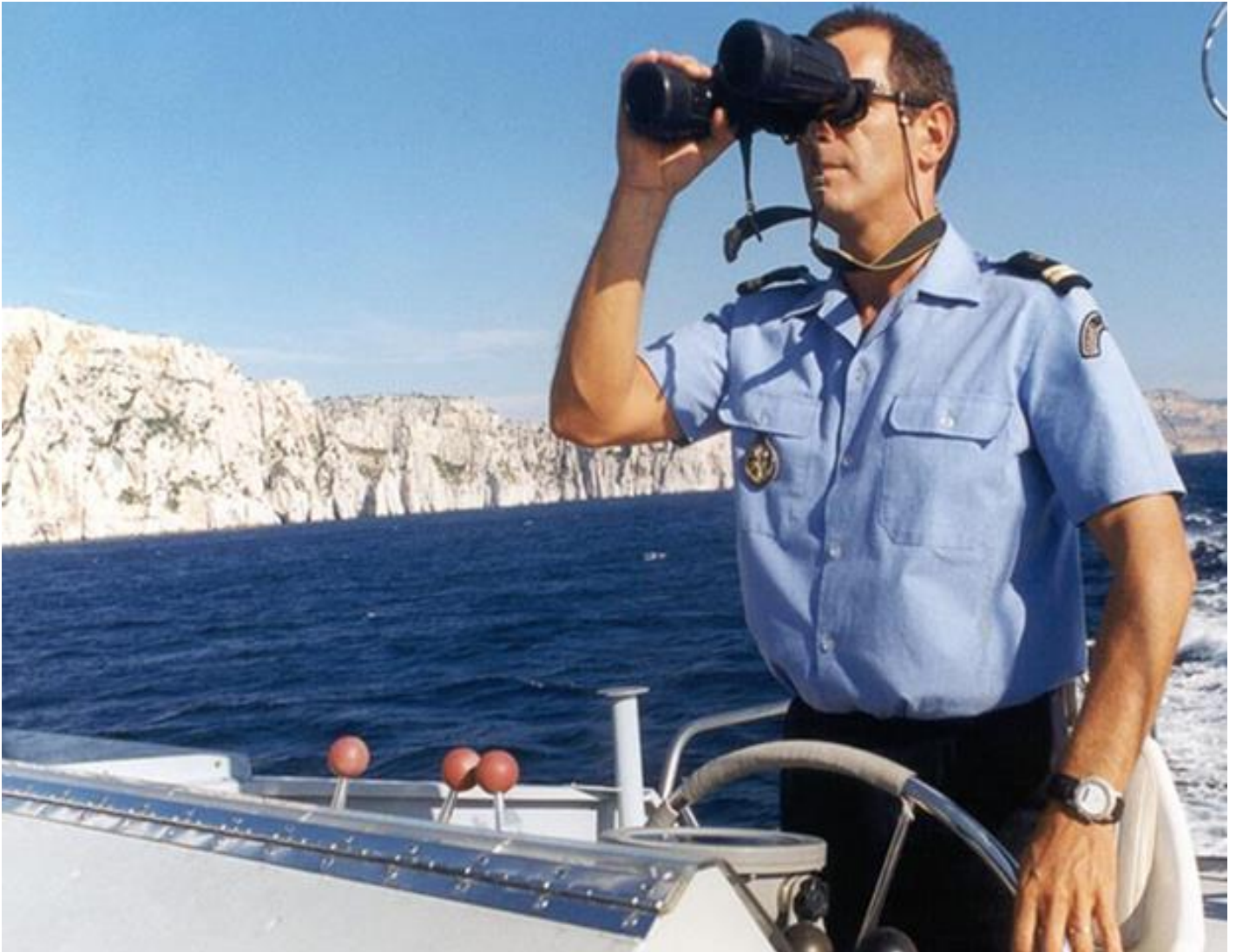




European
Commission



EU Customs Competency Framework

Competencies Dictionary

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*Taxation and
Customs Union*

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A. Introduction

Document Purpose

The purpose of this document is to provide details of Customs Competency Framework. It describes the Framework as well as the definitions for the Core Values, the Proficiency Levels; and the Customs Competencies.

Structure

This document is organised as follows:

- Introduction, which describes the purpose and structure of this document;
- Framework Overview, which presents the competency framework view at a high level.;
- Customs Core Values, describes the horizontal values that are relevant for any individual working in the Customs profession;
- 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;
- Customs Professional Competencies, describes competencies that are applied in a broader professional context, and do not necessarily apply to Customs only. However the competencies that are included are deemed relevant in the Customs domain;
- Customs Operational Competencies describes the competencies that are relevant at 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 for both operational and strategic managers within Customs.

B. Framework High Level Overview

In the following sections, each of the main building blocks of the Competency Framework will be elaborated upon.

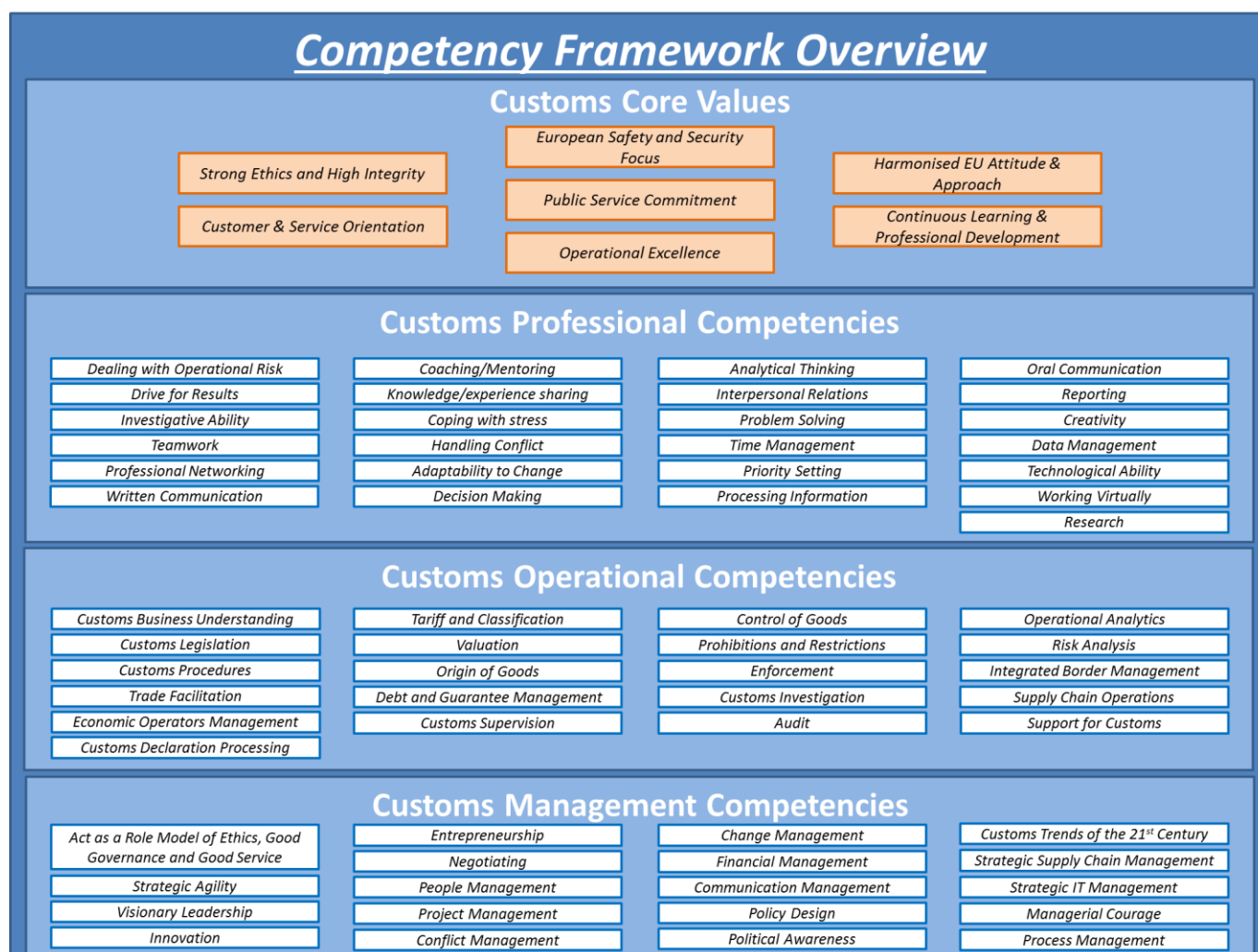


Figure 1: Competency Framework Overview

C. 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 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 potential new Customs hires can be matched against the core values of EU Customs during the recruitment process.

REF.	CUSTOMS CORE VALUE	DESCRIPTION
CV1	<i>Strong Ethics and High Integrity</i>	All Customs professionals exhibit integrity and earn trust through ethical behaviour. 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 & Service Orientation</i>	Customs commits to and promotes a customer-centered 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>Continual Learning & Professional Development</i>	In a world that is 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 demonstrate 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 & 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 Member States.

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CV7	<i>European Safety and Security Focus</i>	Customs has a large responsibility in ensuring a safe and secure society in the European Union. Now, more than ever, safety and security has 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 an attentive safety and security mind-set. While doing so, Customs professionals can continue to strive to boost the competitiveness of the EU, while warding off new risks to its safety and security.
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Table 1: 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 1 (Awareness) to 4 (Expert). The proficiency levels do not 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 is required in the role.

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	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 competencies that are of use in broader professional context and therefore, do not 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"> ▪ Demonstrates the knowledge and ability to deal with operational risk on a daily basis; ▪ 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"> ▪ Spends own time and the time of others on what is most important 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>Investigative Ability</i>	<ul style="list-style-type: none"> ▪ Is very much aware of their surroundings; ▪ Probes and investigates for potential irregularities effectively; ▪ Takes appropriate action when irregularities are encountered; ▪ Has great attention to detail.
PC5	<i>Data Management</i>	<ul style="list-style-type: none"> ▪ 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.
PC6	<i>Technological Ability</i>	<ul style="list-style-type: none"> ▪ Has an affinity for technology and IT; ▪ Picks up on new technology (such as 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.
PC7	<i>Drive for Results</i>	<ul style="list-style-type: none"> ▪ Demonstrates and encourages action oriented behaviour; ▪ Does not give up before finishing; ▪ Pushes and motivates self and others to achieve results.
PC8	<i>Interpersonal Relations</i>	<ul style="list-style-type: none"> ▪ Interacts positively with different people at all levels – internal and external to the administration; ▪ Builds appropriate rapport and treats others with courtesy, sensitivity, and respect.
PC9	<i>Teamwork</i>	<ul style="list-style-type: none"> ▪ Able to work and collaborate as a team in pursuit of a common goal; ▪ Is cooperative and mutually supportive of team members; ▪ Effective in dealing with people involved in cross-border activities.

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REF.	PROFESSIONAL COMPETENCY	DESCRIPTION
PC10	<i>Professional Networking</i>	<ul style="list-style-type: none"> ▪ Establishes and cultivates contacts that are useful to the business of Customs (both at a national level and cross-borders); ▪ Builds up relevant contacts and establishes a rapport; ▪ Draws upon network of contacts to improve own professional effectiveness and efficiency.
PC11	<i>Coaching/Mentoring</i>	<ul style="list-style-type: none"> ▪ Uses own experience and knowledge to coach and help out co-workers at all levels when appropriate; ▪ Improves the overall performance of co-workers by sharing experience and approaches to work.
PC12	<i>Knowledge/Experience Sharing</i>	<ul style="list-style-type: none"> ▪ Is open and aware of benefits of sharing knowledge and experience; ▪ Able to explain things in an easily understandable way; ▪ Able to change the way they communicate according to the audience at hand; ▪ Knows how to verify that the message was understood by the recipients.
PC13	<i>Coping with Stress</i>	<ul style="list-style-type: none"> ▪ Is 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.
PC14	<i>Handling Conflict</i>	<ul style="list-style-type: none"> ▪ Anticipates, manages and resolves conflicts and disagreements in a positive and constructive manner; ▪ Analyses situations thoroughly before taking actions; ▪ Tries to look at the issue from the different parties' perspective; ▪ Applies active listening, finds common ground and resolves disputes equitably.
PC15	<i>Adaptability to Change</i>	<ul style="list-style-type: none"> ▪ Demonstrates willingness to adapt to change; ▪ Demonstrates a continuous improvement mind-set; ▪ Shifts strategy or approach in response to demands of the situation; ▪ Responds to change with a positive attitude.
PC16	<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 of decisions; ▪ Has the courage to make tough decisions.
PC17	<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.
PC18	<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.
PC19	<i>Processing Information</i>	<ul style="list-style-type: none"> ▪ Able to interpret information; ▪ Able to retrieve, process and input information both in virtual and physical contexts; ▪ Able to engage in the appropriate procedures when required information is missing.

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REF.	PROFESSIONAL COMPETENCY	DESCRIPTION
<i>PC20</i>	<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.
<i>PC21</i>	<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.
<i>PC22</i>	<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.
<i>PC23</i>	<i>Creativity</i>	<ul style="list-style-type: none"> ▪ Demonstrates and encourage innovative and 'out-of-the-box' thinking; ▪ Has knowledge of methods and techniques to stimulate creative thinking for themselves and with others.
<i>PC24</i>	<i>Working Virtually</i>	<ul style="list-style-type: none"> ▪ Able to effectively and efficiently use the appropriate systems (physical and virtual) as a way to read, report, store and communicate data and information; ▪ Applies practices, processes and procedures necessary to get things done.
<i>PC25</i>	<i>Research</i>	<ul style="list-style-type: none"> ▪ Able to conduct research following structured methodology; ▪ Able to ensure sufficient leadership support for the research; ▪ Has intellectual capacity; has a 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.

Table 2: Customs Professional Competencies

F. Customs Operational Competencies

Operational Competencies are intended to be of specific use to the world of Customs and cover the operational/technical role specific competencies that are required for 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 are not sufficient to perform as 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 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"> ▪ Demonstrates knowledge of the (operational and strategic) roles of Customs in daily decision making; ▪ Understands the business drivers; ▪ Demonstrates knowledge of the cooperation with Customs' usual internal and external partners in daily activities; ▪ Understands both macro and micro economics related to a national, EU and global context; ▪ Drives the creation of an economically attractive climate nationally and within the EU.
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 fulfil their specific role and tasks.	<ul style="list-style-type: none"> ▪ Understands the scope of Customs legislation, and the mission of Customs, its legal definitions; ▪ Demonstrates knowledge of national and EU legal provisions in their daily operations; ▪ Ability to effectively communicate and apply legal knowledge when and where necessary; ▪ Responds to queries from persons and economic operators in relation to legislation; ▪ Reviews appeals and can refer and examine details to ensure fair and legal decisions have been made; ▪ Applies legal competence to practical Customs situations e.g. audit, controls, enforcement, supervision, quality assurance; ▪ Strives to achieve compliance with EU legislation at a national level; ▪ Supports the review and drafting of legislation.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC3	<i>Customs Procedures</i>	The Customs Procedures competency refers to the knowledge, skills and behaviours that are required of Customs professionals that are involved in the supervision or management of a Customs procedure.	<ul style="list-style-type: none"> ▪ Knowledge of Customs Procedures, Entry of Goods, Release for Free Circulation, Transit, Storage, Export, other Special Procedures; ▪ Knowledge of the end to end process and dependencies for each Customs procedure; ▪ Can determine and validate the competent Customs office in relation to Customs procedure; ▪ Determines and applies time limits on Customs procedures when applicable; ▪ Takes into account the nature of traffic and goods; ensures that the flow is not hindered or distorted; ▪ Determines the Customs status of goods; ▪ Processes and manages the verification and release of goods.
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"> ▪ Thoroughly understands Customs operations and the different models for interaction between Trade and Customs; ▪ 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; ▪ Actively listens to and cooperates with Trade; ▪ Facilitates Trade operations, ensures no unnecessary delays and understands time constraints of Trade operations; ▪ Can identify all stakeholders either internal / external to the organisation and understands their individual needs and concerns; ▪ Understands and applies the different models for cooperation between Customs and Trade; ▪ Able to manage expectations; ▪ Demonstrates good customer management skills.
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. 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 delivering high quality service.	<ul style="list-style-type: none"> ▪ Understands and is able to track and retain relevant detailed Economic Operator (EO) information and those of other legal persons involved; is able to make updates upon request of the EO; ▪ 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; ▪ Able to apply knowledge of legal framework in order to grant an authorisation, manage simplifications and authorised economic operator (AEO) structures; ▪ Has knowledge of all decision-taking Customs authorities and the scope of the validity of a decision (i.e. throughout the Community); ▪ Ensures regular compliance checks are carried out to ensure that terms & conditions (T&C) of any authorisations are being adhered to.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
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"> ▪ Able to process Customs Declarations electronically, ▪ Able to process Customs Declarations that have been submitted using other means, such as paper declarations, following standard processes; ▪ Able to process paper declarations in the case of the fall-back procedure; ▪ 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; ▪ Able to apply knowledge and experience to validate declaration data, to spot irregularities; ▪ Able to apply systematic identification of risk to identify cargo for Customs control checks, also able to identify cargo for random checks; ▪ Able to interact with the Trade in a consistent manner, to understand and respond to queries and to promptly request additional information as needed.
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 usage of online databases (such as TARIC), rules and regulations relating to use and application of measures.	<ul style="list-style-type: none"> ▪ Understands the impact Tariff and Classification has on the assessment of Customs Debt; ▪ Has knowledge of Common Customs Tariff (CCT) and general knowledge on Customs duties; ▪ Able to classify goods using tariff classification and barcode scanning technology; knowledge of TARIC and/or of National Tariffs as well as Combined Nomenclature (CN); ▪ Able to process applications for Binding Tariff Information (BTI) and to issue such information; ▪ Able to use and integrate TARIC information; ▪ Able to recognise and classify goods based on the description of the goods; ▪ Able to perform documentary control and/or physical control; ▪ Able to make use of the appropriate databases for accurate classification; ▪ Applies the General Interpretative Rules relating to classification of goods; ▪ Able to assist Trade and respond to queries relating to tariff and classification.
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 the relation to the Customs value of goods.	<ul style="list-style-type: none"> ▪ 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 (transaction value of similar goods, deductive method, compute method, fall-back method)); ▪ Able to validate system based calculations at a high level during daily operations; ▪ Able to delve deeper in relation to auditing activities to manually verify Customs value calculations, and to ensure that the correct calculation method is applied; ▪ Able to make use of the appropriate databases and IT systems for information and reporting.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
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 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; ▪ Able to verify documents of origin; ▪ Able to determine 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.
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"> ▪ 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; ▪ Able to process customs debt in the case of non-compliance by the debtor; ▪ Able to apply penalties for failure to comply with Customs legislation; ▪ Able to calculate and approve refunds to economic operators; ▪ Able to assign and manage guarantees in an end-to-end comprehensive manner, including approvals, rejections issue management and recovery / collections; ▪ Ensures maximum efficiency and integrity of revenue collection and management and strives to safeguard the financial interests at both a national and EU level; ▪ Ensures accurate information is held in relation to the debtor and their corresponding Customs debt; ▪ Strives to identify irregularities and uses modern technology and techniques to identify potential fraud.
OC11	<i>Customs Supervision</i>	The Customs Supervision competency deals with the handling and management of goods brought into and exiting the Customs Territory of the Union, including logistics and surveillance.	<ul style="list-style-type: none"> ▪ Has knowledge of Customs logistics and obligations when supervising goods under a Customs procedure; ▪ Able to determine the Customs status of goods, and ensures non-union goods remain under Customs supervision; ▪ Facilitates examination of goods by the holder of the goods; ▪ Able to manage and process the arrival of goods within Customs controlled areas; ▪ Able to effectively and efficiently handle the presentation, unloading and examination of goods; ▪ Able to manage the required formalities after the presentation of the goods, using the appropriate procedures and systems; ▪ Able to process goods moved under transit procedure; ▪ Able to effectively manage the logistics and surveillance of goods while under Customs supervision.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
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"> ▪ Verifies that conditions for processing under Customs control are satisfied; ▪ Has knowledge on how to verify compliance with statutes relating to passenger and freight transport and vehicles; ▪ Able to perform Customs controls which consists of examining goods, taking samples, verifying declaration data and the existence and authenticity of documents, examining the accounts of economic operators and other records, inspecting means of transport; ▪ Able to perform intrusive and non-intrusive inspections; ▪ Able to engage in early detection activities; ▪ Able to engage in focused interventions of all types and resource allocation measures; ▪ 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; ▪ Able to advise customers on issues relating to import and export restrictions (including plants, animals and waste restrictions, radiation level limits, advice in relation to consumer protection issues); ▪ Able to use IT and technology to perform controls in an effective and efficient manner.
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"> ▪ Has knowledge of goods that are subject to measures of Prohibitions and Restrictions (P&R) that are implemented as a result of either national (may differ between Member States) or EU legislation, or international (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; ▪ Able to keep up-to-date with legal provisions concerning Customs prohibitions and restrictions at a national and EU level; ▪ Able to detect potential risks, and feed into new P&R at a national level; ▪ Able to follow and/or implement emergency measures in relation to P&R; ▪ Able to check licenses and quotas for restricted goods; ▪ Able to recognise P&R goods.

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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"> ▪ Has knowledge of the legal provisions and instruments for Custom enforcement; ▪ Has knowledge of Intellectual Property rights (IPR), cultural property rights and endangered species of plants and animals; ▪ Able to identify the appropriate partners for cooperation according to the legal basis for cooperation and mutual assistance; ▪ Able to co-operate effectively and efficiently with other (law enforcing) authorities regarding Customs; cooperates through information and intelligence exchanges; ▪ 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; ▪ Able to ensure that the appropriate authorities are informed in case of additional duties and / or fines because goods have been incorrectly declared; ▪ Able to impose fines and confiscate illegal / restricted goods; ▪ Able to initiate legal proceedings, liaising with other law enforcing authorities at national and international level; ▪ Able to perform Customs enforcement procedures at the border, inland (and occasionally within mobile teams); ▪ Provides guidance in cases of counterfeit goods.
OC15	<i>Customs Investigation</i>	The Customs Investigation competency is concerned with the in depth enquiry into a person's / economic operator's 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 (smuggling of drugs) and fiscal offences (fraud).	<ul style="list-style-type: none"> ▪ Has knowledge of the procedures to be used when investigating possible fraudulent activities relating to Customs; ▪ Has knowledge of the concept of a Customs offence and the limits of Customs' powers in crime prevention; ▪ Able to track and recall historic fraudulent activities and precedents for re-offending organisations; ▪ Able to share information and collaborate with other Customs authorities and agencies; ▪ Able to document and gather information to support an investigation in a consistent manner; ▪ Able to capture the point of view of the economic operator or persons in relation to a case; ▪ Able to employ anti-fraudulent systems to uncover fraudulent activities; ▪ Able to deal with appeals in light of Customs decisions that resulted out of Customs investigations.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC16	<i>Audit</i>	The Audit competency relates to the recording and tracking 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 and EU Customs legal provisions. Audit may be conducted post clearance at the trader's premises.	<ul style="list-style-type: none"> ▪ Examines the accounts and other records; ▪ Inspects business premises, commercial records whether electronically held or not, manufacturing process (where applicable) and/or certain items of the plant or stock; ▪ Plans audits and communicates the process to business in advance of the audit; ▪ Able to treat all information and documents of legal persons confidentially; ▪ Able to effectively cooperate with and to exchange information with other organisations as required (other Customs administrations, other governmental authorities, Trade organisations, logistics companies, port authorities...); ▪ Able to engage in the use of systems-based approaches (e.g. electronic data processing , auditing - pre and post clearance); ▪ Able to ensure the consistency and quality of post-clearance control and audit efforts; ▪ Able to produce clear and qualitative reports, meeting the standard that is agreed and required.
OC17	<i>Operational Analytics</i>	Operational Analytics 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 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 process improvements and cost reductions, and to report statistical data at a national and EU level.	<ul style="list-style-type: none"> ▪ Understands how Operational Analytics relates to analysis of the day to day operations in Customs (e.g. number of seizures); ▪ Targets data with a view to proactively identify areas for improvement of operational effectiveness, based on performance measurement activities, identification of patterns and client behaviours; ▪ Utilises data to determine operational strategies and resource allocation; ▪ Able to communicate the results of the data analysis to all appropriate parties (incl. other government departments and other MS when required); ▪ Able to effectively interpret operational data in order to provide insights and improve decision making; ▪ Able to perform diagnostics of current organisation & processes, utilising analytic techniques and models with a view to eliminate waste and improve process performance; ▪ Able to process large quantities of intelligence information effectively and to capture it in reports.

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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"> ▪ Approaches risk analysis from both a legal and safety and security perspective; ▪ Able to perform risk analysis and to document/report the findings; ▪ Able to apply experience, knowledge and relevant tools (Risk Management Framework) to identify and target high-risk transactions; ▪ Collaborates with other agencies, government departments and internationally, in order to share intelligence to feed risk engines; ▪ Able to provide immediate feedback of newly identified risks with a view to adapt to change; ▪ Able to categorise and understand the nature and potential consequences of different types 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 in order to augment current models to address other areas of interest, such as case selection criteria and fraud.
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"> ▪ Has knowledge of national and international legal framework supporting border management; ▪ 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 Member States and internationally); ▪ Able to control compliance with all relevant transport regulations and provisions as required by the work assignment; ▪ Able to recognise, communicate, act upon and escalate any fraudulent and criminal activities uncovered by surveillance activities; ▪ Able to communicate and collaborate efficiently with other law enforcing agencies, nationally and internationally; ▪ Able to collect border fees (if required) and to verify all relevant border documents; ▪ Able to correctly assert responsibility when enforcing border legislation.

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REF.	OPERATIONAL COMPETENCY	SCOPE	DESCRIPTION
OC20	<i>Supply Chain Operations</i>	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; ▪ Able to offer advice to the Trade and other government departments, brings essential knowledge to any task within the supply chain; ▪ Able to make recommendations to improve efficiency, quality and service relating to the Customs flows; ▪ 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); ▪ 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; ▪ Able to actively collaborate with Trade 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 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; ▪ Able to keep abreast of changes and increased complexity.
OC21	<i>Support for Customs</i>	The Support competency refers to the specific knowledge, skills and behaviours that are required of Customs professionals that are 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.	<ul style="list-style-type: none"> ▪ Understands the Customs Business needs in order to allocate the correct resources, workforce etc.; ▪ Has sufficient understanding of the support required to train Customs professionals to meet the standards required to function well in their roles; ▪ Has knowledge of HR/ Finance/IT/ training concepts and operations; ▪ Has a service-oriented mind-set; ▪ Responds to queries; ▪ Communicates effectively and efficiently; ▪ Trainers emphasise on building language skills in the EU Customs Administrations and promote cross-border networking; ▪ Trainers are able to deliver clear and targeted training sessions and have excellent presentation skills.

Table 3: Customs Operational Competencies

G. Customs Management Competencies

The Management Competencies are intended to be of specific use 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 Member States.

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"> ▪ 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.
MC2	<i>Visionary Leadership</i>	<ul style="list-style-type: none"> ▪ Demonstrates the organisation's core values; ▪ Able to disseminate their vision clearly towards others; ▪ Able to see the big picture and provides inspiration for groups; ▪ Able to communicate a clear direction for the organisation to all levels; ▪ Gets results through people; ▪ Able to sell the need for change when appropriate; ▪ Able to develop new strategy according to the needs of the organisation; ▪ Demonstrates self-confidence and takes responsibility; ▪ Is charismatic; ▪ Plans for, develops, communicates and implements the business vision; ▪ Allocates the appropriate resources able to implement strategies; ▪ Follows-up on realised benefits and takes corrective action when required.
MC3	<i>Strategic Agility</i>	<ul style="list-style-type: none"> ▪ Has a critical understanding of national, EU and global Customs environment; ▪ Makes strategic decisions and plans accordingly; ▪ Drives the organisation to create and sustain competitive advantages; ▪ Brings and analyses creative ideas; ▪ Analyses strategic goals (end-to-end visioning, planning, strategic objectives) founded upon EU and national objectives; ▪ Able to foresee how different pieces of the organisation, operations, strategies and policies are interconnected and how one impacts the other; ▪ Develops plans together with the key stakeholders; ▪ Able to develop workable road-maps to translate strategy to tactics to operations; ▪ Installs proactive measures and procedures to avoid disasters.

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REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC4	<i>Innovation</i>	<ul style="list-style-type: none"> ▪ Fosters innovation; ▪ Demonstrates and encourages creative thinking; ▪ Has knowledge of methods and techniques to stimulate creative thinking with others; ▪ Does not dismiss ideas immediately but welcomes them with an open mind; ▪ Seeks value rather than constraints and barriers in new suggestions; ▪ Is positive rather than negative.
MC5	<i>Entrepreneurship</i>	<ul style="list-style-type: none"> ▪ Continuously searches for ways to improve effectiveness and efficiency; ▪ Organises daily work and makes decisions for their work and team with the benefits of the organisation in mind; ▪ Focusses effort to change for betterment both with economic and non-economic impacts.
MC6	<i>Negotiating</i>	<ul style="list-style-type: none"> ▪ Able to weigh on other people's thinking and decisions through listening to them and presenting them with solid arguments; ▪ Able to identify and/or create win-win situations; ▪ Able to assert authority on commercial negotiations whilst maintaining an effective relationship; ▪ Able to obtain the resources or change required by the business (either commercially or developmentally); ▪ Able to see alternative points of view, listen and influence to create buy-in of ideas and solutions without conflict.
MC7	<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.
MC8	<i>Project Management</i>	<ul style="list-style-type: none"> ▪ Designs, implements and manages ongoing projects and directs the related resources, personnel and activities to successful completion; ▪ Able to proactively identify and mitigate project risks; ▪ Able to link strategic planning to risk management protocols, policy and procedures; ▪ Able to effectively manage change that impact the trajectory of the project.
MC9	<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 during discussions; ▪ Able to track the evolution of potential conflicts in order to avoid and mitigate the risks it would bring; ▪ Able to identify the driving causes behind the conflict; ▪ Able to manage conflicts for positive results.
MC10	<i>Change Management</i>	<ul style="list-style-type: none"> ▪ Demonstrates knowledge of the key drivers of change; ▪ Able to strategically analyse the key components of the change process to clearly outline the need for change; ▪ Empathises with those experiencing change and assist them in developing the new knowledge, skills and behaviours required; ▪ Able to overcome resistance to change; ▪ Maintains focus even in adverse or ambiguous situations.

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REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC11	<i>Financial Management</i>	<ul style="list-style-type: none"> ▪ Demonstrates broad understanding of good financial management; ▪ Able to allocate financial resources to effectively deliver the business objectives of the National Customs Administration; ▪ Able to adhere to EU requirements; ▪ Able to make and track financial plans; ▪ Able to monitor operating costs and budgetary spend and report performance - distinction between development, running costs, capital and operational costs; ▪ Able to utilise the national mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations.
MC12	<i>Communication Management</i>	<ul style="list-style-type: none"> ▪ Understand the key role, and channels of communications in a modern Customs department; ▪ Creates a culture of compliance through transparency; ▪ Educates the Trade and informs both government and the public using the appropriate techniques; ▪ 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.
MC13	<i>Policy Design</i>	<ul style="list-style-type: none"> ▪ Has knowledge of the Customs policy requirements and procedures for their development and implementation; ▪ Has knowledge of the national, EU and international (WCO, WTO) policy imperatives and has the ability to translate them into Customs policies; ▪ Able to transform strategy into operational policy; ▪ Contributes to the policy development process within government, at EU level and internationally; ▪ Adheres to the limitations on policy and the legislative basis for them; ▪ Engages with key stakeholders to influence and assist with policy development.
MC14	<i>Political Awareness</i>	<ul style="list-style-type: none"> ▪ Acknowledges the importance of national and international politics and their influence on the decision making process; ▪ Has an interest in international politics; ▪ Able to identify the major political players; ▪ Has knowledge of National, EU and International economic policies and social directions; ▪ Demonstrates political knowledge in communications and cooperation during their daily work; ▪ Able to effectively cooperate and negotiate with own and foreign governments; ▪ Understands the needs of stakeholders.
MC15	<i>Customs Trends of the 21st Century</i>	<ul style="list-style-type: none"> ▪ Follows up on new global developments within Customs and matches them to the national and EU context in their administration; ▪ Monitors the evolution of Customs in the short and long term; ▪ Understands the latest challenges, and how this relates to new developments within Customs agencies worldwide; ▪ Demonstrates a continuous learning mind-set; ▪ Links recent developments to long term improvement.

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REF.	MANAGEMENT COMPETENCY	DESCRIPTION
MC16	<i>Strategic Supply Chain Management</i>	<ul style="list-style-type: none"> ▪ Has knowledge of the international supply chain logistics and the role of Customs herein; ▪ 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; ▪ Focuses on cost reductions in relation to Customs controls and actions; ▪ 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; ▪ Examines opportunities/barriers at internal and external Customs borders; ▪ Able to capture the requirements of Trade and other stakeholders; ▪ Assesses risk related to supply chain operations.
MC17	<i>Strategic IT Management</i>	<ul style="list-style-type: none"> ▪ Understands the Customs Business needs in order to understand its true IT requirements; ▪ Has knowledge of the Customs IT Landscape and how the different systems are interlinked; ▪ Able to develop a clear vision of how IT can help to achieve Customs' strategic objectives; ▪ Able to suggest and make improvements both to individual IT systems and to a network of IT systems, as necessary; ▪ 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.
MC18	<i>Managerial Courage</i>	<ul style="list-style-type: none"> ▪ Takes responsibility for actions within the own team/department; ▪ Able to make educated and informed decisions based on potentially incomplete information; ▪ Steers and advises team members when no clear guide lines or policies are in place; ▪ Allows for exceptions when the situation asks for it and takes responsibility for it.
MC19	<i>Process Management</i>	<ul style="list-style-type: none"> ▪ Has a clear insight in how Customs processes are structured and interlinked (in particular, for the processes performed by the members of their own team(s)); ▪ Continuously seeks to improve the efficiency and effectiveness of Customs processes, both those within their own department and those that have dependencies with other departments and/or Trade.

Table 4: Customs Management Competencies