EU Customs Training Curriculum for the Private Sector

Management Competencies

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 1. Entrepreneurship | The Entrepreneurship competency refers to the following activities:  - Takes ownership to improve overall performance of areas of responsibility;  - Continuously searches for ways to improve effectiveness and efficiency of operations;  - Organises 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. | 1. The concept of entrepreneurship 2. Building an entrepreneurial public or private Customs organisation: 3. Improving operational efficiency and performance of Customs administrations or private organisations and companies in the Customs industry | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The concept of entrepreneurship and what the key characteristics of an entrepreneur are (e.g. a winning and constructive attitude, a customer focus, etc.); * The approaches and methods to build an entrepreneurial organisation; * The impact and importance of entrepreneurship to his or her own work and the wider organisation. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of entrepreneurship. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **The concept of entrepreneurship**  * Has good working knowledge of the concept of entrepreneurship and the key characteristics of an entrepreneur (e.g. a winning and constructive attitude, a customer focus, etc.); * Has good working knowledge of the different types of entrepreneurs.  1. **Building an entrepreneurial public or private Customs organisation**  * Has good working knowledge of the approaches and methods to nurture an entrepreneurial culture in a public or private Customs organisation and has the ability to apply that knowledge; * Has good working knowledge of the pitfalls related to building an entrepreneurial Customs organisation , both organisations from the public and private sector (e.g. inefficient management) and has the ability to apply that knowledge; * Is able to handle standard situations in the field of building an entrepreneurial organisation in an independent manner.  1. **Improving operational efficiency and performance of Customs administrations or private organisations and companies in the Customs industry**  * Is able to explain the importance of an entrepreneurial culture for private and public Customs organisations in improving performance and efficiency; * Is able to use entrepreneurship as a skill to improve operational performance and efficiency. |
| **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of entrepreneurship. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of entrepreneurship (e.g. of building an entrepreneurial public or private Customs organisation) ; * Is able to deal with exceptions and special cases in the field of entrepreneurship; * Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **1. Entrepreneurship (Contd.)** | The Entrepreneurship competency refers to the following activities:  - Takes ownership to improve overall performance of areas of responsibility;  - Continuously searches for ways to improve effectiveness and efficiency of operations;  - Organises 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. | 1. The concept of entrepreneurship 2. Building an entrepreneurial public or private Customs organisation 3. Improving operational efficiency and performance of Customs administrations or private organisations and companies in the Customs industry | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of Entrepreneurship. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of the different approaches and methods to cultivate and encourage entrepreneurship within a public or private Customs organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, the supply chain, etc.); * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of Entrepreneurship; * Is able to effectively explain the importance of Entrepreneurship for an organisation by using compelling arguments and providing examples. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 2. Negotiation | The Negotiation competency refers to the following activities:  - Is able to identify and/or create win-win situations;  - Is able to obtain the resources or change required by the business (either commercially or developmentally);  - Is able to understand and influence people's thinking and decisions through listening to them and presenting them with solid argumentations;  - Is able to assert authority on commercial negotiations whilst maintaining an effective relationship;  - Is able to understand other's point of view, listen and influence to create buy-in of ideas and solutions without conflict. | 1. Negotiation styles 2. Negotiation skills 3. Negotiation in a business context | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The different negotiation styles and what his or her specific negotiation style is; * The key skills of a good negotiator (e.g. hard vs. soft negotiation skills); * The impact and relevance of negotiation to his or her own work and to the wider organisation. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of effective negotiation. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **Negotiation styles**  * Has good working knowledge of the different negotiation styles and has the ability to apply that knowledge; * Is able to explain what his/her specific negotiation style is; * Is able to apply the different types of negotiation according to the context; * Is able to handle standard situations and related activities in the field of negotiation in an independent manner (e.g. upward negotiating, downward negotiating, etc.).  1. **Negotiation skills**  * Has good working knowledge of the key skills that an effective negotiator needs (e.g. hard vs. soft negotiation skills); * Has developed the key skills that are necessary to be an effective negotiator and can apply them in different situations related to Customs (e.g. Customs dispute settlement); * Is able to research and prepare for the point of view of the other stakeholder(s) in the negotiation and is able to prepare objective arguments; * Is able to identify his or her BATNA (Best Alternative To Negotiated Agreement) and knows when to stop negotiations; * Is able to effectively negotiate with a wide range of stakeholders in order to obtain the resources and/or change required.  1. **Negotiation in a business context**  * Is able to explain how to use negotiation in a Customs context and has the ability to apply that knowledge; * Has good working knowledge of the different phases in a negotiation process (e.g. preparation, build common ground, etc.) and has the ability to apply that knowledge; * Is able to create win-win situations; * Is able to effectively disentangle the negotiation itself from the stakeholder(s) involved in the negotiation, in order to maintain a positive relationship. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **2. Negotiation (Contd.)** | The Negotiation competency refers to the following activities:  - Is able to identify and/or create win-win situations;  - Is able to obtain the resources or change required by the business (either commercially or developmentally);  - Is able to understand and influence people's thinking and decisions through listening to them and presenting them with solid argumentations;  - Is able to assert authority on commercial negotiations whilst maintaining an effective relationship;  - Is able to understand other's point of view, listen and influence to create buy-in of ideas and solutions without conflict. | 1. Negotiation styles 2. Negotiation skills 3. Negotiation in a business context | **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of negotiation. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of negotiation ; * Is able to deal with exceptions and special cases in the field of negotiation (e.g. negotiate towards Customs dispute settlements);   Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |
|  | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of negotiation. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods used to cultivate and encourage negotiation within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, the wider organisation, etc.); * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of negotiation; * Is able to effectively explain the importance of negotiation in a public or private Customs organisation by using compelling arguments and providing examples. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 3. People Management | The People Management Competency refers to the following activities:  - 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;  - Is able to build effective and efficient teams;  - Is able to leverage diversity within teams;  - Has the capacity to motivate others;  - Monitors and takes corrective action when required. | 1. The concept of people management 2. Managing performance of a team in the Customs environment 3. Communicating to a team | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The different aspects of people management and the key skills of an effective people manager; * How team performance can be maximised (e.g. team diversity, distribution of workload, cooperation mechanisms, etc.); * The ways to communicate within a team (e.g. status meetings, individual follow-up, etc.); * The impact and importance of effective people management to his or her own work and the performance of the team. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of people management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **The concept of people management**  * Has good working knowledge of the different aspects of people management (e.g. providing feedback, managing team performance, follow-up etc.) and has the ability to apply that knowledge; * Is able to explain what the key skills of a successful people manager are (e.g. clear communication, objectivity, empathy, etc.).  1. **Managing performance of a team in the Customs environment**  * Has good working knowledge of the "rules" to build successful teams in the Customs environment (e.g. diversity, equal distribution of tasks, etc.) and has the ability to apply that knowledge to maximise team performance; * Has good working knowledge of the methods and techniques to set clear objectives (e.g. SMART approach) and has the ability to apply that knowledge; * Is able to independently handle standard situations in the field of managing performance of a team.  1. **Communicating to a team**  * Has good working knowledge of the different ways of communication to a team (e.g. status meetings, personal conversations)and has the ability to apply that knowledge; * Is able to independently handle standard situations in the field of communicating to a team by using the correct way of communicating according to the situation (e.g. give personal feedback, etc.); * Has developed communication skills to interact with employees of all levels within a public or private Customs organisation. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **3. People Management (Contd.)** | The People Management Competency refers to the following activities:  - 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;  - Is able to build effective and efficient teams;  - Is able to leverage diversity within teams;  - Has the capacity to motivate others;  - Monitors and takes corrective action when required. | 1. The concept of people management 2. Managing performance of a team in the Customs environment 3. Communicating to a team | **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of people management. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of people management (e.g. communicating and managing virtual teams); * Is able to deal with exceptions and special cases in the field of people management; * Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |
|  | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of people management. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to cultivate and encourage people management within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.); * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of People Management;   Is able to effectively explain the importance of People Management for public or Private Customs organisations by using compelling arguments and providing examples. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 4. Conflict Management | The Conflict Management competency refers to the following activities:  - Is able to effectively and proactively identify common causes and situations that could lead to conflicts;  - Is able to facilitate conflict resolution; - Is able to track the evolution of potential conflicts in order to avoid and mitigate the risks it would bring;  - Is able to identify the real driving causes behind the conflict;  - Is able to manage conflicts for positive results. | 1. General conflict management concepts 2. Managing conflict in a Customs context | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The concept of conflict management and what the different conflict management styles are; * How to manage different types of conflict in a Customs context; * The impact and importance of having conflict management skills, in relation to his or her own work and to the wider organisation. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of conflict management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **General conflict management concepts**  * Is able to explain the concept of conflict management; * Has good working knowledge of the ways people can respond to conflict (e.g. fight versus flight) and which modes people use to address conflict (e.g. avoiding, collaborating, etc.); * Is able to explain the factors that can affect how people will respond to conflict (e.g. situation, expectations, etc.); * Is able to remain professional, patient and objective during conflict mediation.  1. **Managing conflict in a Customs context**  * Has good working knowledge of the different conflict management styles and has the ability to apply that knowledge in a Customs environment; * Is able to handle standard conflict situations in an independent manner; * Has developed skills to facilitate, solve and follow up after conflict situations. |
| **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of conflict management. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of conflict management (e.g. managing conflicts related to unpaid duties) ; * Is able to deal with exceptions and special cases in the field of conflict management (e.g. manage conflicts where a large number of parties are involved); * Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **4. Conflict Management (Contd.)** | The Conflict Management competency refers to the following activities:  - Is able to effectively and proactively identify common causes and situations that could lead to conflicts;  - Is able to facilitate conflict resolution; - Is able to track the evolution of potential conflicts in order to avoid and mitigate the risks it would bring;  - Is able to identify the real driving causes behind the conflict;  - Is able to manage conflicts for positive results. | 1. General conflict management concepts 2. Managing conflict in a Customs context | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of conflict management. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to effectively manage conflicts within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.); * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of conflict management; * Is able to build and maintain a large professional network of both relevant internal and external stakeholders; * Has excellent communication skills and is able to apply those in relevant communications. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 5. Communication Management | The Communication Management competency refers to the following activities:  - Understand the key role, and channels of communications in a modern public or private Customs organisation;  - Creates a culture of compliance through transparency;  - Informs all stakeholders using the appropriate techniques and channels;  - Is able to act according to the organisation’s internal and external communications strategies;  - Is able to assess situations and to use appropriate communication techniques;  - Ensures that team communications are accurate and clear. | 1. The concept of communication management 2. Communication management at the level of the individual 3. Developing a communication strategy and plan d. Implementing a communication strategy and plan | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The main concepts of communication management (e.g. type of stakeholder, communication channels, etc.); * The general principles related to communication management in the organisation (e.g. process and timing, preferred channels, etc.); * The key elements of the communication management process (e.g. develop a communication strategy, develop a communication plan, etc.) and the impact and importance of effective communication management on his or her own work and the wider organisation. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of communication management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **The concept of communication management**  * Has good working knowledge of the main concepts and aspects of communication management (e.g. type of stakeholder, communication channels, etc.); * Has good working knowledge of the general principles related to communication management in the organisation (e.g. process and timing, preferred channels, etc.) and has the ability to apply that knowledge; * Has good working knowledge of the key elements of the communication management process (e.g. develop a communication strategy; develop a communication plan, etc.).  1. **Communication management at the level of the individual**  * Has good working knowledge of the role and techniques of day-to-day communications in a modern public or private Customs organisation and is able to apply these communications to develop a culture of compliance and transparency; * Is able to engage all required stakeholders in the communication process; * Is able to remain empathetic towards the situation and business needs of the communication partner(s) whilst reinforcing his or her own message; * Is able to actively listen and create a climate in which diverging points of view can be rationally discussed until a consensus has been agreed upon; * Is able to leverage the external media for mass communications (e.g. press conferences, press releases, etc.).  1. **Developing a communication strategy and plan**  * Has good working knowledge of the approach to develop a communication strategy within his/her organisation (align with business strategy, etc.) and has the ability to apply that knowledge; * Has built skills with regard to setting up a communication plan that is linked to the business strategy (including timeframe set-up, etc.); * Has good working knowledge of the prerequisites for a successful communication strategy (e.g. budget allocation, etc.) and has the ability to apply that knowledge; * Is able to handle standard situations in the field of communication strategy and plan development in an independent manner. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **5. Communication Management (Contd.)** | The Communication Management competency refers to the following activities:  - Understand the key role, and channels of communications in a modern public or private Customs organisation;  - Creates a culture of compliance through transparency;  - Informs all stakeholders using the appropriate techniques and channels;  - Is able to act according to the organisation’s internal and external communications strategies;  - Is able to assess situations and to use appropriate communication techniques;  - Ensures that team communications are accurate and clear. | 1. The concept of communication management 2. Communication management at the level of the individual 3. Developing a communication strategy and plan d. Implementing a communication strategy and plan | **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | 1. **Implementing a communication strategy and plan**  * Has good working knowledge of the approach to implement a communication strategy that is used in an organisation (e.g. a phased, stakeholder specific approach, etc.) and has the ability to apply that knowledge; * Is able to follow up on the implementation of the communication plan by organising feedback sessions, status meetings, etc. and is able to explain the importance of a structured way of implementing a communication strategy; * Is able to ensure that the communication strategy and plan are effective through follow up. |
|  | **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of communication management. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of communication management (e.g. developing and implementing an organisation wide communication strategy and plan); * Is able to deal with exceptions and special cases in the field of communication management (e.g. organisation wide communication campaigns); * Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |
|  | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of communication management. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of the approaches and methods to effectively manage communication within the organisation and is able to link them to the bigger picture (e.g. impact on the individual, team and the wider organisation, etc.); * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of conflict management; * Is able to build and maintain a large professional network of both relevant internal and external stakeholders; * Has excellent communication skills and is able to apply those in relevant communications. |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| 6. Process Management | The Process Management competency refers to the following activities:  - 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)); - Continuously looks to improve the efficiency and effectiveness of Customs processes, both related to the own department and to the dependencies with other departments and/or other companies (e.g. processes related to interactions between traders/private sector and the Customs administrations of the different countries of the EU) | 1. Managing the Customs processes 2. Improving efficiency and effectiveness of Customs processes | **PL 1 - Awareness** | The person has a general awareness and basic knowledge of:   * The concept of process management (e.g. what does process management mean within the context of Customs, etc.); * How the Customs processes in his or her organisation or department are structured and linked; * The impact of changes in specific Customs processes and how this affects other departments and stakeholders (e.g. other companies); * The impact and importance of having good process management skills on his or her work and to the wider organisation. |
| **PL 2 - Trained**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 1. | The person has received either formal or informal training and is able to independently apply the principles of process management. This implies that this person has good working knowledge of the following concepts and systems and is able to apply and use this knowledge in their daily activities:   1. **Managing the Customs processes**  * Has good working knowledge of the structure of Customs processes in his/her organisation or department and how they are linked; * Is able to define the impact of changes in Customs processes for other departments and stakeholders and can communicate it in an appropriate way to the impacted stakeholders.  1. **Improving efficiency and effectiveness of Customs processes**  * Has knowledge of the methods and approaches to improve the efficiency and effectiveness of Customs processes (e.g. Lean six sigma, etc.) and has the ability to apply that knowledge; * Is able to define an implementation plan to improve the Customs processes; * Is able to handle standard situations in the field of executing and following up the implementation of changes in Customs processes in an independent manner. |
| **PL 3 - Experienced**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 2. | The person has built significant experience in the area of process management. He or she:   * Has broad and in-depth knowledge of more advanced topics (built on career experience) in the field of process management (e.g. implementation of changes in Customs processes); * Is able to deal with exceptions and special cases in the field of process management (e.g. business process remodelling for improved performance); * Is able to effectively share his or her knowledge and experience (e.g. with more junior profiles and other professionals). |

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| **Competency** | **Scope & description** | **Learning topics** | **Proficiency levels** | **Learning outcomes** |
| **6. Process Management (Contd.)** | The Process Management competency refers to the following activities:  - 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)); - Continuously looks to improve the efficiency and effectiveness of Customs processes, both related to the own department and to the dependencies with other departments and/or other companies (e.g. processes related to interactions between traders/private sector and the Customs administrations of the different countries of the EU) | 1. Managing the Customs processes 2. Improving efficiency and effectiveness of Customs processes | **PL 4 - Expert**  This proficiency level builds further on learning topics and learning outcomes already established up to PL 3. | The person has extensive expert knowledge and skills in the field of process management. He or she:   * Is able to compare, explain and highlight the advantages and disadvantages of methods and approaches to manage the efficiency and effectiveness of Customs processes; * Is able to provide tailored advice and to underpin it with relevant and context specific arguments in responding to both internal and external queries in the field of process management; * Is able to effectively explain the importance of managing and refining on timely basis the Customs processes in a strategic and structured manner for an organisation by using compelling arguments and providing examples. |