



# EU Customs Competency Framework for the Customs Profession

Role Descriptions - Policy

January 2014

### Definition Functional Domain “Policy”:

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

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

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

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

This means that some roles were excluded from this functional domain:

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

- **Operational roles:** Same rationale as above, i.e. that there are rarely roles at an operational level in the Policy domain.

## EU Customs Competency Framework - Role Descriptions - Policy

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

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7. Builds a network with other Customs Managers and employees within the European Union; assists in and participates to international project groups.
8. Ensures the fiscal integrity of Customs operations and transactions.

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

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Role Title	
<i>Middle Manager in the Policy Department</i>	
Level	Functional Domain
<i>Middle Manager</i>	<i>Policy</i>
Role Description	
<p>A person holding a middle management role typically leads and steers multiple teams. Often, but not necessarily, there is an intermediate management layer that manages each separate team (Line Management). In some cases, it could be that a person in a Middle Management role manages a single team. This is the typically the case in the Policy domain.</p> <p>He or she, and the team(s) under his or her management will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Defining the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with European Union policy and legislation.</li> <li>2) <b>Customs Processes:</b> Defining efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration's employees and contributes to the realisation of an EU aligned policy at national level.</li> <li>3) <b>Communications of Policy Updates:</b> Communicating updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of a Middle Manager within a Policy Department are focused on <b>guaranteeing the overall operational coordination</b> of his or her department and <b>acting as the link between the Strategic/Senior Management and the Expert teams</b>. He/she will perform his/her responsibilities based on <b>the Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus. A Middle Manager will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Provides flexibility and adequate conditions to team members to maximise efficiency.</li> <li>2. Ensures and follows up periodically on overall performance, tracks progress to meet strategic objectives.</li> <li>3. Reports performance and progress to his or her manager (e.g. the Regional Director and National Office).</li> <li>4. Translates the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He or she is responsible to clearly communicate these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels in order to capture their feedback.</li> <li>5. Ensures the development of strong technical knowledge both on a personal level and for his/her teams.</li> </ol>	

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6. Ensures that team members operate & communicate with appropriate political awareness & sensitivity.
7. Ensures that the team members are aware of recent changes/measures related to the EU policy and that they act upon them and update the National Customs policies accordingly.
8. Ensures the communication, coordination, and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties, to guarantee uniform operations throughout the entire country.
9. Builds a network with other Customs Managers and employees within the European Union and participate to international project groups.
10. Provides support on complex and contentious Policy cases.

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

## EU Customs Competency Framework - Role Descriptions - Policy

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Role Title	
<i>Senior Expert in the Policy Department</i>	
Level	Functional Domain
<i>Senior Expert</i>	<i>Policy</i>
Role Description	
<p>A person holding a Senior Expert role has typically specialised extensively in a certain domain. He or she is required to act as a consultant on a daily basis for questions of other Customs employees and for complex enquiries and cases related to his or her specific expertise. Senior Experts have a relatively higher level of expertise as compared to that of more junior Experts.</p> <p>He or she will typically be involved in:</p> <ol style="list-style-type: none"> <li>1) <b>Customs Policies:</b> Defining the scope of activities in which the Customs Administration can act. This includes the mandate to achieve their economic, political and sociological objectives in line with European Union policy and legislation.</li> <li>2) <b>Customs Processes:</b> Defining efficient Customs processes that focus on achieving the organisational objectives, combining the best use of scarce Customs resources with feasible technological solutions. The implementation of these processes benefits the daily work of the Customs Administration's employees and contributes to the realisation of an EU aligned policy at national level.</li> <li>3) <b>Communications of Policy Updates:</b> Communicating updated or new policies to all Customs employees and/or stakeholders involved.</li> </ol> <p>The main responsibilities of a Senior Expert in Risk Management are focused on <b>developing extensive expert knowledge</b> regarding European Union and National Customs Policy and <b>guaranteeing an efficient Policy department</b>. He/she will perform his/her responsibilities based on <b>the Customs Core Values</b> which are Strong Ethics and High Integrity, Public Service Commitment, Customer &amp; Service Orientation, Continual Learning &amp; Professional Development, Operational Excellence, Harmonised EU Attitude &amp; Approach and European Safety and Security Focus. A Senior Expert will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> <li>1. Develops strong and focused technical, expert knowledge on a personal level and on a continuous basis regarding Policy definition and Customs Processes.</li> <li>2. Follows up on recent changes/measures related to the EU policy and acts upon them by updating the National Customs policies accordingly.</li> <li>3. Organises own work thereby maximising own performance accordingly.</li> <li>4. Understands, cooperates, and communicates effectively with appropriate political awareness &amp; sensitivity.</li> <li>5. Delivers high quality work products in a timely manner.</li> <li>6. Reports status and relevant difficulties or issues to his or her manager in a proactive and timely manner.</li> <li>7. Ensures the communication, coordination, and execution of new/updated national measures and policies throughout the national Customs Administrations and the appropriate Trade parties</li> </ol>	



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to guarantee uniform operations throughout the entire country.

8. Builds a network with other Customs Experts and employees within the European Union; assists in and participates to international project groups.

9. Helps Experts to build strong technical expert knowledge and provides support in solving complex cases.

10. Ensures a dialogue with relevant national, EU and international authorities and institutions.

11. Gives and/or supports training to other Customs employees in their specific domain.

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

## EU Customs Competency Framework - Role Descriptions - Policy

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

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9. Ensures a dialogue with relevant national, EU and international authorities and institutions.

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