics (e.g. analyse operational data, interpret the data correctly and summarise the findings in a clear and consistent manner);</li> <li>Is able to deal with exceptions and special cases;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Operational Analytics. He or she:</p> <ul style="list-style-type: none"> <li>Is able to explain how analytics can be used to improve Customs operations;</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Operational Analytics;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote the use of operational analytics;</li> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to operational analytics;</li> <li>Is able to effectively explain the importance of using operational analytics to steer and improve the processes within an organisation by using compelling arguments and providing examples.</li> </ul>
27. Risk Analysis	The Risk Analysis competency relates to the techniques that Customs agencies employ to monitor, identify, analyse, assess and address risk. One of the key objectives of Customs is to maintain safety and security within national and EU borders, and the management of new and emerging risks is a strategic objective. In the changing world of Customs, the emphasis is on the inclusion of a predictive approach using intelligence gathered from collaborative partners and emerging trends in Trade transactions.	<ul style="list-style-type: none"> <li>a. Understanding the concept of risk</li> <li>b. Types of risk</li> <li>c. Assessing risk severity</li> <li>d. Managing risk</li> </ul>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The fundamental concepts of the Safety and Security Amendment and what the impact is of Risk Analysis and Management processes;</li> <li>Risk and related concepts (e.g. Risk Information Form, etc.);</li> <li>The difference between a risk and an issue;</li> <li>Where risk is being managed in the organisation;</li> <li>The national systems used for risk analysis and management;</li> <li>The importance of risk management for safety and security and fiscal compliance.</li> </ul>

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			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Risk Analysis independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Understanding the concept of risk</b></p> <ul style="list-style-type: none"> <li>• Has understanding of risk as it specifically relates to the safety and security regulations of the EU.</li> </ul> <p><b>b. Types of risk</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the different types of risk are and is able to explain the differences (e.g. fiscal vs. security, direct vs. indirect, etc.);</li> <li>• Is able to correctly classify and prioritise risks depending on type, possibility of occurrence and potential impact (risk severity).</li> </ul> <p><b>c. Assessing risk severity</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the different risk severity classifications are and is able to explain what differentiates them;</li> <li>• Is able to correctly classify and prioritise risks depending on severity.</li> </ul> <p><b>d. Basics of risk management</b></p> <ul style="list-style-type: none"> <li>• Is able to interpret the information on Risk Information Forms (RIF);</li> <li>• Is able to perform risk assessments in a methodological and consistent manner, making use of the appropriate national risk management system(s);</li> <li>• Is able to apply best working practices in the field of Risk Management;</li> <li>• Understands the impact of risk analysis and its potential outcomes on operations and the supply chain.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<ul style="list-style-type: none"> <li>• The person has built significant experience in the area of Risk Analysis. He or she:</li> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Risk Analysis (e.g. predictive risk analysis);</li> <li>• Is able to deal with exceptions and special cases in the field of Risk Analysis (e.g. immediately initiate potential communications and follow-up measures);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Risk Analysis. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the risk analysis processes and tools and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, safety and security, specific industries and specific types of goods, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Risk Analysis (e.g. is able to give expert advice related to the collection, management, analysis and interpretation of risk data);</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote consistent and effective Risk Analysis;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Risk Analysis;</li> <li>Is able to effectively explain the importance of effective risk analysis for an organisation by using compelling arguments and providing examples;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>28. Integrated Border Management</b>	The Integrated Border Management competency is concerned with the straightforward and efficient Customs control of both goods and passengers and crew at ports, airports, land borders and inland, with a strong focus on collaboration.	a. Border management and surveillance	<b>PL 1 - Awareness</b>	The person has a general awareness and basic knowledge of: <ul style="list-style-type: none"> <li>The concept of Integrated Border Management and what the related concepts are;</li> <li>The importance of the mutual exchange of information and cooperation between all relevant partners (different Customs offices across MS and Trade);</li> <li>The powers of Customs under which they can enforce the legal framework supporting border management;</li> <li>The internal and external partners in the field of Border Management.</li> </ul>
		b. Control of documents c. Control of persons d. Control of vehicles e. Control of baggage f. Special situation management	<b>PL 2 - Trained</b>  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.	The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Integrated Border Management independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities: <p><b>a. Border management and surveillance</b></p> <ul style="list-style-type: none"> <li>Has knowledge of national and international legal framework supporting border management;</li> <li>Has knowledge of who the relevant partners are in the field of Border Management (including mobile teams);</li> <li>Has knowledge of what the peculiarities of border management are at the different border locations (e.g. airports, ports, EU borders, etc.);</li> <li>Is able to draw input from the appropriate system(s) regarding control targets, etc.;</li> <li>Is able to execute all of the relevant tasks at the border related to the verification of fiscal and safety and security compliance;</li> <li>Is able to recognise, communicate, act upon and escalate any fraudulent and criminal activities uncovered by surveillance activities;</li> <li>Is able to communicate and collaborate efficiently with other law enforcing agencies, nationally and internationally;</li> <li>Is able to verify all relevant border documents;</li> <li>Is able to correctly assert responsibility when enforcing border legislation (including risk analysis and ad hoc control decisions based upon experience).</li> </ul> <p><b>b. Control of documents</b></p> <ul style="list-style-type: none"> <li>Is able to effectively register document control decisions making use of the appropriate system(s);</li> <li>Is able to effectively verify the document control activities of Customs documents and notifications (including pre-arrival notifications);</li> <li>Is able to effectively register document control outcomes, making use of the appropriate system(s).</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>c. Control of persons</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions and the powers of Customs in the field of control of persons (including non-EU passengers, intra-EU travellers and crew);</li> <li>• Is able to effectively register control decisions, making use of the appropriate system(s);</li> <li>• Is able to take into account the peculiarities of controls performed on people (including hand baggage inspections);</li> <li>• Is able to effectively register document control outcomes, making use of the appropriate system(s).</li> </ul> <p><b>d. Control of vehicles</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions and the powers of Customs in the field of vehicle control;</li> <li>• Is able to effectively register vehicle control decisions, making use of the appropriate system(s);</li> <li>• Is able to control compliance with all relevant transport regulations and provisions as required by the work assignment;</li> <li>• Is able to effectively register vehicle control outcomes, making use of the appropriate system(s).</li> </ul> <p><b>e. Control of baggage</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the legal provisions as well as what the powers of Customs are in the field of baggage control (including knowledge of the different models of labels and (registered) hand baggage);</li> <li>• Is able to effectively register baggage control decisions, making use of the appropriate system(s);</li> <li>• Is able to perform thorough searches and is familiar with what the most common hiding places are;</li> <li>• Is able to effectively register baggage control outcomes, making use of the appropriate system(s).</li> </ul> <p><b>f. Special situation management</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the procedure(s) to follow in case of a national or international crisis or conflict.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Integrated Border Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Integrated Border Management;</li> <li>• Is able to deal with exceptions and special cases in the field of Integrated Border Management (e.g. give advice concerning what the best options are when specific goods or documents need to pass the EU border);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Integrated Border Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different integrated border management processes and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Integrated Border Management;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote Integrated Border Management;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<ul style="list-style-type: none"> <li>Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Integrated Border Management.</li> </ul>
<b>29. Supply Chain Operations</b>	The Supply Chain Operation competency covers all aspects of the International Supply Chain - this relates to both the core Customs flows (import/export/transit) and the supply chain of Trade and how they are linked. Emphasis on effective working methods between Customs and Trade and the safety and security aspects of supply chains.	<p>a. The integrated supply chain (Customs and Trade)</p> <p>b. Maximising smooth supply chain operations</p> <p>c. Safety and security aspects of the supply chain</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concept of Supply Chain Operations;</li> <li>The Customs operations that need to be performed at specific stages in the supply chain;</li> <li>The typical partners that fulfill a role in the supply chain and that should or could be contacted by Customs.</li> </ul>
			<b>PL 2 - Trained</b>	<p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p> <p><b>a. The integrated supply chain (Customs and Trade)</b></p> <ul style="list-style-type: none"> <li>Demonstrates general knowledge of the Customs Supply chain and understands the basic Customs principles that underlie the supply chain;</li> <li>Understands how Customs activities impact Trade's supply chain in daily operations;</li> <li>Is able to adopt to a wider end-to-end perspective in relation to decision-making – ensures communication with other areas within Customs (e.g. Risk, Fraud, Compliance, Declaration processing);</li> <li>Is able to make use of national and international expert services.</li> </ul> <p><b>b. Maximising smooth supply chain operations</b></p> <ul style="list-style-type: none"> <li>Has knowledge of all relevant Trade Facilitation measures and how they can enhance the supply chain;</li> <li>Is able to offer advice to Trade and other government departments, brings essential knowledge to any task within the supply chain;</li> <li>Is able to make recommendations to improve efficiency, quality and service relating to the Customs flows;</li> <li>Is able to execute all supply chain related activities and communications in a timely, effective and efficient manner, thereby maximising the efficiency of the overall supply chain;</li> <li>Understands the consequences, fiscal impact and next steps after the arrival and exit of goods;</li> <li>Is able to actively collaborate with Trade and establishes relationships to ensure transparency and smooth processing of goods;</li> <li>Is able to collaborate with other legal enforcement agencies.</li> </ul> <p><b>c. Safety and security aspects of the supply chain</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the importance of the Customs activities to be able to ensure a safe and secure society through safe and secure supply chains;</li> <li>Has knowledge of his or her responsibilities in maintaining a safe and secure society through effective supply chain operations and is able to perform all required activities and communications up to standards and in a timely manner;</li> <li>Has knowledge of regular interactions at a national level, and is able to identify and act upon irregularities;</li> <li>Is able to ensure that requirements for safety and security have been adhered to at all times and knows when and how to escalate in case of serious issues.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Supply Chain Operations. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Supply Chain Operations;</li> <li>• Is able to deal with exceptions and special cases in the field of Supply Chain Operations;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Supply Chain Operations. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare and explain the legal background of the different procedures and processes within the supply chain and is able to link them to the bigger picture (e.g. impact on the wider organisation, safety and security, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Supply Chain Operations;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation in relation to Customs operations that need to be performed at specific stages in the supply chain;</li> <li>• Is able to effectively explain the importance of effective and efficient supply chain operations for an organisation by using compelling arguments and providing examples.</li> </ul>
<b>30. Support for Customs</b>	The Support for Customs competency refers to the specific knowledge, skills and behaviours required of Customs professionals active in a support function (such as HR, Finance, IT or Legal Operations and Training) but does not cover the specifics of the function itself. Emphasis is on service and back office support.	a. Delivering value through corporate support services	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main objectives of Customs and what the value is that support functions offer in that respect;</li> <li>• How corporate support services can contribute to the completion of these objectives;</li> <li>• How Customs operates and what the main recurring activities are;</li> <li>• How corporate support services can bring value to Customs operations, activities and the people performing them.</li> </ul>
		b. The role and importance of the support function	<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Support for Customs independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Delivering value through corporate support services</b></p> <ul style="list-style-type: none"> <li>• Is able to allocate the correct resources, workforce, etc., through extensive knowledge of the Customs business needs;</li> <li>• Is able to recognise, suggest and develop potential opportunities to further increase the level of service support that is of value to the larger organisation;</li> <li>• Is able to respond in a timely manner and effectively to queries.</li> </ul> <p><b>b. The role and importance of the support function</b></p> <ul style="list-style-type: none"> <li>• Has solid knowledge and understanding of what the business needs and objectives of Customs are, how Customs operates and how the organisation is structured to meet these objectives;</li> <li>• Is able to deliver effective support to the daily operations of Customs, thereby increasing the overall effectiveness and efficiency of the Customs activities.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Support for Customs through corporate services. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Support activities (HR, training, finance, etc.);</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Support activities;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Support activities. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in their specific field of Customs Support activities (HR, training, finance, etc.);</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to promote improvements made to his or her specific field of support (HR, training, finance, etc.);</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications;</li> <li>• Is able to officially represent his or her organisation on topics related to his or her domain of expertise within corporate services (e.g. IT, HR, Training, Finance);</li> <li>• Is able to effectively explain the importance of the support function for a Customs organisation by using compelling arguments and providing examples.</li> </ul>
<b>31. Audit</b>	The Audit competency relates to the recording and tracking of the Customs activities of organisations in order to verify Customs compliance. Focus is on methodology and consistency. Main objective is to ensure Trader compliance with national, EU and international Customs legal provisions. Audit may happen post-clearance at the Trader's premises.	<p>a. Conditions under which audit can be initiated</p> <p>b. Audit methodology</p> <p>c. Knowledge of financial and inventory standards</p> <p>d. Systems audit</p> <p>e. Communication and cooperation with all relevant parties</p> <p>f. Reporting and closure</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The powers and limitations of Customs within the field of audit;</li> <li>• The conditions under which a Customs Audit can or must be initiated;</li> <li>• The high level methodology related to the initiation, conducting, follow up and closure of Customs audits;</li> <li>• The relevant parties that need to be included in communications and that Customs needs to cooperate with under various different scenarios;</li> <li>• The rights and obligations of the party that is subject to the Audit;</li> <li>• Which specifics have to be taken into account when performing a systems audit.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to handle standard situations and related tasks in the field of Customs Audit independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Conditions under which audit can be initiated</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the conditions under which a Customs audit can or must be initiated and is able to initiate and document the audit decision.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>b. Audit methodology</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the details of the methodology related to the initiation, conducting, follow up and closure of Customs audits (how to perform an audit);</li> <li>• Is able to consistently perform effective and efficient audits and to consistently document the outcomes of the audits;</li> <li>• Is able to quickly establish effective cooperative and communicative relationships with the parties subject to the audit.</li> </ul> <p><b>c. Knowledge of financial and inventory standards</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the common financial and accounting standards, and related legislation, terminology and concepts;</li> <li>• Has knowledge of the common inventory standards, and related legislation, terminology and concepts;</li> <li>• Is able to gather and interpret data from the book keeping or the supporting IT system(s) to assess compliance with legislation.</li> </ul> <p><b>d. Systems audit</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of what the minimum IT requirements requested are in order to be compliant with legislation;</li> <li>• Understands and is able to explain the relation between inputs, processing of inputs and outputs, and is able to verify correct processing of the inputs to outputs by the systems;</li> <li>• Is able to provide clear advice and feedback regarding corrective measures to the party subject to the audit in case of irregularities.</li> </ul> <p><b>e. Communication and cooperation with all relevant parties</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of when and which information to communicate, and to which parties and authorities the information should be communicated;</li> <li>• Is able to communicate effectively and share relevant information in a concise and structured way.</li> </ul> <p><b>f. Reporting and closure</b></p> <ul style="list-style-type: none"> <li>• Is able to consistently compose high quality and structured reports and ensures that a copy is communicated to all relevant parties;</li> <li>• Has knowledge of which parties to inform in case of irregularities;</li> <li>• Is able to close audit efforts, making use of the appropriate systems.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Audit. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Customs Audit;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Audit;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Audit. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the different Customs audits procedures and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Audit;</li> <li>• Is able to interact as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation with relation to Customs Audit;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications (e.g. with the Trade partners that are subject to the audit, etc.).</li> </ul>

## Management Competencies

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>1. Act as a Role Model</b>	<p>The Act as a Role Model competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Sets a good example for Customs employees;</li> <li>• Highlights and practises good governance;</li> <li>• Focuses on delivering good service;</li> <li>• Ensures conformity concerning regulatory compliance with his/her team;</li> <li>• Behaves in a fair and ethical manner;</li> <li>• Creates a culture that fosters high standards of integrity and honesty;</li> <li>• Encourages others to follow his/her example.</li> </ul>	<p>a. Acting as an effective role model</p> <p>b. Managing by example</p> <p>c. Defining and encouraging expected behaviour</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The elements that contribute to acting as an effective role model (e.g. ethical behaviour, quality and service oriented work attitude, good governance, integrity, lead by example, etc.);</li> <li>• The impact and importance of having sufficient role models in the organisations (including what the impact of not having role models is, with a management role);</li> <li>• The behaviours and actions that are expected from a role model.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to act as a role model in standard situations independently. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Acting as an effective role model</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different roles a role model can have (e.g. mentor, leader, peer, etc.) and has the ability to apply that knowledge;</li> <li>• Has knowledge of the elements that contribute to acting as an effective role model (e.g. status, competence, similarity, etc.);</li> <li>• Is able to identify the different types and stages of acting as a role model (e.g. passive role, active role model, etc.);</li> <li>• Is able to handle standard situations in the field of acting as a role model (e.g. being a mentor, acting as a leader, etc.) in an independent manner.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>b. Managing by example</b></p> <ul style="list-style-type: none"> <li>• Has knowledge of the Social Learning Theory;</li> <li>• Has developed management skills (e.g. motivate, reward, etc.) to encourage employees to learn from and emulate his/her behaviour;</li> <li>• Has good working knowledge of the concept of good governance and has the ability to apply that knowledge;</li> <li>• Has developed skills related to active listening and articulating his/her values and ethical standards.</li> </ul> <p><b>c. Defining and encouraging expected behaviour</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the techniques to define expected behaviour (e.g. workshops, focus groups) and has the ability to apply that knowledge;</li> <li>• Is able to use the correct method and approach to encourage expected behaviour (e.g. reward system, motivation meeting, etc.).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Acting as a Role Model. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Acting as a Role Model;</li> <li>• Is able to deal with exceptions and special cases in the field of Acting as a Role Model;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Acting as a Role Model. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of different approaches and methods when acting as a role model and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Acting as a Role Model;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>2. Visionary Leadership</b>	<p>The Visionary Leadership competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates the organisation's core values;</li> <li>• Disseminates their vision clearly towards others;</li> <li>• Sees the big picture and provides inspiration for groups;</li> <li>• Communicates a clear direction for the business to all levels;</li> </ul>	<p>a. The concept of visionary leadership</p> <p>b. Defining a business vision and strategy for Customs</p> <p>c. Implementing and communicating a Customs business vision and strategy</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Visionary Leadership is and what the key characteristics of visionary leaders are;</li> <li>• The impact and importance of visionary leadership to his or her own work;</li> <li>• The approaches and methods to define and implement a clear business vision using strategy leadership.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Visionary Leadership. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of visionary leadership</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different dimensions of visionary leadership; namely core values, clear vision, empowering relationships and innovative action, and has the ability to apply that knowledge;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Gets results through people;</li> <li>• Promotes change when appropriate;</li> <li>• Develops new strategy according to the needs of the organisation;</li> <li>• Demonstrates self-confidence and takes responsibility;</li> <li>• Exhibits charisma;</li> <li>• Plans for, develops, communicates and implements the business vision;</li> <li>• Allocates the appropriate resources to implement strategies;</li> <li>• Follows up on realised benefits and takes corrective action when required.</li> </ul>			<ul style="list-style-type: none"> <li>• Has knowledge of the different types of leaders (e.g. charismatic, people-oriented, participative leadership, etc.);</li> <li>• Is able to explain what the key characteristics of visionary leaders are;</li> <li>• Is able to understand and explain the importance of having visionary leaders in a Customs organisation.</li> </ul> <p><b>b. Defining a business vision and strategy for Customs</b></p> <ul style="list-style-type: none"> <li>• Is able to convey and clarify his/her values and vision;</li> <li>• Is able to align his or her vision with the defined vision for the organisation;</li> <li>• Is able to develop business strategies to achieve governmental objectives;</li> <li>• Has a good working knowledge of the link between a business vision and a business strategy, and has the ability to apply that knowledge;</li> <li>• Has knowledge of the characteristics of a well-defined business vision and strategy (e.g. clarity, specific, future-focused, etc.);</li> <li>• Has knowledge of the appropriate approach and method to define a strategy and vision (e.g. a phased approach from vision to action);</li> <li>• Is able to handle standard situations in the field of defining a business vision and strategy in an independent manner.</li> </ul> <p><b>c. Implementing and communicating a Customs business vision and strategy</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the appropriate approach and method to implement a business vision and strategy, and has the ability to apply that knowledge;</li> <li>• Is able to develop an implementation and communication plan to translate the business vision and strategy into specific tasks and processes in the organisation;</li> <li>• Is able to manifest his or her vision by translating it into clear, specific, attainable and measurable goals, initiating actions and involving all employees;</li> <li>• Is able to delegate the translation of the business vision and strategy into more operational planning and to monitor and follow up on progress (and to adjust when needed);</li> <li>• Is able to handle standard situations in the field of implementing a business vision and strategy in an independent manner.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Visionary Leadership. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge (built on career experience) of more advanced topics in the field of Visionary Leadership (e.g. Vision workshops);</li> <li>• Is able to deal with exceptions and special cases in the field of Visionary Leadership;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Visionary Leadership. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to define and implement a clear business vision using strategic leadership and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Visionary Leadership;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to promote the development and communication of a clear business vision and related strategy (e.g. organisation of bottom-up visioning workshops);</li> <li>• Is able to effectively explain the importance of Visionary Leadership for an organisation by using compelling arguments and providing examples.</li> </ul>
<b>3. Strategic Agility</b>	<p>The Strategic Agility competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Has a critical understanding of national, EU and global Customs environment;</li> <li>• Makes strategic decisions and plans accordingly;</li> <li>• Drives the organisation to create and sustain competitive advantages;</li> <li>• Brings and analyses creative ideas;</li> <li>• Analyses strategic goals (end-to-end visioning, planning, strategic objectives) founded upon EU and national objectives;</li> <li>• Able to foresee how different pieces of the organisation, operations, strategies and policies are interconnected and how one impacts the other;</li> <li>• Co-develops strategic plans together with the key stakeholders;</li> <li>• Able to develop workable roadmaps to translate strategy into tactics to operations;</li> <li>• Installs proactive measures and procedures to avoid disasters.</li> </ul>	<p>a. Knowledge of national, EU and global Customs environment</p> <p>b. The concept of Strategic Agility</p> <p>c. Achieving Strategic Agility in a Customs organisation</p> <p>d. Defining and developing strategic goals, implementation plans and operational roadmaps</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Strategic Agility and what the key characteristics of an agile organisation are;</li> <li>• The national, EU and global business challenges for his/her organisation based on the changing environment (e.g. international competition);</li> <li>• The impact and importance of Strategic Agility to his or her own work.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Strategic Agility. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Knowledge of national, EU and global Customs environment</b></p> <p><b>Has good working</b> knowledge of the business challenges for his/her organisation with regard to the global, EU and national Customs environment (e.g. international competition, talent shortage, reducing costs, etc.) and has the ability to apply that knowledge;</p> <ul style="list-style-type: none"> <li>• Is able to continually review the market conditions in a volatile and unpredictable global economy.</li> </ul> <p><b>b. The concept of Strategic Agility</b></p> <ul style="list-style-type: none"> <li>• Is able to define the key characteristics of an agile Customs organisation (e.g. open communication style, flexible organisation structure, etc.);</li> <li>• Is able to explain the importance of being an agile organisation.</li> </ul> <p><b>c. Achieving Strategic Agility in a Customs organisation</b></p> <ul style="list-style-type: none"> <li>• Is able to define the requirements for achieving Strategic Agility (e.g. new way of thinking, more collaborative organisation structure, etc.);</li> <li>• Has good working knowledge of the appropriate approach and method to achieve Strategic Agility and has the ability to apply that knowledge.</li> </ul> <p><b>d. Defining and developing strategic goals, plans and operational roadmaps</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the characteristics of well-defined strategic goals (e.g. measurable, specific, etc.);</li> </ul>

				<ul style="list-style-type: none"> <li>Has good working knowledge of the appropriate approach and method to define a strategy and strategic goals (e.g. SWOT analysis) and has the ability to apply that knowledge in a Customs environment;</li> <li>Is able to handle standard situations in the field of defining strategic goals and developing operational plans and roadmaps in an independent manner;</li> <li>Is able to translate the strategic goals into more specific implementation plans and roadmaps.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Strategic Agility. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Strategic Agility (e.g. developing strategic goals and roadmaps);</li> <li>Is able to deal with exceptions and special cases in the field of Strategic Agility;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Strategic Agility. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to achieve Strategic Agility within the organisation and is able to link them to the bigger picture (e.g. impact on the organisation, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Strategic Agility;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise (e.g. organisation of workshops on how to manage in a strategically agile manner);</li> <li>Is able to effectively explain the importance of Strategic Agility for an organisation by using compelling arguments and providing examples.</li> </ul>
<b>4. Innovation</b>	<p>The Innovation competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Demonstrates and encourages creative thinking;</li> <li>Has knowledge of methods and techniques to stimulate creative thinking in others;</li> <li>Manages the innovation process in a constructive way;</li> <li>Does not dismiss ideas immediately, but welcomes them with an open mind;</li> <li>Seeks value rather than constraints and barriers in new suggestions.</li> </ul>	<p>a. The concept of Innovation</p> <p>b. Drivers of Innovation for Customs</p> <p>c. Designing a Customs innovation strategy</p> <p>d. Implementing innovation in a Customs organisation</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concept of Innovation and what the key drivers of innovation are;</li> <li>The appropriate approaches and methods to cultivate and encourage innovation in his or her organisation;</li> <li>The impact and importance of innovation to his or her own work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Innovation. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of Innovation</b></p> <ul style="list-style-type: none"> <li>Is able to explain the concept of Innovation and the key innovation skills (e.g. effective brainstorming, thinking outside the box, continuous improvement approaches, testing and refining methods to achieve improved productivity, etc.);</li> <li>Has good working knowledge of the different types of innovation (e.g. process innovation, service innovation, product innovation, etc.) and has the ability to apply that knowledge.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>b. Drivers of Innovation for Customs</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the possible drivers and roadblocks to innovation (e.g. strategic advantage, management support, etc.) and has the ability to apply that knowledge;</li> <li>• Is able to explain the importance of innovation for the organisation and the characteristics of a culture that fosters innovation.</li> </ul> <p><b>c. Designing an Customs innovation strategyn</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approaches and methods to design an innovation strategy for his or her organisation and has the ability to apply that knowledge;</li> <li>• Is able to explain the characteristics of a good innovation strategy (e.g. focused areas, based on research, etc.);</li> <li>• Is able to handle standard situations in the field of Innovation strategy design in an independent manner.</li> </ul> <p><b>d. Implementing innovation in a Customs organisation</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approaches and methods to cultivate, encourage and implement innovation in the organisation (e.g. top-down and bottom-up innovation) and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the possible phases of an innovation process (e.g. idea, pre-project, project, launch) and has the ability to apply that knowledge;</li> <li>• Is able to handle standard situations in the field of Innovation implementation in an independent manner.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Innovation. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Innovation (e.g. facilitate Innovation programmes and workshops);</li> <li>• Is able to deal with exceptions and special cases in the field of Innovation;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Innovation. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to cultivate and encourage innovation within the organisation and is able to link them to the bigger picture (e.g. impact on organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Innovation;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve and/or promote Innovation;</li> <li>• Is able to effectively explain the importance of Innovation for a Customs organisation by using compelling arguments and providing examples</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
5. <i>Entrepreneurship</i>	<p>The Entrepreneurship competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Takes ownership to improve overall performance of areas of responsibility;</li> <li>• Continuously searches for ways to improve effectiveness and efficiency of operations;</li> <li>• Organises work and makes decisions for his/her work and team, with the benefits of the organisation in mind;</li> <li>• Focuses effort to change for the betterment of both economic and non-economic impacts.</li> </ul>	<p>a. The concept of entrepreneurship activities:</p> <p>b. Building an entrepreneurial Customs organisation:</p> <p>c. Improving operational efficiency and performance of Customs</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of entrepreneurship and what the key characteristics are of an entrepreneur are (e.g. a winning and constructive attitude, a customer focus, etc.);</li> <li>• The approaches and methods to build an entrepreneurial organisation;</li> <li>• The impact and importance of entrepreneurship to his or her own work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Entrepreneurship. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of Entrepreneurship</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the concept of Entrepreneurship and the key characteristics of an entrepreneur (e.g. a winning and constructive attitude, a customer focus, etc.);</li> <li>• Has good working knowledge.</li> </ul> <p><b>b. Building an entrepreneurial Customs organisations</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approaches and methods to nurture an entrepreneurial culture in a Customs organisation and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the pitfalls related to building an entrepreneurial Customs organisation (e.g. inefficient management) and has the ability to apply that knowledge;</li> <li>• Is able to handle standard situations in the field of building an entrepreneurial organisation in an independent manner.</li> </ul> <p><b>c. Improving operational efficiency and performance of Customs</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approaches and methods to design an innovation strategy for his or her organisation and has the ability to apply that knowledge;</li> <li>• Is able to explain the characteristics of a good innovation strategy (e.g. focused areas, based on research, etc.);</li> <li>• Is able to handle standard situations in the field of innovation strategy design in an independent manner.</li> </ul> <p><b>d. Implementing Innovation in a Customs organisation s</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the importance of an entrepreneurial culture in a Customs organisation in improving performance and efficiency;</li> <li>• Is able to use entrepreneurship as a skill to improve operational performance and efficiency.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Entrepreneurship. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Entrepreneurship (e.g. of building an entrepreneurial Customs organisation);</li> <li>• Is able to deal with exceptions and special cases in the field of Entrepreneurship;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Entrepreneurship. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the different approaches and methods to cultivate and encourage entrepreneurship within a Customs organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of Entrepreneurship;</li> <li>Is able to effectively explain the importance of Entrepreneurship for an organisation by using compelling arguments and providing examples..</li> </ul>
<b>6. Negotiation</b>	<p>The Negotiation competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Identifies and/or creates win-win situations;</li> <li>Obtains the resources or change required by the business (either commercially or developmentally);</li> <li>Understands and influences people's thinking and decisions through listening to them and presenting them with solid argumentations;</li> <li>Asserts authority on commercial negotiations while maintaining an effective relationship;</li> <li>Understands other's point of view, listens and influences to create buy-in of ideas and solutions without conflict.</li> </ul>	<p>a. Negotiation styles</p> <p>b. Negotiation skills</p> <p>c. Negotiation in a business context</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The different negotiation styles and what his or her specific negotiation style is;</li> <li>The key skills of a good negotiator (e.g. hard vs. soft negotiation skills);</li> <li>The impact and relevance of negotiation to his or her own work and to the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of effective Negotiation. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Negotiation styles</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the different negotiation styles and has the ability to apply that knowledge;</li> <li>Is able to explain what his/her specific negotiation style is;</li> <li>Is able to apply the different types of negotiation according to the context;</li> <li>Is able to handle standard situations and related activities in the field of Negotiation in an independent manner (e.g. upward negotiating, downward negotiating, etc.).</li> </ul> <p><b>b. Negotiation skills</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the key skills that an effective negotiator needs (e.g. hard vs. soft negotiation skills);</li> </ul>

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				<ul style="list-style-type: none"> <li>Is able to research and prepare for the point of view of the other stakeholder(s) in the negotiation and is able to prepare objective arguments;</li> <li>Is able to identify his or her BATNA (Best Alternative To Negotiated Agreement) and knows when to stop negotiations;</li> <li>Is able to effectively negotiate with a wide range of stakeholders in order to obtain the resources and/or change required.</li> </ul> <p><b>c. Negotiation in a business context</b></p> <ul style="list-style-type: none"> <li>Is able to explain how to use negotiation in a Customs context and has the ability to apply that knowledge;</li> <li>Has good working knowledge of the different phases in a negotiation process (e.g. preparation, build common ground, etc.) and has the ability to apply that knowledge;</li> <li>Is able to create win-win situations;</li> <li>Is able to effectively disentangle the negotiation itself from the stakeholder(s) involved in the negotiation in order to maintain a positive relationship.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Negotiation. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Negotiation;</li> <li>Is able to deal with exceptions and special cases in the field of Negotiation (e.g. negotiate towards Customs dispute settlements);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Negotiation. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods used to cultivate and encourage negotiation within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Negotiation;</li> <li>Is able to effectively explain the importance of negotiation in a Customs organisation by using compelling arguments and providing examples.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
7. People Management	<p>The People Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Sets stretching goals and assigns responsibilities;</li> <li>• Distributes workload appropriately;</li> <li>• Understands the skills of staff members, and takes time to develop them;</li> <li>• Has social skills to interact with all levels;</li> <li>• Able to build effective and efficient teams;</li> <li>• Able to leverage diversity within teams;</li> <li>• Has the capacity to motivate others;</li> <li>• Monitors and takes corrective action when required.</li> </ul>	<p>a. The concept of people management</p> <p>b. Managing performance of a Customs team</p> <p>c. Communicating to a team</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The different aspects of people management and the key skills of an effective people manager;</li> <li>• How team performance can be maximised (e.g. team diversity, distribution of workload, cooperation mechanisms, etc.);</li> <li>• The ways to communicate within a team (e.g. status meetings, individual follow-up, etc.);</li> <li>• The impact and importance of effective people management to his or her own work and the performance of the team.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of People Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of People Management</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different aspects of People Management (e.g. providing feedback, managing team performance, follow-up, etc.) and has the ability to apply that knowledge;</li> <li>• Is able to explain what the key skills of a successful people manager are (e.g. clear communication, objectivity, empathy, etc.).</li> </ul> <p><b>b. Managing performance of a Customs team</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the "rules" to build successful Customs teams (e.g. diversity, equal distribution of tasks, etc.) and has the ability to apply that knowledge to maximise team performance;</li> <li>• Has good working knowledge of the methods and techniques to set clear objectives (e.g. SMART approach) and has the ability to apply that knowledge;</li> <li>• Is able to independently handle standard situations in the field of managing performance of a team.</li> </ul> <p><b>c. Communicating to a team</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different ways of communication to a team (e.g. status meetings, personal conversations) and has the ability to apply that knowledge;</li> <li>• Is able to independently handle standard situations in the field of communicating to a team by using the correct way of communicating according to the situation (e.g. give personal feedback, etc.);</li> <li>• Has developed communication skills to interact with employees of all levels within a Customs organisation.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of People Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of People Management (e.g. communicating and managing virtual Customs teams);</li> <li>• Is able to deal with exceptions and special cases in the field of People Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of People Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to cultivate and encourage people management within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of People Management;</li> <li>• Is able to effectively explain the importance of People Management for a Customs organisation by using compelling arguments and providing examples.</li> </ul>
<b>8. Project Management</b>	<p>The Project Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Designs, implements and manages ongoing projects and directs the related resources, personnel and activities to successful completion;</li> <li>• Proactively identifies and mitigates project risks;</li> <li>• Links strategic planning to risk management protocols, policy and procedures;</li> <li>• Effectively manages change that impacts the project's trajectory.</li> </ul>	<p>a. General Project management concepts</p> <p>b. Project design and implementation</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The aspects of project management and the key skills of an effective project manager;</li> <li>• The possible approaches that can be used to manage project activities (e.g. in line with PRINCE2, lean project management and other established project management frameworks);</li> <li>• The impact and importance of effective project management to his or her own work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of project management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. General Project management concepts</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different aspects of project management (e.g. defining objectives, managing resources, scope determination, planning and estimating, etc.) and has the ability to apply that knowledge;</li> <li>• Can explain the approach and technique to manage project activities that is used in his or her organisation/department (e.g. in line with PRINCE2, lean project management and other established project management frameworks).</li> </ul> <p><b>b. Project design and implementation</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the importance of a structured approach to project management;</li> <li>• Has good working knowledge of the different processes (e.g. project planning, monitoring, etc.) within a project and has the ability to apply that knowledge (e.g. allows for some contingency in planning, follows up on progress, takes mitigation measures, etc.);</li> <li>• Has good working knowledge of the different techniques to manage risks and issues (e.g. risk and issue mitigation list, identification of risk-related KPI's, etc.) and has the ability to apply this knowledge;</li> <li>• Is able to follow up and evaluate on progress (KPI based) and to steer and adjust, when required;</li> <li>• Is able to identify when to change or stop project(s) that no longer meet business requirements;</li> <li>• Is able to handle standard situations in the field of managing projects in an independent manner.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Project Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Project Management;</li> <li>• Is able to deal with exceptions and special cases in the field of Project Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Project Management He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to manage project activities within an organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Project Management;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>9. Conflict Management</b>	<p>The Conflict Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Effectively and proactively identifies common causes and situations that could lead to conflicts;</li> <li>• Facilitates conflict resolution;</li> <li>• Tracks the evolution of potential conflicts in order to avoid and mitigate the risks it would bring;</li> <li>• Identifies the real driving causes behind the conflict;</li> <li>• Manages conflicts for positive results.</li> </ul>	<p>a.General conflict management concepts</p> <p>b.Managing conflict in a Customs context</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Conflict Management and what the different conflict management styles are;</li> <li>• How to manage different types of conflict in a Customs context;</li> <li>• The impact and importance of having conflict management skills, in relation to his or her own work and to the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Conflict Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities.</p> <p><b>a. General conflict management concepts</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the concept of conflict management;</li> <li>• Has good working knowledge of the ways people can respond to conflict (e.g. fight versus flight) and which modes people use to address conflict (e.g. avoiding, collaborating, etc.);</li> <li>• Is able to explain the factors that can affect how people will respond to conflict (e.g. situation, expectations, etc.);</li> <li>• Is able to remain professional, patient and objective during conflict mediation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
				<p><b>b. Managing conflict in a Customs context</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the different conflict management styles and has the ability to apply that knowledge in a Customs environment;</li> <li>• Is able to handle standard conflict situations in an independent manner;</li> <li>• Has developed skills to facilitate, solve and follow up after conflict situations.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Conflict Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Conflict Management (e.g. managing conflicts related to unpaid duties);</li> <li>• Is able to deal with exceptions and special cases in the field of Conflict Management (e.g. manage conflicts where a large number of parties are involved);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Conflict Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to effectively manage conflicts within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Conflict Management;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>10. Change Management</b>	<p>The Change Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of the key drivers of change;</li> <li>• Strategically analyses the key components of the change process to clearly outline the need for change;</li> </ul>	<p>a.General change management concepts</p> <p>b.Change management as a process</p>	<b>PL 1 - Awareness</b>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept and the different aspects of Change Management (e.g. communication, training, stakeholder management, etc.);</li> <li>• The different phases of a change management process (e.g. impact assessment, building readiness, etc.);</li> <li>• The impact and relevance of effective change management to his or her own work and to the wider organisation.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>• Empathises with those experiencing change and assists them in developing the new knowledge, skills and behaviours required;</li> <li>• Overcomes resistance to change;</li> <li>• Maintains focus even in adverse or ambiguous situations.</li> </ul>		<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Change Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. General Change Management concepts</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the concept and aspects of Change Management (e.g. communication, training, stakeholder management, etc.) and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the approach to manage change in his or her organisation or department and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the key drivers and resistance factors of change.</li> </ul> <p><b>b. Change Management as a process</b></p> <ul style="list-style-type: none"> <li>• Is able to explain the importance of a structured way of managing change;</li> <li>• Has good working knowledge of the different phases of the change management process (e.g. impact assessment, building readiness, etc.) and has the ability to apply that knowledge;</li> <li>• Is able to handle standard situations in the field of Change Management in an independent manner.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Change Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Change Management (e.g. change as a result of budgetary constraints);</li> <li>• Is able to deal with exceptions and special cases in the field of Change Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Change Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to manage change within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Change Management;</li> <li>• Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise (e.g. manage an organisation wide cultural change programme).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>11. Financial Management</b>	<p>The Financial Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Demonstrates broad understanding of good financial management;</li> <li>• Allocates resources to effectively deliver the business objectives of the Customs administration/ department/team;</li> <li>• Adheres to EU requirements related to effective use of resources to provide for maximised performance.</li> <li>• Creates and tracks the status of financial plans;</li> <li>• Monitors operating costs and budgetary spend and report performance - distinction between development, running costs, capital and operational costs;</li> <li>• Utilises the national/ organisation mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations.</li> </ul>	<p>a. The concept of financial management</p> <p>b. Developing a financial strategy and plan for Customs</p> <p>c. Implementing a financial Customs strategy and plan</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts of Financial Management (e.g. direct costs, indirect costs, opportunity costs, sunk costs, balance sheet, etc.);</li> <li>• The key elements of the financial management process (e.g. financial planning, financial control, etc.);</li> <li>• The impact and importance of having good financial management skills for his or her own work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Financial Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of Financial management</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the main concepts of Financial management (e.g. direct costs, indirect costs, opportunity costs, sunk costs, balance sheet, etc.);</li> <li>• Has good working knowledge of the general principles and rules related to Financial Management in a Customs organisation (e.g. co-funding rule, non-cumulative rule, etc.) and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the key elements of the financial management process (e.g. financial planning, financial control, etc.).</li> </ul> <p><b>b. Developing a financial strategy and plan for Customs</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approach and prerequisites to develop a financial strategy that is used in his/her organisation (e.g. financial planning, financial control, etc.) and has the ability to apply that knowledge;</li> <li>• Has built skills with regard to setting up a financial plan (e.g. through the use of the appropriate strategic planning techniques) that is linked to the business strategy (including the allocation of resources and contingency planning);</li> <li>• Has good working knowledge of the basic principles of tendering and contracting;</li> <li>• Is able to handle standard situations in the field of developing a financial strategy and plan in an independent manner.</li> </ul> <p><b>c. Implementing a financial Customs strategy and plan</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approach to implement a financial strategy that is used in his/her Customs organisation and has the ability to apply that knowledge;</li> <li>• Is able to explain the importance of a structured way of implementing a financial strategy;</li> <li>• Is able to effectively assess and/or develop budgets, bids and tenders;</li> <li>• Is able to follow up the implementation of the financial plan by executing financial controls, setting up performance indicators, organising status meetings, etc.;</li> <li>• Is able to handle standard situations in the field of implementing a financial strategy and plan in an independent manner.</li> </ul>

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			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Financial Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Financial Management (e.g. funding, restructuring, etc.);</li> <li>• Is able to deal with exceptions and special cases in the field of Financial Management;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Financial Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to manage finances within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Financial Management;</li> <li>• Is able to officially represent his or her organisation on topics related to the domain of Finance and Resource Management;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders.</li> </ul>
<b>12. Communication Management</b>	<p>The Communication Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Understands the key role, and communication channels in a modern Customs department;</li> <li>• Creates a culture of compliance through transparency;</li> <li>• Informs all stakeholders using the appropriate techniques and channels;</li> <li>• Acts according to the organisation's internal and external communications strategies;</li> <li>• Assesses situations and uses appropriate communication techniques;</li> <li>• Ensures that team communications are accurate and clear.</li> </ul>	<p>a. The concept of communication management</p> <p>b. Communication management at the level of the individual</p> <p>c. Developing a communication strategy and plan</p> <p>d. Implementing a communication strategy and plan</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The main concepts of Communication Management (e.g. type of stakeholder, communication channels, etc.);</li> <li>• The general principles related to Communication Management in the organisation (e.g. process and timing, preferred channels, etc.);</li> <li>• The key elements of the communication management process (e.g. develop a communication strategy, develop a communication plan, etc.) and the impact and importance of effective communication management on his or her own work and the wider organisation</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Communication Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The concept of Communication Management</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the main concepts and aspects of Communication Management (e.g. type of stakeholder, communication channels, etc.);</li> <li>• Has good working knowledge of the general principles related to communication management in the organisation (e.g. process and timing, preferred channels, etc.) and has the ability to apply that knowledge;</li> <li>• Has good working knowledge of the key elements of the communication management process (e.g. develop a communication strategy; develop a communication plan, etc.).</li> </ul>

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				<p><b>b. Communication Management at the level of the individual</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the role and techniques of day-to-day communications in a modern Customs organisation and is able to apply these communications to develop a culture of compliance and transparency;</li> <li>• Is able to engage all required stakeholders in the communication process;</li> <li>• Is able to remain empathetic towards the situation and business needs of the communication partner(s) while reinforcing his or her own message;</li> <li>• Is able to actively listen and create a climate in which diverging points of view can be rationally discussed until a consensus has been agreed upon;</li> <li>• Is able to leverage the external media for mass communications (e.g. press conferences, press releases, etc.).</li> </ul> <p><b>c. Developing a communication strategy and plan</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approach to develop a communication strategy within his/her organisation (align with business strategy, etc.) and has the ability to apply that knowledge;</li> <li>• Has built skills with regard to setting up a communication plan that is linked to the business strategy (including timeframe set-up, etc.);</li> <li>• Has good working knowledge of the prerequisites for a successful communication strategy (e.g. budget allocation, etc.) and has the ability to apply that knowledge;</li> <li>• Is able to handle standard situations in the field of communication strategy and plan development in an independent manner.</li> </ul> <p><b>d. Implementing a communication strategy and plan</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the approach to implement a communication strategy that is used in an organisation (e.g. a phased, stakeholder-specific approach, etc.) and has the ability to apply that knowledge;</li> <li>• Is able to follow up on the implementation of the communication plan by organising feedback sessions, status meetings, etc., and is able to explain the importance of a structured way of implementing a communication strategy;</li> <li>• Is able to ensure that the communication strategy and plan are effective through follow-up.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Communication Management. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Communication Management (e.g. developing and implementing an organisation-wide communication strategy and plan);</li> <li>• Is able to deal with exceptions and special cases in the field of Communication Management (e.g. organisation-wide communication campaigns);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Communication Management. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to cultivate effective communication management within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Communication Management;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>13. Policy Design</b>	<p>The Policy Design competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Has knowledge of the Customs policy requirements and procedures for their development and implementation;</li> <li>• Has knowledge of the national, EU and international (WCO, WTO) policy imperatives and has the ability to translate them into Customs policies;</li> <li>• Transforms strategy into operational policy;</li> <li>• Contributes to the policy development process within government, at EU level and internationally;</li> <li>• Adheres to the limitations on policy and the legislative basis for them;</li> </ul>	<p>a. The Customs policy development process</p> <p>b. Requirements and procedures for Customs policy development</p> <p>c. Procedures for Customs policy implementation</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The key steps and key actors in the Customs policy development process at a national, EU and international level (e.g. European Parliament, Customs Code Committees, Consultation with Trade, Council of Europe, etc.);</li> <li>• The requirements and related procedures for Customs Policy development and implementation (e.g. approval by European Parliament, Consultation with Trade, etc.);</li> <li>• The different types of Customs policy (e.g. regulations, directives, recommendations, non-binding agreements, binding agreements, etc.).</li> <li>• The impact and importance of effective and efficient Policy Design on his or her work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Policy Design. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. The Customs policy development process</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the key steps and key actors in the Customs policy development process at a national, EU and international level (e.g. European Parliament, Customs Code Committees, Consultation with Trade, Council of Europe, etc.);</li> </ul> <p><b>b. Requirements and procedures for Customs policy development</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the requirements and limitations for Customs policy development (e.g. consultation or consent of European Parliament, etc.) and has the ability to apply that knowledge;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Engages with key stakeholders to influence and assist with policy development</li> </ul>			<ul style="list-style-type: none"> <li>Has good working knowledge of the procedures for Customs policy development and has the ability to apply the appropriate procedure (e.g. co-decision procedure, Ordinary Legislative Procedure, etc.);</li> <li>Has built skills to ensure a good collaboration with key stakeholders in developing Customs policy;</li> <li>Has good working knowledge of the national, EU and international (WCO, WTO) policy imperatives and has the ability to translate them into Customs policies;</li> <li>Is able to handle standard situations in the field of Policy Design in an independent manner.</li> </ul> <p><b>c. Procedures for Customs policy implementation</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the procedures for Customs policy implementation and has the ability to apply the appropriate procedure (e.g. national implementation of a recommendation, etc.) and can apply the appropriate procedure;</li> <li>Is able to transform strategy into operational policy;</li> <li>Has built skills to ensure a good collaboration with key stakeholders in implementing and aligning Customs policy.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Policy Design. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Policy Design;</li> <li>Is able to deal with exceptions and special cases in the field of Policy Design;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Policy Design. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of each of the principles, approaches, requirements and activities of effective Policy Design and is able to link them to the bigger picture (e.g. impact on the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Policy Design;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve the design processes of Customs Policy;</li> <li>Is able to act as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to act as a subject matter expert when called upon to offer support in the development of policy, to create new legislation or to make updates to legislation;</li> <li>Is able to officially represent his or her organisation on topics related to the domain of Policy Design;</li> <li>Is able to contribute to national, EU or international project groups in an effective and efficient manner;</li> <li>Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>



COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>14. Political Awareness</b>	<p>The Political Awareness competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Acknowledges the importance of national and international politics and their influence on the decision making process;</li> <li>Has an interest in international politics;</li> <li>Identifies the major political players;</li> <li>Has knowledge of National, EU and International economic policies and social directions;</li> <li>Demonstrates political knowledge in communications and cooperation during his/her daily work;</li> <li>Effectively cooperates and negotiates with own and foreign governments;</li> <li>Understands the needs of stakeholders.</li> </ul>	<p>a. Politics and Customs</p> <p>b. Economic policies and politics</p> <p>c. Political stakeholders</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concept of political awareness;</li> <li>The impact of national and international politics on the decision-making process for Customs;</li> <li>The major political players (WCO, Trade organisations, European Parliament, etc.) in the Customs environment;</li> <li>The relevance of having good political awareness skills for his or her work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Political Awareness. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use that knowledge in their daily activities:</p> <p><b>a. Politics and Customs</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the concept of Political Awareness and what it means for Customs;</li> <li>Has built skills to demonstrate political awareness during his/her day-to-day activities (e.g. do's and don'ts).</li> </ul> <p><b>b. Economic policies and politics</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of national, EU and International economic policies and social directions and has the ability to apply that knowledge;</li> <li>Is able to explain what the impact is of national and international politics and economic policies on the decision-making process for Customs and act upon it.</li> </ul> <p><b>c. Political stakeholders</b></p> <ul style="list-style-type: none"> <li>Is able to identify the major political players and is able to communicate with them in an appropriate way;</li> <li>Is able to effectively cooperate and negotiate with own and foreign governments.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Political Awareness. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Political Awareness;</li> <li>Is able to deal with exceptions and special cases in the field of Political Awareness;</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Political Awareness. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare, explain and highlight the advantages and disadvantages of the approaches, methods, political processes, etc. that can influence Customs and its operations;</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Political Awareness;</li> <li>• Is able to act as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>• Is able to contribute to national, EU or international project groups in an effective and efficient manner;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>
<b>15. Customs Trends of the 21st Century</b>	<p>The Customs Trends of the 21st century competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Follows up on new developments within Customs globally and matches them to the national and EU context in his/her Administration/organisation;</li> <li>• Monitors the evolution of Customs in the short and long term;</li> <li>• Understands the latest challenges, and how this relates to new developments within Customs agencies/departments worldwide;</li> <li>• Demonstrates a continuous learning mindset;</li> <li>• Links recent developments to long-term improvement.</li> </ul>	<p>a. General Customs trends</p> <p>b. Aligning the organisation/department with Customs trends</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The latest trends and developments within Customs at national, European and international level;</li> <li>• The key challenges for Customs Administrations and Customs professionals (e.g. ensuring safety and security, facilitation of Trade, digitalisation, ensuring smooth supply chains, etc.);</li> <li>• The impact of the recent developments and key challenges on the way Customs professionals operate.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently follow up and align with Customs Trends. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use that knowledge in their daily activities:</p> <p><b>a. General Customs Trends</b></p> <ul style="list-style-type: none"> <li>• Has good working knowledge of the recent developments within Customs at national, European and international level;</li> <li>• Has good working knowledge of the key challenges for Customs Administrations and Customs professionals (e.g. ensuring safety and security, facilitation of Trade, digitalisation, ensuring smooth supply chains, etc.) in the short and long term.</li> </ul> <p><b>b. Aligning the organisation/department with Customs trends</b></p> <ul style="list-style-type: none"> <li>• Has good knowledge of the impact of the recent developments and key challenges on the way Customs professionals operate;</li> <li>• Is able to (proactively) align the Customs processes and procedures within his/her organisation with the latest Customs developments and trends;</li> <li>• Is able to follow up on new developments by communicating with the appropriate stakeholders.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Customs Trends. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Customs Trends;</li> <li>• Is able to deal with exceptions and special cases in the field of Customs Trends;</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Customs Trends. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to explain and highlight the potential Customs trends, developments and challenges that can influence Customs and its operations in time and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Customs Trends;</li> <li>• Is able to contribute to national, EU or international project groups in an effective and efficient manner;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders.</li> </ul>
<b>16. Strategic Supply Chain Management</b>	<p>The Strategic Supply Chain Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Has knowledge of the international supply chain logistics and the role of Customs herein;</li> <li>• Focuses on improvements to reduce waste and administrative burden, and to increase efficiency for both Trade and Customs;</li> <li>• Knows what drives trade facilitation and looks to optimise cooperation and transparency;</li> <li>• Understands safety and security considerations, economic impacts, EU and International trade legislation and agreements;</li> <li>• Focuses on cost reductions in relation to Customs controls and actions;</li> </ul>	<p>a. General strategic supply chain management topics</p> <p>b. Customs and the supply chain</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• The concept of Strategic Supply Chain Management and what it means for Customs professionals;</li> <li>• The different elements of the international supply chain and the associated role of Customs;</li> <li>• The impact and importance of having good strategic supply chain management skills on his or her work and to the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Strategic Supply Chain Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. General strategic supply chain management topics</b></p> <ul style="list-style-type: none"> <li>• Has a good working knowledge of the concept of Strategic Supply Chain Management and what it means for Customs professionals;</li> <li>• Is able to explain what the different elements of the international supply chain are and the associated role of Customs.</li> </ul> <p><b>b. Customs and the supply chain</b></p> <ul style="list-style-type: none"> <li>• Can explain the importance of aligning the business strategy with the supply chain in an organisation;</li> <li>• Has good working knowledge of ways to improve the flow of the supply chain by focusing on improvements related to Customs (e.g. focusing on improvement and efficiency of Customs controls) and has the ability to apply that knowledge;</li> <li>• Is able to handle standard situations in the field of improving the supply chain in an independent manner;</li> <li>• Has knowledge of the supply chain model used in his/her organisation (e.g. outsourcing of specific parts) and has the ability to apply that knowledge;</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Applies supply chain models and has understanding of how outsourcing models are used in supply chains, and the elements of the supply chain that are outsourced to different parties;</li> <li>Captures the requirements of the different stakeholders;</li> <li>Assesses risk related to supply chain operations.</li> </ul>			<ul style="list-style-type: none"> <li>Has built communication skills to be able to capture the requirements of the different stakeholders (e.g. production department, Customs department, procurement, etc.);</li> <li>Is able to assess and compare risks related to specific supply chain operations.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Strategic Supply Chain Management. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Strategic Supply Chain Management (e.g. Supply Chain Strategy Development);</li> <li>Is able to deal with exceptions and special cases in the field of Strategic Supply Chain Management (e.g. the international supply chain and different supply chain models);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Strategic Supply Chain Management He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to cultivate and promote an effective understanding of Strategic Supply Chain Management within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Strategic Supply Chain Management;</li> <li>Is able to act as the liaison with external parties (e.g. Trade, other agencies, etc.) and is able to build an atmosphere of trust and cooperation in which he or she informs and works with these external parties;</li> <li>Is able to effectively explain the importance of Strategic Supply Chain Management for an organisation by using compelling arguments and providing examples;</li> <li>Is able to contribute to national, EU or international project groups in an effective and efficient manner.</li> </ul>
<b>17. Strategic IT Management</b>	<p>The Strategic IT Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Understands the Customs Business needs in order to grasp their true IT requirements;</li> <li>Has knowledge of the Customs IT landscape and how the different systems are interlinked;</li> <li>Develops a clear vision of how IT can help achieve Customs' strategic objectives;</li> </ul>	<p>a. General strategic IT management topics</p> <p>b. Implementing IT improvements</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concept of Strategic IT Management and what it means for Customs professionals;</li> <li>The focus areas of strategic IT management (e.g. software and process design, testing procedures, implementation into a wider IT landscape, planning and staffing, etc.);</li> <li>How a clear IT strategy and successful implementation can contribute to achieving the strategic objectives of a Customs organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Strategic IT Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
	<ul style="list-style-type: none"> <li>Suggests and makes improvements both to individual IT systems and to linkages between them;</li> <li>Oversees and leads the implementation of new IT systems and/or improvements to them and understands how this will impact daily business and the current IT landscape.</li> </ul>			<p><b>a. General strategic IT management topics</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the concept of Strategic IT Management and what it means for Customs professionals;</li> <li>Is able to explain what the different focus areas of strategic IT management are (e.g. software and process design, testing procedures, implementation into a wider IT landscape, planning and staffing, etc.);</li> <li>Has good working knowledge of the Customs IT landscape and how the different systems and processes are interlinked;</li> <li>Is able to explain how a clear IT strategy and successful implementation can contribute to achieving the strategic objectives of a Customs organisation.</li> </ul> <p><b>b. Implementing IT improvements</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the methods to develop an implementation plan with regard to IT systems (e.g. new systems, improvements, etc.) that is aligned with the Business and IT strategy and has the ability to apply that knowledge;</li> <li>Is able to analyse the impact of the IT changes and communicate it to the relevant stakeholders;</li> <li>Is able to handle standard situations in the field of IT implementations in an independent manner.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Strategic IT Management. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Strategic IT Management (e.g. IT Strategy Design and Implementation);</li> <li>Is able to deal with exceptions and special cases in the field of Strategic IT Management (e.g. new IT systems);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Strategic IT Management. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to manage the IT systems within the organisation in a strategic way and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.);</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Strategic IT Management;</li> <li>Is able to take the lead in regional, national or organisation-wide initiatives in his or her area of expertise to improve IT systems and processes.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>18. Managerial Courage</b>	<p>The Managerial Courage competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>• Takes responsibility for actions within own team/department;</li> <li>• Makes educated and informed decisions based on potentially incomplete information;</li> <li>• Steers and advises team members when no clear guidelines or policies are in place;</li> <li>• Allows for exceptions when the situation asks for it and takes responsibility for it.</li> </ul>	<p>a. Decision-making</p> <p>b. Coaching</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>• How to take decisions in difficult situations (e.g. based on incomplete information, no guidelines, etc.);</li> <li>• How to coach and empower team members to take decisions in specific situations (e.g. no guidelines, win-lose situations);</li> <li>• The impact and importance of having managerial courage on his or her work and to the wider organisation (e.g. understands that a non-decision is an impactful decision as well).</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<p>The person has received either formal or informal training and is able to independently apply the principles of Managerial Courage. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</p> <p><b>a. Decision-making</b></p> <ul style="list-style-type: none"> <li>• Is able to determine what the most relevant decision drivers are based on the type of decision at hand and its wider context;</li> <li>• Is able to effectively analyse the situation, to take decisions in difficult situations (e.g. based on incomplete information, no guidelines, etc.) and is able to take responsibility for these decisions;</li> <li>• Is able to explain the decision taken in an appropriate way (e.g. using clear language, style adapted to audience, etc.).</li> </ul> <p><b>b. Coaching</b></p> <ul style="list-style-type: none"> <li>• Is able to coach and empower team members to take decisions in specific situations (e.g. no/limited guidelines, win-lose situations).</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2..</p>	<p>The person has built significant experience in the area of Managerial Courage. He or she:</p> <ul style="list-style-type: none"> <li>• Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Managerial Courage (e.g. empowerment);</li> <li>• Is able to deal with exceptions and special cases in the field of Managerial Courage (e.g. complex decision-making, decisions that contradict the conventional ethics, etc.);</li> <li>• Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Managerial Courage. He or she:</p> <ul style="list-style-type: none"> <li>• Is able to compare and explain the methods and decision drivers in his/her domain and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.);</li> <li>• Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Managerial Courage;</li> <li>• Is able to build and maintain a large professional network of both relevant internal and external stakeholders;</li> <li>• Has excellent communication skills and is able to apply those in relevant communications.</li> </ul>

COMPETENCY	SCOPE & DESCRIPTION	LEARNING TOPICS	PROFICIENCY LEVELS	LEARNING OUTCOMES
<b>19. Process Management</b>	<p>The Process Management competency refers to the following activities:</p> <ul style="list-style-type: none"> <li>Has a clear insight into how Customs processes are structured and interlinked (especially for the processes performed by the members of their own team(s));</li> <li>Continuously looks to improve the efficiency and effectiveness of Customs processes, both related to own department and to the dependencies with other departments and/or Trade.</li> </ul>	<p>a. Managing the Customs processes</p> <p>b. Improving efficiency and effectiveness of Customs processes</p>	<p><b>PL 1 - Awareness</b></p>	<p>The person has a general awareness and basic knowledge of:</p> <ul style="list-style-type: none"> <li>The concept of Process Management (e.g. what does process management mean within the context of Customs, etc.);</li> <li>How the Customs processes in his or her organisation or department are structured and linked;</li> <li>The impact of changes in specific Customs processes and how this affects other departments and stakeholders;</li> <li>The impact and importance of having good process management skills for his or her work and the wider organisation.</li> </ul>
			<p><b>PL 2 - Trained</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 1.</p>	<ul style="list-style-type: none"> <li>The person has received either formal or informal training and is able to independently apply the principles of Process Management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:</li> </ul> <p><b>a. Managing the Customs processes</b></p> <ul style="list-style-type: none"> <li>Has good working knowledge of the structure of Customs processes in his/her organisation or department and how they are linked;</li> <li>Is able to define the impact of changes in Customs processes for other departments and stakeholders and can communicate it in an appropriate way to the impacted stakeholders.</li> </ul> <p><b>b. Improving efficiency and effectiveness of Customs processes</b></p> <ul style="list-style-type: none"> <li>Has knowledge of the methods and approaches to improve the efficiency and effectiveness of Customs processes (e.g. Lean six sigma, etc.) and has the ability to apply that knowledge;</li> <li>Is able to define an implementation plan to improve the Customs processes;</li> <li>Is able to handle standard situations in the field of executing and following up the implementation of changes in Customs processes in an independent manner.</li> </ul>
			<p><b>PL 3 - Experienced</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 2.</p>	<p>The person has built significant experience in the area of Process Management. He or she:</p> <ul style="list-style-type: none"> <li>Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of Process Management (e.g. implementation of changes in Customs processes);</li> <li>Is able to deal with exceptions and special cases in the field of Process Management (e.g. business process remodelling for improved performance);</li> <li>Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals).</li> </ul>
			<p><b>PL 4 - Expert</b></p> <p>This proficiency level builds further on learning topics and learning outcomes already established up to PL 3.</p>	<p>The person has extensive expert knowledge and skills in the field of Process Management. He or she:</p> <ul style="list-style-type: none"> <li>Is able to compare, explain and highlight the advantages and disadvantages of methods and approaches to manage the efficiency and effectiveness of Customs processes;</li> <li>Is able to provide tailored advice and to underpin it with relevant and context-specific arguments in responding to both internal and external queries in the field of Process Management;</li> <li>Is able to effectively explain the importance of managing and refining on timely basis the Customs processes in a strategic and structured manner for an organisation by using compelling arguments and providing examples.</li> </ul>

## Legislative Reference Table (UCC & MCC)

This table provides an overview of the MCC and UCC legislative references that apply to the Operational Competencies.

Operational Competencies		MCC	UCC
1	Customs Legislation	Modernised Customs Code: ALL	• Union Customs Code: ALL
2	Customs Procedures - Entry of Goods	Title IV: Goods brought into the Customs Territory of the Community	• Title IV: Goods brought into the Customs Territory of the Union
3	Customs Procedures - Release for Free Circulation	Title VI: Release for Free Circulation and Relief from Import Duties	• Title VI: Release for Free Circulation and Relief from Import Duty
4	Customs Procedures - Export and Exit	Title VIII: Departure of Goods from the Customs Territory of the Community	Title VIII: Goods taken out of the Customs Territory of the Union
5	Customs Procedures - Temporary Storage	Title IV: Goods brought into the Customs Territory of the Community, Chapter 2: Arrival of goods, Section 3: Formalities after presentation, <b>Article 98: Goods deemed to be placed in temporary storage</b>	Title IV: Goods brought into the Customs Territory of the Union, Chapter 2: Arrival of Goods, Section 3 Temporary Storage of Goods
6	Customs Procedures - Transit	Title VII: Special Procedures, Chapter 2: Transit	Title VII: Special Procedures, Chapter 2: Transit
7	Customs Procedures - Special Procedures Customs Warehousing	Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provisions and Section 3: Customs warehousing	Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provisions and Section 2: Customs warehousing
8	Customs Procedures - Special Procedures Free Zones	Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provisions and Section 4: Free zones	Title VII: Special Procedures, Chapter 3: Storage, Section 1: Common provisions and Section 3: Free zones
9	Customs Procedures - Special Procedures Inward Processing	Title VII: Special Procedures, Chapter 5: Processing, Section 1; General provisions and Section 2: Inward Processing	Title VII: Special Procedures, Chapter 5: Processing, Section 1; General provisions and Section 2: Inward Processing
10	Customs Procedures - Special Procedures Outward Processing	Title VII: Special Procedures, Chapter 5: Processing, Section 1: General provisions and Section 3: Outward Processing	Title VII: Special Procedures, Chapter 5: Processing, Section 1: General provisions and Section 3: Outward Processing
11	Customs Procedures - Special Procedure End Use	Title VII: Special Procedures, Chapter 4: Specific Use, Section 2: End Use	Title VII: Special Procedures, Chapter 4: Specific Use, Section 2: End Use
12	Customs Procedures - Special Procedures Temporary Admission	Title VII: Special Procedures, Chapter 4: Specific Use, Section 1: Temporary Admission	Title VII: Special Procedures, Chapter 4: Specific Use, Section 1: Temporary Admission
13	Trade Facilitation	/	/
14	Economic Operators Management	Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 3: Authorised economic operator.	Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 4: Authorised economic operator.
15	Customs Declaration Processing	Title IV: Goods brought into the Customs Territory of the Community, Chapter 1: Entry summary declaration.	Title IV: Goods brought into the Customs Territory of the Union, Chapter 1: Entry summary declaration.
16	Customs Business Understanding	/	/
17	Tariff and Classification	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 1: Common Customs Tariff and Tariff Classification of Goods.	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 1: Common Customs Tariff and Tariff Classification of Goods.
18	Valuation	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 3: Value of Goods for Customs Purposes.	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 3: Value of Goods for Customs Purposes.
19	Origin of Goods	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 2: Origin of Goods.	Title II: Factors on the Basis of which Import or Export Duty and other Measures with respect to Trade in Goods are Applied, Chapter 2: Origin of Goods.
20	Debt and Guarantee Management	Title III: Customs Debts and Guarantees	Title III: Customs Debts and Guarantees



Operational Competencies		MCC	UCC
21	Customs Supervision	<p>Title IV: Goods brought into the Customs Territory of the Community, Chapter 2: Arrival of goods, Section 1: Entry of Goods into the Customs Territory of the Community, <b>Article 91: Customs supervision</b></p> <p>Title V: General rules on Customs Status, Placing Goods under a Customs Procedure, verification, release and disposal of Goods, Chapter 2: Placing goods under a customs procedure, Section 1: General provisions, <b>Article 104: Customs declaration of goods and customs supervision of Community goods</b></p> <p>Title VIII: Departure of Goods from the Customs Territory of the Community, Chapter 1: Goods leaving the customs territory, <b>Article 177: Customs supervision and exit formalities</b></p>	<p>Title IV: Goods brought into the Customs Territory of the Community, Chapter 2: Arrival of goods, Section 1: Entry of Goods into the Customs Territory of the Community, <b>Articles: 134: Customs Supervision</b></p> <p>Title V: General rules on Customs Status, Placing Goods under a Customs Procedure, verification, release and disposal of Goods, Chapter 2: Placing goods under a customs procedure, Section 1: General provisions, <b>Article 158: Customs declaration of goods and customs supervision of Union goods</b></p> <p>Title VIII: Goods taken out of the Customs Territory of the Union, Chapter 2: Formalities on exit of goods, <b>Article 267: Customs supervision and formalities on exit.</b></p>
22	Control of Goods	Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 7: Control of Goods.	Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 7: Control of Goods.
23	Prohibitions and Restrictions	Title III: Customs Debts and Guarantees, Chapter 1: Incurrence of a customs debt, Section 3: Provisions common to Customs debts incurred on importation and exportation, <b>Article 50 Prohibitions and restrictions.</b>	Title III: Customs Debts and Guarantees, Chapter 1: Incurrence of a customs debt, Section 3: Provisions common to Customs debts incurred on import and export, <b>Article 83 Prohibitions and Restrictions.</b>
24	Enforcement	Title III: Customs Debts and Guarantees , Chapter 3: Recovery and payment of duty and repayment and remission of the amount of import and export duty, Section 2: payment of the amount of import or export duty, <b>Article 78: Enforcement of payment and arrears</b>	Title III: Customs Debts and Guarantees, Chapter 3: Recovery, payment, repayment and remission of the amount of import and export duty, Section 2: Payment of the amount of import or export duty, <b>Article 113: Enforcement of payment.</b>
25	Customs Investigation	/	Title III: Customs Debts and Guarantees, Chapter 3: Recovery, payment, repayment and remission of the amount of import or export duty, Section 3: Repayment and Remission, <b>Article 116: General Provisions.</b>
26	Operational Analytics	/	/
27	Risk Analysis	<p>Title IV: Goods brought into the Customs Territory of the Union, Chapter 1: Entry summary declaration, <b>Article 115: Risk analysis.</b></p> <p>Title VIII: Goods brought out of the Customs Territory of the Union, <b>Article 229: Risk analysis</b></p>	<p>Title I: General Provisions, Chapter 2: Rights and obligations of persons with regard to the customs legislation, Section 7: Control of Goods, Article 46: Risk management and customs controls.</p> <p>Title IV: Goods brought into the Customs Territory of the Union. Chapter 1: Entry summary declaration, <b>Article 128: Risk Analysis.</b></p> <p>Title VIII: Goods taken out of the Customs Territory of the Union. Chapter 1: Formalities prior to the exit of goods, <b>Article 264: Risk Analysis.</b></p>

Operational Competencies		MCC	UCC
28	Integrated Border Management	/	/
29	Supply Chain Operations	/	/
30	Support for Customs	/	/
31	Audit	/	/

Section 4:

# **CustComp<sup>eu</sup> – National Implementation Support Guide**



## Section 4:

# CustComp<sup>eu</sup> – National Implementation Support Guide

### Why use the CustComp<sup>eu</sup>?

For Customs Administrations to function efficiently and support the EU, it is essential that they act as a single entity. This means delivering consistent quality standards and providing uniform application of regulations and initiatives. Current delivery approaches, existing means of implementing European regulations and the standard of skills among Customs staff and officials vary greatly across different EU MS Customs Administrations. This impedes the smooth function of Administrations and decreases the overall effectiveness of EU Customs. Furthermore, the differences in approach and standards make it difficult to share best practices and to transfer knowledge and skills between Administrations. Therefore, a mechanism is required that can provide the framework for delivering consistently high standards in all MS Administrations. This is where the CustComp<sup>eu</sup> comes in.

### *The CustComp<sup>eu</sup> offers many advantages at national and EU levels.*

This national implementation proposal envisages the application of a broad-ranging Competency Framework for Customs across the EU. It emphasises technical/operational competencies, but also includes the generic professional and management competencies.

The objective of the implementation is to raise professional standards within EU Customs. Another aim is to ensure overall improvement in the EU Customs operating model. Finally, it is also expected that having a CustComp<sup>eu</sup> in place will ease the implementation and adoption of new EU Customs measures. For example, having strong and consistent Customs capabilities set up across all MS Administrations will enable easier and more successful implementation of UCC measures at national level.

### Why is the CustComp<sup>eu</sup> valuable for EU MS Customs Administrations?

At European level, the CustComp<sup>eu</sup> will put a mechanism in place that helps to raise the level of performance across all EU Customs Administrations.

In addition, at national level, there are also many benefits to be gained by the implementation of a CustComp<sup>eu</sup>.

Currently, many MS Administrations face at least some of the following phenomena:

- Need to do more with less: Customs Administrations are shrinking in terms of workforce. Nevertheless, the same amount of work needs to be performed. Occasionally, this may impose significant organisational challenges.
- Organisational changes: In line with the topic of doing more with less, many Customs Administrations are presently undergoing structural changes. Often, these changes highlight the importance of matching suitable people, knowledge and skills to the most appropriate roles in the Administration.
- Ageing workforce: The majority of Customs Administrations in Europe face a relatively considerable loss of knowledge and skills in the foreseeable future, i.e. the threat of an imminent 'pension wave'.
- Evolution within the Customs domain: Safety and security, customer-oriented focus and many other similar areas are becoming increasingly more important. The extent to which EU Customs Administrations are equipped with the skills, knowledge and behaviours required to tackle these evolutions in Customs will be a key driver of their overall performance in the coming years.

All of these developments put additional stress on Customs Administrations and on their ability to reach their goals and annual targets. A CustComp<sup>eu</sup> can provide the means to better document and track the competencies required to deal with such developments. Ultimately, it provides the basis and framework to ensure the right people with appropriate skills and knowledge are assigned to the proper roles. This will then allow Customs Administrations to cope with current and future trends in EU Customs.

*In summary, the CustComp<sup>eu</sup> carries value for individual MS as it provides a mechanism to further improve organisational performance, even in times when it seems hampered.*

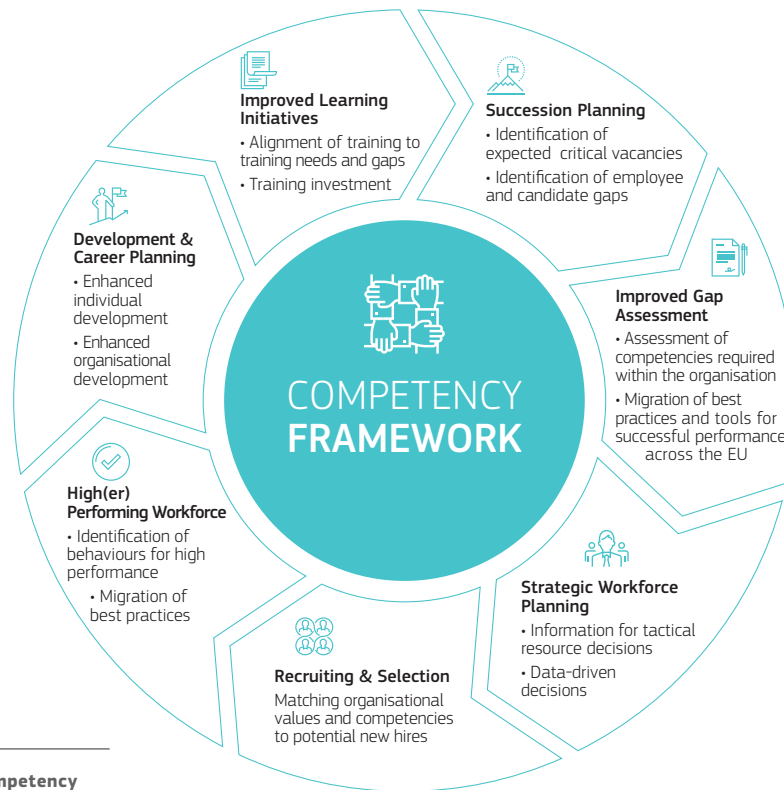


Figure 14 - Benefits of a Competency Framework

The CustComp<sup>eu</sup> offers a starting point to attain **benefits in the following areas:**

- **A tool for strategic management to steer the Administration.** Allows for the identification and documentation of workforce statistics. For example, it contains role descriptions for all Customs Administration roles. These role descriptions can be used to monitor which skills are present in the Administration. Furthermore, it will enable the strategic management of the Customs Administration to proactively mitigate the risks related to the pending retirement waves by providing a clear overview of the competencies that will be lost in the near future.
- **Strategic workforce planning in line with the Administration's needs.** Allows for a more consistent and transparent policy to be put in place in the career advancement field. Based on workforce statistics, the Customs Administration's strategic management can administer career advancements in a way that aligns with the Customs strategy and the Administration's needs.
- **Identification of competency gaps (knowledge, skills, behaviour) and organisation of training.** Enables the identification of current or future main knowledge and skills gaps. Based on this information, training can be organised more effectively and better targeted to the relevant individuals and roles.
- **Financial benefits:** Reveals the potential to unlock financial benefits through the improvement of both operational and HR processes. Employees at all levels can be placed in more effective teams using the "right person at the right place" principle. HR processes, such as performance management and training, will be more transparent and run more efficiently.
- **Performance management - smooth and objective performance assessments.** At the individual level, all employees

throughout Europe holding similar roles will be assessed using the same framework and competencies.

Additionally, the CustComp<sup>eu</sup> **has been developed in such a way that it offers the following advantages:**

- **Flexible solution that can be adapted for use according to MS national context and existing competency frameworks and/or HR processes.** This implies that MS are allowed to adapt and modify the CustComp<sup>eu</sup> to ensure an optimal fit with their national situations.
- **Minimal workload is required to customise for national use.** The workload required to customise the CustComp<sup>eu</sup> for national operation is limited because the Competency Profiles through the identification of common Customs roles are already provided. This enables MS to modify the common roles to their national circumstances rather than develop them from the beginning themselves.
- **Additional functional implementation support can be agreed upon following requests by national Customs Administrations.** National implementation support is planned to be provided at EU level. Where appropriate, and if within the legal and financial scope of the Community cooperation and support programmes, country-specific support can also be arranged.

*The CustComp<sup>eu</sup> is a flexible solution that can be modified according to the national context of a MS. In addition, it was developed in such a way that 'customisation for national use' requires limited effort.*

## How to implement the CustComp<sup>EU</sup>

The recommended high-level approach to customise CustComp<sup>EU</sup> for national use and implementation is divided into four phases. Detailed step-by-step implementation guides for national Administrations are available in all EU languages on the official EU website EUROPA.

- Phase 1: Acceptance of EU model by national Customs Administration.
- Phase 2: Analysis and cross-verification of national Customs Administration's organisational structure and workforce, performance management processes and training provision.
- Phase 3: Development of national version of CustComp<sup>EU</sup> according to analysis performed in phase 2.
- Phase 4: Communication and implementation of national Competency Framework (MS projects).

**Phase 1** is currently in progress.

It is expected that the CustComp<sup>EU</sup> model will be well received since it has been developed in collaboration with representatives from many MS Administrations and is based on the previously accepted WCO PICARD standards. In addition, studies conducted so far and experience gathered during MS Administration mapping visits have proven that the CustComp<sup>EU</sup> will provide great benefits to MS Administrations.

**Phase 2** will be the most time-consuming and challenging stage.

After the decision has been made to implement a national version of the CustComp<sup>EU</sup> during phase 1, a thorough analysis is required at national level. This analysis is required to align the CustComp<sup>EU</sup> with each of the Customs Administration's organisational and workforce structure, performance management processes and training provision. In many cases, role definitions and job profiles do not exist at the MS Administration level. This means that the framework and tools, including the Common EU Customs Roles as part of the CustComp<sup>EU</sup>, will significantly reduce the effort required at MS Administration level to align with the CustComp<sup>EU</sup> for Customs.

Depending on the level of impact that is expected from CustComp<sup>EU</sup> implementation, the work may entail some redesign of training programmes and HR structures and systems, such as career management and performance management. However, this decision rests solely on Customs Administrations.

It is not intended for CustComp<sup>EU</sup> implementation to result in complete restructuring efforts at MS Administration level.

Nevertheless, there will need to be some effort invested in analysing the Administration's current state. This will require a significant level of support and commitment from key Customs Administration decision-makers.

Without demonstrated commitment to use and align national structures with the CustComp<sup>EU</sup>, positive effects from implementation will be rather limited.

**Phase 3** involves the development of a national Customs Competency Framework according to the analysis performed in phase 2.

After completing the analysis performed in phase 2, the development of the national Customs Competency Framework can be initiated. It starts with modifying the CustComp<sup>EU</sup> in line with the national organisational context based on results of analysis completed in phase 2. This will result in a Customs Competency Framework that is completely aligned with the national Customs context. The workload will be limited as the Customs Administrations will be able to start from the CustComp<sup>EU</sup>.

Representatives of departments and teams that will be impacted need to be involved in this exercise, especially strategic management and HR representatives, but also senior management from different departments, some middle and line managers, some operational profiles, IT, HR, trainers, etc.

It is clear that as more Customs Administrations implement a national Customs Competency Framework that is aligned with the CustComp<sup>EU</sup>, the more coherent Customs in Europe will be.

**Phase 4** is about clear communication, transparency and implementation of the national Customs Competency Framework.

It needs to be well communicated that the implementation of the CustComp<sup>EU</sup> will provide benefits across the entire Customs Administration, i.e. both at organisational and individual employee level. The success of the implementation project is highly dependent on the quality of the CustComp<sup>EU</sup>'s introduction and communication. All stakeholders who will be impacted need to know what to expect from CustComp<sup>EU</sup> implementation and what is in it for them. Additionally, a solid plan needs to be documented and executed involving all relevant actors of the involved departments. Once the CustComp<sup>EU</sup> is technically in place, it could still take up to one year before it is fully implemented at the individual employee level.

*The Implementation Plan starts when the Customs Administration has accepted the CustComp<sup>EU</sup> and decided to use it to create a national Customs Competency Framework (end of Phase 1).*

*Phases 2 and 3 correspond with Steps 1 and 2 of the Implementation Plan, respectively.*

*Phase 4 is separated between Steps 3 and 4 of the Implementation Plan.*

The level of national implementation of the CustComp<sup>EU</sup> for Customs by the 27 Customs Administrations is planned to be monitored by the Customs Policy Group (CPG), in line with the respective national planning.

## Implementation Plan

Customs in the EU - A Joint Mission Statement			
Ensuring the safety and security of European citizens.	Protecting the financial interest of the Community and its MS	Protecting the Community from unfair and illegal trade while supporting legitimate business activity.	Increasing the competitiveness of European business through modern working methods supported by an easily accessible electronic Customs environment.

Vision - The Dublin Strategy
A performance framework for the Customs profession through training and development

A European Competency Framework for the Customs profession					
Development of the Competency Framework for Customs					
Implementation Plan	STEP 1: Strategic review of national performance management system, training and development, workforce structure				
	STEP 2: Nationalisation of the Competency Framework for Customs based on the Strategic Review (Strategic management and HR)				
	STEP 3: Linkage of the Competency Framework for Customs to (national) IT landscape for career/performance management and training and development (Strategic management and IT)				
	STEP 4: Competency Framework for Customs is ready for use: Integration in to national HR processes and cascading to the individual				
National uses & benefits	Recruitment & Selection	Career Planning	Performance Management	Training & Development	Strategic Workforce Planning
	EU consistent and improved overall organisational performance				

## Specification of National Implementation Phases (Step 1-4)

Step 1	Strategic Review
Timeline	3 – 5 months per MS Administration (dependent upon organisational size and complexity); total time for all 28 MS will be determined by take-up and commitment rates.
Scope	A broad review and documentation of the Customs Administration's current state. This should include organisational and workforce structure, performance management processes and training provision(s).
Resources	Limited <ul style="list-style-type: none"> <li>Core team within the MS Administration to review workforce, training and performance management.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Broad scope of review;</li> <li>Inexperience of MS Administrations in undertaking such reviews;</li> <li>Resistance to potential change.</li> </ul>

Step 2	Customisation of the CustComp <sup>eu</sup> for National Use
Timeline	1 – 3 months per MS Administration (dependent upon organisational size and complexity); total time for all 28 MS will be determined by take-up and commitment rates.
Scope	Development of a national Customs Competency Framework based on the CustComp <sup>eu</sup> and in line with the analysis performed in Step 1. This will result in a Customs Competency Framework that is completely aligned with the national Customs context and for which the Customs Administration was able to draw strongly from the CustComp <sup>eu</sup> .
Resources	Moderate <ul style="list-style-type: none"> <li>Core team to assist / manage the Competency Framework customisations and minor changes;</li> <li>Involvement of representatives of all involved departments and teams.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Potentially high levels of organisational change involved;</li> <li>Inexperience of MS Administrations in developing such structures;</li> <li>Ensure EU consistency of approach.</li> </ul>

Step 3	Integrate CustComp <sup>eu</sup> in IT Landscape & Support Development
Timeline	3 – 6 months per MS (if support material is already developed and depending on level of complexity).
Scope	Once the national Customs Competency Framework has been developed (Step 2), it will need to be supported by and linked to the appropriate IT processes and systems. The complexity of this effort will depend on the extent to which the HR processes linked to the Competency Framework will be digitalised.
Resources	Moderate <ul style="list-style-type: none"> <li>• Core team;</li> <li>• Broad stakeholder steering group;</li> <li>• Information systems to deliver data collection and performance measurement system;</li> <li>• Training, support, implementation resources.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• Change resistance;</li> <li>• Inadequate current information and performance systems to support new approach.</li> </ul>

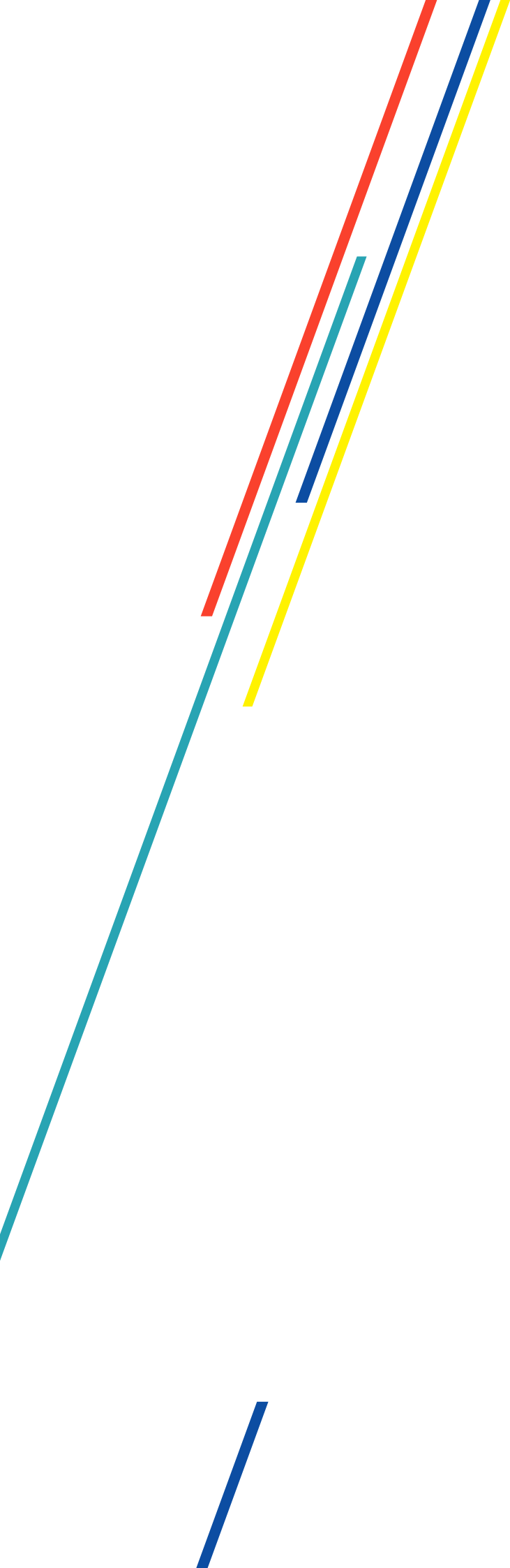
Step 4	Integration of the CustComp <sup>eu</sup> in the HR Processes and Cascading to the Individual
Timeline	12 months per MS
Scope	Once the CustComp <sup>eu</sup> has been put in place from a technical perspective and has been integrated into the HR processes, it is time to cascade it to the level of the individual through clear and transparent communications. All employees need to have a good understanding of what to expect, how it will impact them and what they can gain from it.
Resources	Moderate <ul style="list-style-type: none"> <li>• Core team;</li> <li>• National management.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• Change resistance;</li> <li>• Potentially high levels of change and restructuring of current roles.</li> </ul>

Today, MS Customs Administrations are at different stages in implementing the CustComp<sup>eu</sup>. Some Administrations have already started, while others are still in the planning phase.

As all MS have to undergo similar project phases, there is great potential for collaboration and experience sharing. Going forward, MS will be invited to share their lessons learned and useful tools, as well as feedback on the templates and general findings.

**“The European Commission is committed to continue supporting MS Customs Administrations and their partners on their implementation journey. The blueprint is ready, the roadmap laid down and the tools have been provided. The time has now come to start building.”**







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