



EU Customs Competency Framework for the Private Sector

Competency Dictionary

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Document History

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(*) Action: I=Insert

Table 1: Document History

A. Introduction

Document Purpose

This document is the Competency Dictionary of the EU Customs Competency Framework for the Private Sector. It describes the Framework and the definitions for the Core Values, the Proficiency Levels and the Competencies.

Definition Trade

The Competency Framework defined in this document, can be used for each type of trader, company or organisation that interacts with Customs administrations. For the purposes of the EU Customs Competency Framework for the Private Sector, the following definition of 'Trade' is used:

Any company in the Private Sector that provides services of any kind relating to:

- The carriage (performed by single mode or multimodal transport means) of the goods;
- Consolidation, storage, handling, packing or distribution of the goods;
- Ancillary and advisory services in connection with the activities above, including but not limited to Customs and fiscal matters, declaring the goods for official purposes, procuring insurance of the goods and collecting or procuring payment or documents relating to the goods.
- Services may also include logistical services with modern information and communication technology in connection with the carriage, handling or storage of the goods, and de facto total supply chain management.

Structure Dictionary

This document is organised as follows and contains the following chapters:

- Introduction, describes the purpose and structure of this document;
- Framework Overview, which presents the competency framework at a high level;
- Customs Core Values, describes the horizontal values that are relevant for any Customs professional in the Private Sector;
- Proficiency Levels, describes the generic proficiency levels which can be associated to a competency for the purposes of defining competency requirements for a particular job profile;

- Professional Competencies, describes the competencies that are applied in a broader professional context. These competencies do not necessarily apply to Trade companies and organisations only. However, these competencies are deemed relevant in the Customs domain;
- Operational Competencies, describes the competencies that are relevant at an operational and functional level. They represent the knowledge and skills required to execute a Customs role in the Private Sector;
- Customs Management Competencies, describes the Management competencies deemed relevant for Managers in private companies interacting with Customs administrations.

B. Framework High Level Overview

The following figure shows the Overview of all the competencies of the Customs Competency Framework for Customs Professionals in the Private Sector. In the subsequent sections, each of the main building blocks of this framework, will be elaborated upon.

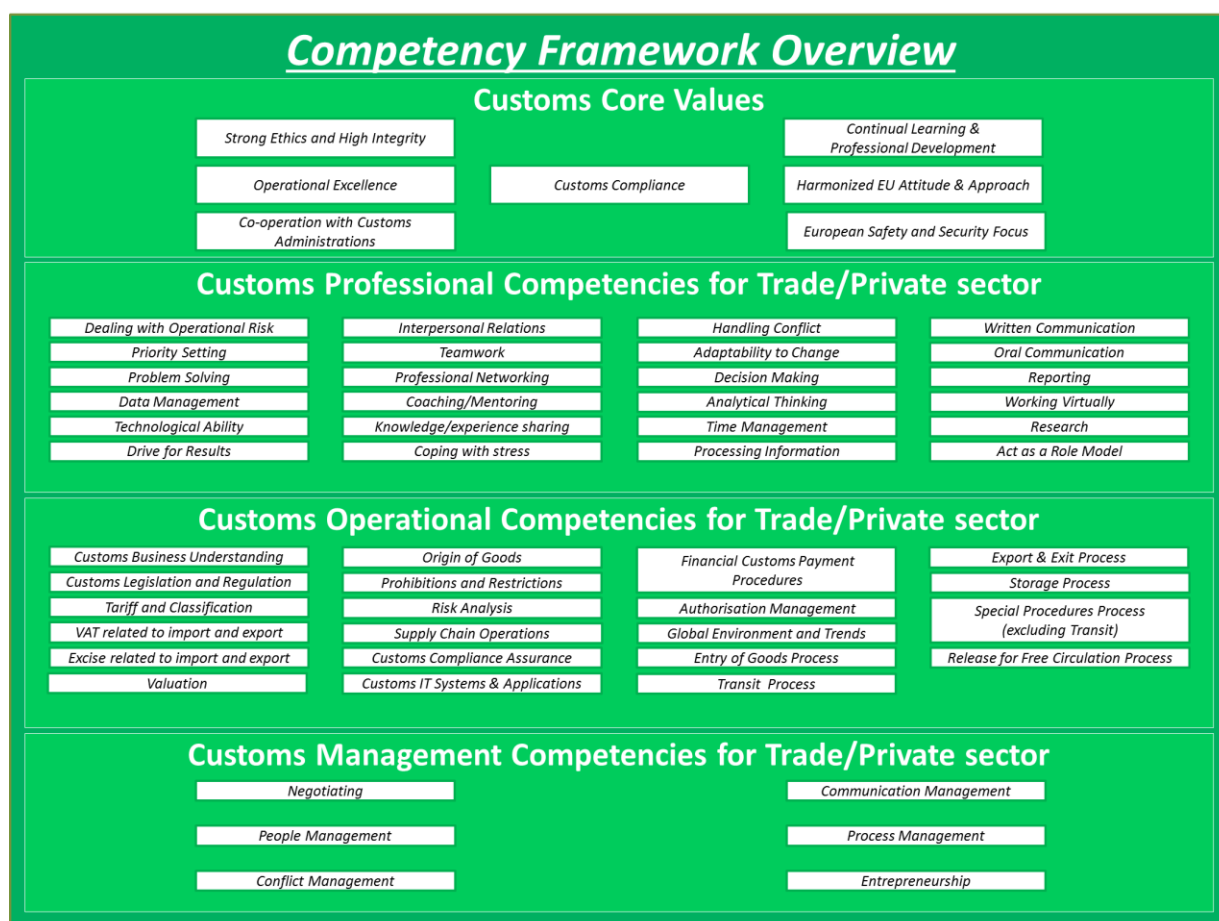


Figure 1: Competency Framework Overview

C. Customs Core Values

The Customs Core Values encompass the basic vision and fundamental beliefs of those working in Customs for Trade and the Private Sector. Individuals working in a Customs role are required to demonstrate some level of these competencies.

It must be noted that these are not competencies, according to the agreed definition, and do not have proficiency levels associated to them. The Customs Core Values should be demonstrated by and be visible in the work ethic of everyone working in the Customs profession. They form the foundation of the Competency Framework because they help to “improve Customs operations” and lead to “better organisational performance”, which are two of the main goals of the Competency Framework. This can be achieved by making sure that the characteristics of potentially new Customs hires can be matched against these Customs core values for the Private Sector during the recruitment process.

REF.	CUSTOMS CORE VALUE	DESCRIPTION
CV1	<i>Strong Ethics and High Integrity</i>	All Customs professionals working in the Private Sector exhibit integrity and earn trust through ethical behaviour and uncompromising professionalism in everything they do and say, thereby earning and maintaining the trust and respect of each other. This also extends to their customers, the employees within the Customs administrations and all other relevant Customs partners. Customs professionals ensure high levels of transparency at all times. They ensure that trade is conducted in an honest and non-fraudulent manner.
CV2	<i>Operational Excellence</i>	Customs professionals are committed to demonstrate excellence in all spheres of their work; in operations and in all interactions with colleagues; the Customs administrations and all other relevant Customs partners. In addition, Customs professionals commit to exercising judgment, professionalism, rigor, self-discipline, perseverance and team spirit. They manage to remain calm and attentive under all circumstances and demonstrate decisiveness, technical credibility and professional behaviour at all times.
CV3	<i>Co-operation with Customs Administration</i>	Customs Professionals should ensure smooth trade flows by improving the level of communication and cooperation between Trade and the Customs administrations. He/she facilitates the Customs Operations by actively listening to, cooperating with and proactively communicating their expectations and/or potential issues to the Customs employees of the administrations.
CV4	<i>Customs Compliance</i>	Monitoring and Controlling the compliance of a company with the Customs Legislation and Regulations, is an important core value. It is essential for all Customs Professionals to always keep in mind Customs Compliance when performing their tasks.

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CV5	<i>Continual Learning & Professional Development</i>	In a world that is rapidly changing, Customs Professionals working in the private sector 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.
CV6	<i>Harmonised EU Attitude & Approach</i>	The Customs Professionals within Trade organisations and their Customs Partners, including Customs administrations, share a common attitude, approach and interpretation regarding Customs legislation and procedures.
CV7	<i>European Safety and Security Focus</i>	Safety and Security has become an important factor in all Customs related Trade processes. Therefore, each and every Customs Professional should attain an attentive Safety and Security mind-set.

Table 2: Customs Core Values

D. Proficiency Levels

The proficiency levels used within the Competency Framework apply to all the competencies in the framework (Professional, Operational and Management Competencies). There are 4 levels ranging from ‘Proficiency Level 1 – Awareness’ to ‘Proficiency Level 4 – Expert’. The proficiency levels do not apply to the 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 the competency is required in the role.

	LEVEL 1 - AWARENESS	LEVEL 2 - TRAINED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
DEFINITION	<p><i>Proficiency Level 1 - Applies for those who only need insight into the competency. This means that they do not need the 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.</i></p>	<p><i>Proficiency Level 2 - Proficiency required to be able to perform standard tasks in the area of the competency independently.</i></p>	<p><i>Proficiency Level 3 - Refers to the level of experience in a certain competency. Compared to 'Level 2 - Trained', proficiency 'Level 3 – Advanced' refers to increased levels of knowledge and skills because of experience.</i></p>	<p><i>Proficiency level 4 – Requires additional competency specific experience and/or training to reach the status of 'Expert' in a specific competency.</i></p>
DESCRIPTION	<ul style="list-style-type: none"> - Has a general understanding of what the competency is about - Has basic knowledge of the competency (e.g. understands general concepts and processes, is familiar with related key terminology) 	<p>Level 1 plus:</p> <ul style="list-style-type: none"> - Has good working knowledge of this competency - Is able to apply that knowledge in daily work - Is able to perform standard activities with regards to this competency in an independent manner 	<p>Level 2 plus:</p> <ul style="list-style-type: none"> - Has broad and in-depth knowledge and skills with regards to the competency - Is able to deal with a variety of exceptions and special cases related to the competency in an independent manner - Is able to effectively share his/her knowledge and experience with more junior profiles 	<p>Level 3 plus:</p> <ul style="list-style-type: none"> - Has extensive expert knowledge and skills with regards to the competency - 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 & security, Trade facilitation, etc.) - Is able to provide tailored advice and to support the advice with relevant and context specific arguments when responding to internal and external queries

Figure 2: Proficiency Levels

E. Customs Professional Competencies

Professional competencies are intended to be used in a broader professional context and therefore do not necessarily apply only to Customs Professionals in the Private Sector. There are 4 levels ranging from 'Proficiency Level 1 – Awareness' to 'Proficiency Level 4 – Expert'. Customs Professionals should attain different proficiency levels per professional competency, 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"> ▪ Demonstrates the ability to deal with the risks that might occur during the daily operations (e.g. health and safety risks, personnel security risks, etc.); ▪ Is able to apply general principles, methods and tools commonly used for risk assessment and management; ▪ Knows when to escalate risks.
PC2	<i>Priority Setting</i>	<ul style="list-style-type: none"> ▪ Organises own work to focus on the most important tasks in relative terms; ▪ Focuses on high impact measures; ▪ Quickly identifies and focuses on the critical items; ▪ Prioritises based on the severity of the consequences; ▪ Works quickly to identify and focus on factors that will assist accomplishing a goal while eliminating the obstacles to reaching that goal.
PC3	<i>Problem Solving</i>	<ul style="list-style-type: none"> ▪ Uses sound logic and methods and experience to anticipate, identify, analyse and solve problems; ▪ Weighs the relevance and accuracy of information; ▪ Generates alternative solutions and recommendations; ▪ Makes decisions, acts upon and follows up on actions.
PC4	<i>Data Management</i>	<ul style="list-style-type: none"> ▪ Organises and stores data so that it can be easily retrieved and used at a later point in time; ▪ Demonstrates the knowledge and ability to apply the principles, procedures, and tools of data management, such as modelling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardisation processes; ▪ Ensures data privacy and protection.
PC5	<i>Technological Ability</i>	<ul style="list-style-type: none"> ▪ Has an affinity for technology and IT; ▪ Picks up new technology (e.g. collaborative tools, online software platforms and e-learning) quickly and is eager to learn; ▪ Seeks opportunities to learn about new technology; ▪ Understands the importance of technology in the world of Customs.
PC6	<i>Drive for Results</i>	<ul style="list-style-type: none"> ▪ Demonstrates and encourages action-oriented behaviour; ▪ Perseveres until expected results are achieved; ▪ Pushes and motivates self and others to achieve results.

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REF.	PROFESSIONAL COMPETENCY	DESCRIPTION
PC7	<i>Interpersonal Relations</i>	<ul style="list-style-type: none"> ▪ Interacts positively with different people at all levels – internal and external; ▪ Easily connects with others and treats others with courtesy, sensitivity, and respect.
PC8	<i>Teamwork</i>	<ul style="list-style-type: none"> ▪ Able to work and collaborate as a team in pursuit of a common goal; ▪ Cooperative and mutually supportive of team members; ▪ Effective in dealing with people involved in cross-border activities.
PC9	<i>Professional Networking</i>	<ul style="list-style-type: none"> ▪ Establishes and cultivates contacts that are useful to the business of Customs; ▪ Builds up relevant contacts and establishes effective working relationships; ▪ Draws upon his/her network of contacts to improve own professional effectiveness and efficiency.
PC10	<i>Coaching/Mentoring</i>	<ul style="list-style-type: none"> ▪ Uses own experience and knowledge to coach and help co-workers at all levels, when appropriate; ▪ Improves the overall performance of co-workers by sharing experience and approaches to work.
PC11	<i>Knowledge/Experience Sharing</i>	<ul style="list-style-type: none"> ▪ Open to share knowledge and experience and is aware of its benefits; ▪ Able to explain things in an easy and understandable way; ▪ Able to change the way he/she communicates according to the audience at hand; ▪ Knows how to verify that the message was understood by the recipients.
PC12	<i>Coping with Stress</i>	<ul style="list-style-type: none"> ▪ Able to deal with complex, high-pressure challenges; ▪ Remains calm and keeps oversight in stressful situations; ▪ Can deal with and find solutions for urgent issues; ▪ Does not avoid accountability; ▪ Is able to put things into perspective; ▪ Demonstrates a positive, can-do attitude.
PC13	<i>Handling Conflict</i>	<ul style="list-style-type: none"> ▪ Resolves conflicts and disagreements in a positive and constructive manner; ▪ Remains calm and analyses situations objectively before taking actions; ▪ Tries to look at the issue from the different parties' perspective; ▪ Applies active listening, finds common ground and resolves disputes equitably; ▪ Anticipates, manages and resolves conflicts and disagreements in a positive and constructive manner.
PC14	<i>Adaptability to Change</i>	<ul style="list-style-type: none"> ▪ Demonstrates willingness to adapt to change; ▪ Able to quickly change their approach and way of handling (e.g. if customers change trade routes); ▪ Demonstrates a continuous improvement mind-set; ▪ Shifts strategy or approach in response to demands of the situation; ▪ Responds to change with a positive attitude.
PC15	<i>Decision Making</i>	<ul style="list-style-type: none"> ▪ Makes well-informed, effective and timely decisions using sound logical thinking, analysis of facts, personal experience and well-reasoned judgment; ▪ Understands and anticipates the implication(s) of decisions.

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REF.	PROFESSIONAL COMPETENCY	DESCRIPTION
PC16	<i>Analytical Thinking</i>	<ul style="list-style-type: none"> ▪ Is able to approach issues and difficulties from a logical point of view; ▪ Is able to break down issues into different parts to increase understanding; ▪ Is able to assess these parts separately and to assess how they are linked and influence each other.
PC17	<i>Time Management</i>	<ul style="list-style-type: none"> ▪ Organises and manages own time and work effectively; ▪ Communicates all potential time and workload related issues in a proactive manner; ▪ Can deal with several tasks simultaneously.
PC18	<i>Processing Information</i>	<ul style="list-style-type: none"> ▪ Is able to interpret complex and/or large amounts of information; ▪ Is able to retrieve, process and input information both in virtual and physical contexts; ▪ Is able to engage in the appropriate procedures when required information is missing. ▪ Is able to draw conclusions based upon all retrieved information.
PC19	<i>Written Communication</i>	<ul style="list-style-type: none"> ▪ Writes clearly and succinctly in a variety of communication settings and styles; ▪ Conveys messages in a coherent manner for the intended audience.
PC20	<i>Oral Communication</i>	<ul style="list-style-type: none"> ▪ Listens to and communicates effectively with others in a variety of settings, using clear and coherent language. ▪ Conveys messages in a coherent manner for the intended audience.
PC21	<i>Reporting</i>	<ul style="list-style-type: none"> ▪ Knows when, how and for whom to create clear reports using the appropriate systems and/or documents in a consistent manner.
PC22	<i>Working Virtually</i>	<ul style="list-style-type: none"> ▪ Able to effectively and efficiently use the appropriate systems as a way to read, report, store and communicate data and information; ▪ Applies practices, processes and procedures necessary to get things done when not working in the same physical location.
PC23	<i>Research</i>	<ul style="list-style-type: none"> ▪ Able to conduct preparatory research following a structured methodology; ▪ Has intellectual capacity and deep understanding of the core of the professional area that is being researched; ▪ Has insight into the most recent developments in the professional area that is being researched (e.g. agreements, consult different sources); ▪ Probes and investigates for potential irregularities and issues effectively; ▪ Takes appropriate action when irregularities or issues are encountered; ▪ Has great attention to detail.
PC24	<i>Act as a Role Model</i>	<ul style="list-style-type: none"> ▪ Sets a good example for Customs employees; ▪ Highlights and practices good governance; ▪ Focuses on delivering good service; ▪ Able to ensure conformity concerning regulatory compliance with their team; ▪ Behaves in a fair and ethical manner; ▪ Creates a culture that fosters high standards of integrity and honesty; ▪ Encourages others to follow their example.

Table 3: Customs Professional Competencies

F. Customs Operational Competencies

Operational competencies are intended to be of specific use to those working in Customs roles and cover the operational, role-specific competencies that are required for someone to successfully perform that role.

There are 4 proficiency levels ranging from 'Proficiency Level 1 – Awareness' to 'Proficiency Level 4 – Expert'. Customs Professionals should attain different proficiency levels per operational competency, depending on their specific role, responsibilities and tasks.

It should be noted that the Operational Competencies in themselves are not sufficient to perform the role of a Customs professional. In almost all cases, they should be combined with other competencies (professional or management competencies) to ensure that the Customs professional will be successful in his/her role.

In the table below, a column 'Scope' is included to explain the context in which the competency is applicable. This should allow for a common understanding of what should 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"> ▪ Demonstrates knowledge of the (operational and strategic) roles of Customs in daily decision making; ▪ Has a high level understanding of Customs processes and how they are interlinked; ▪ Understands the business drivers; ▪ Demonstrates knowledge of the cooperation with Customs' usual internal and external partners in daily activities; ▪ Understands macro and micro economics related to a national, EU and global context.
OC2	<i>Customs Legislation and Regulation</i>	<p>The Customs Legislation and Regulation competency refers to the national and EU legal provisions and regulations that Customs professionals need to comply with, in order to successfully fulfil their specific role and tasks.</p> <p>The competency also refers to international regulations such as partnerships, sanctions, denied parties, Intellectual Property Rights, Dual Use, etc..</p>	<ul style="list-style-type: none"> ▪ Understands the scope of Customs legislation and its legal definitions and Customs Regulations, as well as other regulations that affect Customs operations, such as health, environmental and security related regulations; ▪ Demonstrates knowledge of national and EU legal provisions and regulations in their daily operations; ▪ Has the ability to effectively communicate and apply this knowledge, when and where necessary; ▪ Applies legal competence to practical Customs situations e.g. Declaration, Payment, etc.; ▪ Strives to achieve compliance with EU legislation and national or regional Regulation.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC3	<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, usage of online databases (e.g. TARIC), rules and regulations to use and application of measures.	<ul style="list-style-type: none"> ▪ Understands the three elements of the assessment of Customs Debt (Customs Value, Origin, Customs Tariff); ▪ Has knowledge of Common Customs Tariff (CCT) and of duty rates per class of goods; ▪ Is able to classify goods accurately using tariff classification and knowledge of Combined Nomenclature (CN); ▪ Is able to use and integrate TARIC information; ▪ Is able to recognise and classify goods and to make use of the appropriate databases for this classification; ▪ Applies the General Interpretative Rules relating to classification of goods.
OC4	<i>VAT related to import and export</i>	The VAT related to Import and Export competency refers to all activities required of Customs professionals to deal with the Value-Added Tax in the context of import and export procedures.	<ul style="list-style-type: none"> ▪ Understands and applies the principle of VAT and VAT collection in the context of import and export procedures; ▪ Knows where to find and apply the correct VAT rates per type of product and Member State; ▪ Knows the minimum threshold for VAT and duties per Member State.
OC5	<i>Excise related to import and export</i>	The Excise related to Import and Export competency refers to all activities required for Customs professionals when importing or exporting goods for which excise duties apply.	<ul style="list-style-type: none"> ▪ Understands and applies the principle of excise goods and how to identify excise goods per Member State; ▪ Is able to complete the required documentation in the context of importing or exporting goods under excise duty suspension (e.g. eAD); ▪ Is able to work with EMCS or the system that interfaces with EMCS.
OC6	<i>Valuation</i>	The Valuation competency refers to all activities required of Customs Professionals that deal with the calculation, in the field of the Customs value of goods.	<ul style="list-style-type: none"> ▪ Is able to apply legislation governing Customs value in practical work situations; ▪ Has working knowledge of Customs Valuation Rules and calculation methods (Primary Methods based on Transactional value and Secondary Methods, i.e. transaction value of similar goods, deductive method, computative method, fall-back method).

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC7	<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 a part of their daily operations.	<ul style="list-style-type: none"> ▪ Ensures the correct and uniform application of the rules of origin; ▪ Has knowledge of rules of origin for preferential and non-preferential origin; ▪ Is able to determine and correctly declare the origin of goods, in particular when goods have been processed in several countries; ▪ Has knowledge of the arrangements that apply to specific non-EU countries; ▪ Has knowledge of the legal basis on Binding Origin Information decisions (BOI); ▪ Has knowledge of which authorities are responsible for issuing BOI; ▪ Understands the political and economic aspects of rules of origin and harmonisation theories.
OC8	<i>Prohibitions and Restrictions</i>	The Prohibitions and Restrictions competency relates to the knowledge that Customs Professionals should have about prohibited and restricted goods (i.e. counterfeit goods, drugs, certain plants and protected species). The competency also focuses on identification and capturing of new information regarding prohibitions and restrictions to ensure they are compliant with the respective rules and regulations.	<ul style="list-style-type: none"> ▪ Has knowledge of goods that are subject to measures of Prohibitions and Restrictions (P&R) that are implemented as a result of national (may differ between Member States), EU or international legislation (e.g. CITES); ▪ Has knowledge of the P&R that are imposed by Customs Authorities on importation and exportation for EU and non EU goods; ▪ Demonstrates knowledge of categories of P&R goods such as product safety and consumer products, counterfeit and pirated goods, agricultural products, live animals, pharmaceuticals, drugs, vaccines, etc. in daily operations; ▪ Is able to keep up-to-date with legal provisions concerning Customs prohibitions and restrictions at a national and EU level; ▪ Is able to detect potential risks; ▪ Is able to recognise P&R goods.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC9	<i>Risk Analysis</i>	The Risk Analysis competency relates to the techniques and methodology that Customs Professionals employ to monitor, identify, analyse, assess and address risk and potential issues. 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"> ▪ Approaches risk analysis from both a legal and safety and security perspective; ▪ Is able to perform risk analysis and to document/report the findings; ▪ Is able to apply experience, knowledge and relevant tools (Risk Management framework) to identify and target high-risk transactions e.g. Sanctioned Party List Screening, Embargo Screening; ▪ Collaborates with government departments, other Customs partners nationally and internationally in order to share intelligence; ▪ Is able to provide immediate feedback of newly identified risks with a view to adapt to change; ▪ Is able to categorise and understand the nature and potential consequences of different types of risk; ▪ Uses fact-based intelligence to perform predictive rather than reactive risk analysis; ▪ Recognises irregularities in risk related patterns and focus attention to the areas that matter most; ▪ Communicates presumed irregularities and risk to the appropriate Customs partners.
OC10	<i>Supply Chain Operations</i>	The Supply Chain Operations competency covering 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"> ▪ Demonstrates general knowledge of the Customs Supply Chain and understands the basic Customs principles that underlies the supply chain; ▪ Is able to make recommendations to improve efficiency, quality and service relating to the Customs-Trade flows; ▪ Is able to adapt to a wider end-to-end perspective in relation to decision making – ensures proactive communication with the Customs Partners; ▪ Collaborates with other legal enforcement agencies; ▪ Makes use of national and international expert services; ▪ Understands the consequences, fiscal impact and next steps after the arrival and exit of goods; ▪ Is able to actively collaborate with the Customs administrations and establishes relationships to ensure transparency and smooth processing of goods; ▪ Demonstrates understanding of how Customs activities impact Trade's supply chain in daily operations; ▪ Demonstrates knowledge of regular interactions at a national level, and has the ability to identify and act upon irregularities; ▪ 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; ▪ Is aware of the global supply chain.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC11	<i>Customs Compliance Assurance</i>	<p>The Customs Compliance Assurance competency covers the activities that Customs administrations use to check the compliance of Trade Organisations with the Customs Legislation, Processes and Regulations. This includes controlling the goods and performing further investigation and audits well as enforcing Customs legislation in the event of any confirmed fraudulent or criminal activities. This could lead to collection of Customs duties by all means available under the law of the Member State concerned. It also refers to the activities that traders put in place to proactively monitor whether they are still compliant with the respective rules.</p>	<ul style="list-style-type: none"> ▪ Has knowledge of the different activities that Customs administrations can use to enforce or check the compliance (control, investigation, and enforcement activities); ▪ Has knowledge of the legal provisions and methods for Customs enforcement; ▪ Knows the different law enforcing authorities regarding Customs; ▪ Has knowledge on the different methods to inspect cargo, baggage, articles worn or carried by people, vessels, vehicles, trains and aircraft entering or leaving the EU; ▪ Knows how to manage the control activities (e.g. understanding of possible actions in the case that Customs inspection of goods takes too long); ▪ Has knowledge on how to verify compliance with safety and security relating to passenger and freight transport and vehicles; ▪ Has knowledge of the procedures to be used when investigating possible fraudulent activities relating to Customs, what the specific tasks of Trade organisations are and how it can impact Trade operations; ▪ Has knowledge of the concept of a Customs offence; ▪ Knows how to prepare for potential audits by Customs administrations and cooperates with the Customs Officers to ensure a smooth audit process.
OC12	<i>Customs IT Systems & Applications</i>	<p>The Customs IT Systems & Applications competency relates to the different Customs IT Systems & Applications that have to or can be used by Customs Professionals to execute the different Customs tasks (Declaration, Trade preference management, etc.). This covers both the systems that are specific per company, as well as the systems maintained by MS or the EU. It includes also the understanding of the necessary precautions that are in place to prevent non-authorised access to all the IT systems related to Customs.</p>	<ul style="list-style-type: none"> ▪ Has knowledge of the Customs IT Landscape and how the different systems are interlinked; ▪ Knows which IT system or application to use for which task; ▪ Knows how to communicate electronically with Customs administrations and other Customs Partners; ▪ Is able to suggest and make improvements both to individual IT systems and applications and to linkages between them; ▪ Is able to safeguard the IT security; ▪ Understands and follows the measures put in place to safeguard the IT Security.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC13	Financial Customs Payment Procedures	The Financial Customs Payment Procedures competency relates to the payment of Customs duties, VAT, excise duties and other payments that may rise due to Customs related operations (e.g. payments for Customs services). The competency also refers to organising of Customs debt, the guarantees in the context of Customs procedures and deferred payment.	<ul style="list-style-type: none"> ▪ 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; ▪ Has knowledge about the Customs processes and procedures that have to be followed to pay Customs duties; ▪ Demonstrates broad understanding of the Customs duties that need to be paid for the goods being processed; ▪ Manages the payment to be sure the duties are paid on time and is able to track the status of the payments, including cases of deferred payments; ▪ Ensures the necessary funds or registered guarantees are available to pay or secure the required duties; ▪ Facilitates efficient Customs revenue collection by cooperation with Customs administrations; ▪ Ensures accurate information is given to the Customs administration in relation to Customs debt; ▪ Ensures correct calculation of the Customs value of the goods. Customs duties might be calculated based on the Customs value of the goods; ▪ Has understanding about application of EU Tariff and non-tariff measures to ensure a correct application of appropriate and correct duties or relief from duties.
OC14	Authorisation Management	The Authorisation Management Competency refers to all activities concerning the registration and management of authorisation processes. The activities are related to the registration as a legal trading entity, the application to become an Authorised Economic Operator (AEO) as well as the overall management of all Customs licences and certificates.	<ul style="list-style-type: none"> ▪ Is able to manage the authorisation processes and their status regarding Customs licences and certificates (e.g. related to a permit to place goods under a special procedure or a permit to allow for simplified declarations); ▪ Understands the criteria and processes to receive a licence or certificate to become a legal trading entity and to act under a specific Customs authorisation; ▪ Has knowledge of all decision-taking Customs authorities and the scope of the validity of a decision (i.e. throughout the European Union); ▪ Understands and is able to communicate relevant detailed Economic Operator (EO) information to the Customs authorities; ▪ 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; ▪ Ensures regular compliance checks are carried out to ensure that terms & conditions (T&C) of any authorisations are still being adhered to.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC15	<i>Global Environment and Trends</i>	The Global Environment and Trends competency refers to an understanding of the national and global Customs and environmental trends that can influence the Customs activities of Trade organisations. It also includes using these challenges during the daily execution of their Customs tasks.	<ul style="list-style-type: none"> ▪ Follows up on new developments within Customs globally and nationally and matches them to the specific context of the Trade organisation; ▪ Monitors the evolution of Customs in the short and long term and links recent developments to long term improvement; ▪ Understands the latest challenges, and how these relate to new developments within the Customs departments of Trade organisations (e.g.; Environmental challenges); ▪ Acknowledges the importance of national and international politics and their influence on the trade process; ▪ Demonstrates political knowledge in communications and cooperation during their daily work.
OC16	<i>Entry of Goods Process</i>	The Entry of Goods Process competency refers to an in-depth knowledge, understanding and ability to execute all activities to enter goods in the Union. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully enter goods into the Union.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully bringing goods into the Union; ▪ Understands the division of the roles and responsibilities related to entering goods in the Union.
OC17	<i>Transit Process</i>	The Transit Process competency refers to an in-depth knowledge, understanding and ability to execute all activities to move goods throughout the Community. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully move goods throughout the Union.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully move goods under the Transit procedure through the Union; ▪ Understands the division of the roles and responsibilities related to moving goods using the Transit procedure through the Union.
OC18	<i>Export & Exit Process</i>	The Export & Exit Process competency refers to an in-depth knowledge, understanding and ability to execute all activities to export goods out of the Union. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully export the goods out of the Union.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully exporting goods out of the Union; This covers all export procedures and exceptions such as exporting goods using an exit summary declaration or a re-export advice (including Agricultural Agreements); ▪ Understands the division of the roles and responsibilities related to exporting goods out of the Union.

REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC19	<i>Storage Process</i>	The Storage Process competency refers to an in-depth knowledge, understanding and ability to execute all activities to store goods. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully storing the goods.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully storing goods in the Union; ▪ Understands the division of the roles and responsibilities related to storing goods in the Union.
OC20	<i>Special Procedures Process (excluding Transit)</i>	The Special Procedures Process competency refers to an in-depth knowledge, understanding and ability to execute all activities related to the Special Procedures. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully execute the Special Procedure.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully placing goods under a Special Procedure goods in the Union; ▪ Understands the division of the roles and responsibilities related to Placing goods under a Special Procedure.
OC21	<i>Release for Free Circulation Process</i>	The Release for Free Circulation Process competency refers to an in-depth knowledge, understanding and ability to execute all activities related to the Release for Free Circulation of goods. It includes every step up to the ultimate release of the goods and the associated roles and responsibilities to successfully execute release of the goods.	<ul style="list-style-type: none"> ▪ Demonstrates in-depth knowledge and understanding of the steps and tasks associated to successfully release of goods for free circulation in the European Union (including the specific rules for the End-use procedure, quotas and Agricultural Agreements); ▪ Understands the division of the roles and responsibilities related to release goods for free circulation.

Table 4: Customs Operational Competencies

G. Customs Management Competencies

The Management Competencies are intended to be used for people with a management role. It must be noted that the focus of this Competency Framework is on the interaction between Trade Professionals and Customs Administrations. Hence, the Management Competencies that are solely related to internal management tasks are not included in the framework. The Management Competencies in this document may apply to all levels, depending on the specific contexts within Trader organisations.

There are 4 proficiency levels ranging from 'Proficiency Level 1 – Awareness' to 'Proficiency Level 4 – Expert'. Customs Professionals in a management position should attain different proficiency levels per management competency depending on their specific role, responsibilities and tasks.

REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC1	<i>Negotiating</i>	<ul style="list-style-type: none"> ▪ Able to identify and/or create win-win situations; ▪ Able to obtain the resources or change required by the business (either commercially or developmentally); ▪ Able to understand and influence people's thinking and decisions through listening to them and presenting them with solid arguments; ▪ Able to assert authority on commercial negotiations whilst maintaining an effective relationship; ▪ Able to understand other's point of view, listen and influence to create buy-in of ideas and solutions without conflict.
MC2	<i>People Management</i>	<ul style="list-style-type: none"> ▪ Sets stretching goals and assigns responsibilities; ▪ Distributes workload appropriately; ▪ Understands the skills of staff members and takes time to develop them; ▪ Has social skills to interact with all levels; ▪ Able to build effective and efficient teams; ▪ Able to leverage diversity within teams; ▪ Has the capacity to motivate others; ▪ Monitors and takes corrective action when required.
MC3	<i>Conflict Management</i>	<ul style="list-style-type: none"> ▪ Able to effectively and proactively identify common causes and situations that could lead to conflicts; ▪ Able to facilitate conflict resolution; ▪ Able to track the evolution of potential conflicts in order to avoid and mitigate the risks it would bring; ▪ Able to identify the real driving causes behind the conflict; ▪ Able to manage conflicts for positive results.

REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC4	<i>Communication Management</i>	<ul style="list-style-type: none"> ▪ Understands the key role, and channels of communications in a modern Customs department or team; ▪ Creates a culture of compliance through transparency; ▪ Proactively communicates to the government and other Customs Partners using the appropriate techniques and communication channels; ▪ Able to act according to the organisation's internal and external communications strategies; ▪ Able to assess situations and to use appropriate communication techniques; ▪ Demonstrates and ensures that team communications are accurate and clear; ▪ Educates Trade and informs both the government and the public using the appropriate techniques and channels.
MC5	<i>Process Management</i>	<ul style="list-style-type: none"> ▪ Has a clear insight in how Customs processes are structured and interlinked (especially for the processes performed by the members of their own team(s)); ▪ Has a clear view on the role of their team in the different processes and what the impact of the outcome of the tasks performed by the Customs Partners is, on the tasks of their team(s); ▪ Continuously looks to improve the efficiency and effectiveness of Customs processes, both related to their own department or team; and to the dependencies with other departments and the Customs administration; ▪ Has knowledge of the international supply chain logistics and the associated role of Trade and the Customs Administration; ▪ Focuses on improvements to reduce waste, reduce administrative burden and to increase efficiency for both Trade and Customs; ▪ Knows what drives trade facilitation and looks to optimise cooperation and transparency; ▪ Understands safety and security considerations, economic impacts, EU and International trade legislation and agreements; ▪ Applies supply chain models and has understanding of how outsourcing models are used in supply chains, and an understanding of the elements of the supply chain that are outsourced to different parties; ▪ Assesses risk related to supply chain operations.
MC6	<i>Entrepreneurship</i>	<ul style="list-style-type: none"> ▪ Takes ownership to improve overall performance of areas of responsibility; ▪ Continuously searches for ways to improve effectiveness and efficiency of operations; ▪ Organises daily work and makes decisions for the team with the benefits of the organisation in mind; ▪ Focuses effort to change for improvement, both with economic and non-economic impacts.

Table 5: Customs Management Competencies