



EU Customs Competency Framework for the Customs Profession

Role Descriptions - Client Management

January 2014

Definition Functional Domain “Client Management”:

Client Management relates to all activities concerning the registration of 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 with regards to Customs legislation; managing information and delivering high quality service.

- 1) **Registration and Authorisation:** Managing 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:** Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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:** Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU.
- 4) **Facilitating Trade: Simplification and harmonisation of 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:** Ensuring 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:

- **Management Roles:**
 - Senior Manager
 - Middle Manager
 - Line Manager
- **Expert Roles:**
 - Senior Expert
 - Expert
- **Operational Roles:**
 - Team Lead
 - Customs Officer
 - Customs Officer Trainee

This means that 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 the available resources i.e. people, materials, and budget into account. 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 to a more functional level ("What does this mean for me/my department?").

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Role Title	
<i>Senior Manager in the Client Management Department</i>	
Level	Functional Domain
<i>Senior Manager</i>	<i>Client Management</i>
Role Description	
<p>A person holding a senior management role typically leads a part of the organisation in line with the policies and strategies as set out and approved of by the strategic management. This role requires him or her to focus on guaranteeing the overall coordination, cooperation and performance of his or her part of the organisation. Compared to middle management, there is relatively less focus on operational planning, coordination and team management. There is relatively more focus on maintaining a dashboard of the performance of the different sections of the part of the organisation he or she is managing. He or she is 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"> 1) Registration and Authorisation: Managing 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: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of a Senior Manager within 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 and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. He/she will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 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 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. 	

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5. Ensures on-going professional development, both on a personal level and for his or her team(s).
6. Ensures that team members operate & communicate with appropriate political awareness & 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, etc.
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 European Union; assists in and participates to 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				

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Problem Solving	3				
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Role Title	
<i>Middle Manager in the Client Management Department</i>	
Level	Functional Domain
<i>Middle Manager</i>	<i>Client Management</i>
Role Description	
<p>A person holding a middle management role typically leads and steers multiple teams. Often, but not necessarily, there is an intermediate management layer 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 the Senior Management and the 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"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of a Middle Manager within a Client Management Department are focused on guaranteeing the overall operational coordination of his or her department and 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. He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. A Middle Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Maximises compliance by maximising service provision to Trade and private persons by his or her team(s). 2. Ensures and follows up periodically on overall performance, tracks progress in order to meet strategic objectives. 	

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3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).
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.
5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.
6. Ensures that team members operate & communicate with appropriate political awareness & 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, etc.
9. Builds a network with other Customs Managers and employees within the European Union and participates to 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	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
Processing Information	2			Process Management	2
Written Communication	3				

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Oral Communication	3			
Reporting	3			
Creativity	2			
Technological Ability	2			
Problem Solving	2			

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Role Title	
<i>Line Manager in the Client Management Department</i>	
Level	Functional Domain
<i>Line Manager</i>	<i>Client Management</i>
Role Description	
<p>A person holding a line management role typically leads (an) operational team(s). The team members of his or her team do not fulfil an official management role themselves. A Line Manager is the link between the Middle Management and the 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"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of a Line Manager within a Client Management Department are focused on 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). He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. A Line Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 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 the Middle Management. 2. Directly manages a team of operational people working in Client Management. 3. Maximises his or her team's performance by organising & dividing the work. 	

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4. Supports and develops team members and ensures that they continue to develop strong technical knowledge.
5. Provides flexibility and adequate conditions to team members to maximise efficiency.
6. Ensures that team members operate and communicate with appropriate political awareness & sensitivity.
7. Verifies the quantity and quality of the work products delivered by his or her team.
8. Reports performance and progress related to operational objectives to his or her manager.
9. Captures reflections and suggestions for potential process improvements to increase operational efficiency and evaluates the suggestions.
10. Ensures effective cooperation with other departments within the Customs Administration e.g. Declaration Processing, Control, Investigation, etc. and outside the Administration e.g. Trade and other authorities.
11. Offers first line support regarding special cases for his or her team members.
12. Builds a network with other Customs Managers and employees within the European Union.

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				

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Creativity	1				
Technological Ability	2				
Problem Solving	2				

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Role Title	
<i>Senior Expert in the Client Management Department</i>	
Level	Functional Domain
<i>Senior Expert</i>	<i>Client Management</i>
Role Description	
<p>A person holding a Senior Expert role has typically specialised extensively in a certain domain. He or she is required to act as a consultant on a daily basis for questions of other Customs employees and for complex enquiries and cases related to his or her specific expertise. Senior Experts have a relatively higher level of expertise as compared to that of more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>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 their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. A Senior Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 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. 	

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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 & 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 international Trade procedures to increase operational efficiency to his or her manager.
9. He or she 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 European Union; assists in and participates to international project groups.
11. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.
12. Ensuring dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions).
13. Gives and/or supports training to 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				

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Technological Ability	2			
Working Virtually	2			

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Role Title	
<i>Expert in the Client Management Department</i>	
Level	Functional Domain
<i>Expert</i>	<i>Client Management</i>
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"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of an Expert in Client Management are focused on developing expert knowledge in a certain Client Management domain and guaranteeing an efficient Client Management department by acting as a consultant in solving specific cases based on his/her knowledge. He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. An Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 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. 	

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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.
5. Understands, cooperates and communicates effectively with appropriate political awareness & 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 international Trade procedures to increase operational efficiency to his or her manager.
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 European Union; assists in and participates to international project groups.
11. Ensuring 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	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				
Oral Communication	3				
Data Management	2				
Technological Ability	2				
Working Virtually	2				

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Role Title	
<i>Customs Officer - Team Lead in the Client Management Department</i>	
Level	Functional Domain
<i>Customs Officer - Team Lead</i>	<i>Client Management</i>
Role Description	
<p>A Customs Officer - Team Lead is involved in the day-to-day operational Customs activities. He or she has received all required training and has successfully passed all appropriate tests. Subsequently, he or she is responsible for his or her own work. In addition to his or her day-to-day operational responsibilities, he or she will also manage the rest of the team in absence of the Manager (for example when this Manager is leading multiple teams on different locations).</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of a Customs Officer – Team Lead within a Client Management team are focused on 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. He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. A Customs Officer – Team Lead will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Directly manages a regional 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 authorisation and registration of licensed and certificates. 	

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4. Supports other team members and occasionally develops trainees to perform their tasks.
5. Operates and communicates effectively with Trade and with appropriate political awareness & sensitivity.
6. Delivers high quality work products.
7. Builds and maintains good working relationships with Trade partners.
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 regarding the collection and processing of the data required for the movement of goods in international Trade; and to increase operational efficiency to his or her manager.
10. Effectively cooperates with other departments e.g. Control Department, Declaration Processing Department, etc. whenever required.
11. Builds a network with other Customs Officers within the European Union.

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		
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				

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Role Title	
<i>Customs Officer in the Client Management Department</i>	
Level	Functional Domain
<i>Customs Officer</i>	<i>Client Management</i>
Role Description	
<p>A Customs Officer is typically involved in the day-to-day Customs operational activities. He or she is responsible for their own work but also has to work in teams and will therefore have an additional responsibility of ensuring the success of the team.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> 1) Registration and Authorisation: Managing the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Fostering and promoting legitimate trade at both the level of individual Traders and the level of 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: Promotion of EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: Simplification and harmonisation of 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: Ensuring inclusion of and dialogue with relevant national, EU and international authorities and institutions (e.g. food or health institutions, WCO). <p>The main responsibilities of a Customs Officer within a Client Management team are focused on maximising his/her own performance in order to reach the objectives of his/her operational team within the Client Management department. He/she will deliver on their responsibilities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. A Customs Officer will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Organises own work, thereby maximising own performance accordingly. 2. Develops strong technical knowledge on a personal level and on a continuous basis regarding authorisation and registration of licensed and certificates 3. Supports other team members and occasionally develops trainees to perform their tasks. 4. Operates and communicates effectively with Trade and with appropriate political awareness & sensitivity. 	

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5. Delivers high quality work products.
6. Builds and maintains good working relationships with Trade partners.
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 the collection and processing of the data required for movement of goods in international Trade; and to increase operational efficiency to his or her manager.
9. Effectively cooperates with other departments e.g. Control Department, Declaration Processing Department, etc. whenever required.
10. Builds a network with other Customs Officers within the European Union.

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				

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Role Title	
<i>Customs Officer Trainee in the Client Management Department</i>	
Level	Functional Domain
<i>Customs Officer Trainee</i>	<i>Client Management</i>
Role Description	
<p>A Customs Officer Trainee can perform activities under supervision and will typically shadow a Customs Officer. He or she cannot be held responsible for any actions taken.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> 1) Registration and Authorisation: Learn how to manage the registration and authorisation processes and their status (including pre-audit, monitoring, approving, revoking, etc.) regarding Customs licenses and certificates (e.g. a permit to place goods under a special procedure or a permit to allow for simplified declarations). 2) Client (Trade and private persons) Relationship Management: Learn how to foster and promote legitimate trade at both the level of individual Traders and the level of 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: Learn how to promote EU Trade Facilitation activities as well as Customs Services for the purpose of managing trade flows across the EU. 4) Facilitating Trade: 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. <p>The main responsibilities of a Customs Officer Trainee within a Client Management Department are focused on absorbing knowledge from his/her Customs Officer colleagues and building a network with other Customs Officers within the European Union. He/she will perform these activities based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & 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				

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Processing Information	1				
Written Communication	1				
Oral Communication	1				
Technological Ability	1				