



EU Customs Competency Framework for the Customs Profession

Role Descriptions - Cross Functional

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Definition functional Domain “Cross Functional”:

Cross functional roles are roles that are horizontally organised across the different functional domains within the Customs Administration. People within this domain are responsible for the coordination of the different functional domains across the organisation at a national or regional level. In general, we will find these roles at the Middle to Senior and Strategic Management level.

Roles covered within the “Cross Functional” functional domain:

- **High Level Strategic Manager**
- **Senior Manager**
- **Middle Manager**

This means that the following roles were excluded from this functional domain:

- **Line Manager:** A Line Manager manages one or more operational teams. Most of the time, these teams will perform similar tasks at different locations. In cases where the teams perform a completely different Customs activity, then the Line Manager will have two roles within his job, i.e. acting as Line Manager for teams in different functional domains.
- **Expert roles (Expert, Senior Expert):** Expert profiles typically have a much more specialised, deeper, and narrower field of knowledge and skills compared to operational profiles.
- **Operational roles (Team Lead, Customs Officer, and Customs Officer Trainee):** Considering the type work, the high level, and specific scope of the expertise required of anyone performing a Cross Functional role, these profiles are considered to be (senior) experts in their specific domain rather than operational employees performing typical day-to-day Customs operations.

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Role Title	
<i>High Level Strategic Manager with a cross functional role</i>	
Level	Functional Domain
<i>High Level Strategic Manager</i>	<i>Cross functional</i>
Role Description	
<p>A person holding a high level strategic management role typically leads and steers the Customs Administration. He/she ultimately has the responsibility to decide on the strategic direction and implementation of strategic initiatives within the Customs Administration.</p> <p>He/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level. He or she is the main responsible on delivering on strategic initiatives and delivering on the overall mandates of the Customs Administration.</p> <p>The main responsibilities of a Strategic Manager with a cross functional role are focused on the development of a general vision and strategy that applies to the entire Customs Administration and the coordination of the different functional domains across the organisation in alignment with this vision and strategy. The cornerstones of this vision and strategy will be based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. He/she will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Develops and disseminates a compelling short and long term Customs vision and strategy for the Customs Administration and links clear objectives to them. 2. Steers the Customs Administration in line with the agreed Customs vision and strategy. 3. Follows up on the progress related to the achievement of the strategic objectives and discusses potential corrective action when required, with the appropriate Senior Managers. 4. Demonstrates charismatic behaviour and acts as a role model at all times. 5. Ensures excellent communication, using the appropriate political awareness & sensitivity, both top-down and bottom-up. 6. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions, and implements the best process improvements. 7. Builds and maintains a national and international network with a focus on maximising collaboration and identifying mutual benefits. 8. Ensures an on-going professional development and follows up on the current and future trends in Customs and what they mean for his or her Customs Administration. 	

Professional Competencies	Proficiency Level	Operational Competencies	Proficiency Level	Management Competencies	Proficiency Level
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4

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

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Role Title	
<i>Senior Manager with a cross functional role</i>	
Level	Functional Domain
<i>Senior Manager</i>	<i>Cross functional</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/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level.</p> <p>The main responsibilities of a Senior Manager with a cross functional role are focused on the coordination of the different functional domains across the organisation in alignment with the Customs Administration’s vision and strategy. He or she takes the Customs strategy and translates it to his or her Customs region. Often he or she will be involved in the development of the strategy as well. The cornerstones of this vision and strategy will be based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. He/she will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Translates the strategic guidelines and objectives received from the Strategic Management to more tactical guidelines and objectives specific for his or her department or Customs region. He or she is responsible for clearly communicating these measures and objectives to his or her Middle Manager(s) and ensures effective two-way communication with lower levels in order to capture feedback. 2. Maximises business compliance with Trade partners through the management of his or her Customs region. 3. Ensures and follows up periodically on overall performance, tracks progress to meet strategic objectives and discusses potential corrective action when required with the appropriate Middle Managers. 4. Reports performance and progress to his or her manager, who will usually be at the strategic management level (in a cross functional role, this is typically to the Director level). 5. Demonstrates charismatic behaviour and acts as a role model at all times. 6. Ensures excellent communication, using the appropriate political awareness & sensitivity. 7. Ensures on-going professional development, both on a personal level and for his or her team(s). 	

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- 8. Ensures that team members operate & communicate with appropriate political awareness & sensitivity.
- 9. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions and implements the best process improvements.
- 10. Proactively manages the key stakeholders involved with his/her department.
- 11. Assists in the development of national strategies.
- 12. Builds and maintains a national and international network with a focus on maximising collaboration and identifying mutual benefits.
- 13. Manages Complex Customs affairs that impact the operations and performance of different teams within a Customs Department or Customs Region.

Professional Competencies	Proficiency Level	Operational Competencies	Proficiency Level	Management Competencies	Proficiency Level
Dealing with Operational Risk	2	Customs Legislation	2	Act as a Role Model	4
Drive for Results	4	Customs Procedures	2	Strategic Agility	3
Teamwork	3	Trade Facilitation	3	Visionary Leadership	3
Professional Networking	3	Customs Business Understanding	4	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			Process Management	2
Reporting	3				
Creativity	2				
Technological Ability	2				
Problem Solving	3				

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Role Title	
<i>Middle Manager with a cross functional role</i>	
Level	Functional Domain
<i>Middle Manager</i>	<i>Cross functional</i>
Role Description	
<p>A person holding a middle management role typically leads and steers multiple teams. Often, but not necessarily, there is an intermediate management layer that manages each separate team (Line Management). In some cases it could be that a person in a Middle Management role manages a single team. A Middle Manager is the link between the Senior Management and the Line Management.</p> <p>He/she will typically be responsible for the coordination of the different functional domains across the organisation at a national or regional level.</p> <p>The main responsibilities of a Middle Manager with a cross functional role are focused on the coordination of the different functional domains across the organisation in alignment with the Customs Administration’s vision and strategy. He or she takes the Customs strategy and translates it for his or her department. In some cases, he or she will also be involved in the development of the strategy. The cornerstones of this vision and strategy will be based on the Customs Core Values which are Strong Ethics and High Integrity, Public Service Commitment, Customer & Service Orientation, Continual Learning & Professional Development, Operational Excellence, Harmonised EU Attitude & Approach and European Safety and Security Focus. He/she will focus on these core values by performing the following tasks:</p> <ol style="list-style-type: none"> 1. Translates the strategic guidelines and objectives received from the Senior Management to more operational objectives specific for his or her department. He or she is responsible for communicating these measures and objectives to his or her Line Manager(s) and ensures effective two-way communication with lower levels to capture feedback. 2. Maximises business compliance with Trade partners through the management of his or her department and team(s). 3. Ensures and follows up periodically on overall performance, tracks progress to meet strategic objectives and discusses potential corrective action, when required, with the appropriate Line Managers. 4. Reports performance and progress to his or her manager, who will usually be somebody at the Senior Management level. 5. Acts as a role model at all times. 6. Ensures excellent communication, using the appropriate political awareness & sensitivity. 7. Ensures on-going professional development, both on a personal level and for his or her team(s). 8. Ensures that team members operate & communicate with appropriate political awareness & sensitivity. 9. Captures reflections and suggestions for potential improvements communicated through the management chain, evaluates the suggestions and implements the best process improvements. 	

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- 10. Proactively manages the key stakeholders involved with his or her department.
- 11. May be asked to assist in the development of national strategies.
- 12. Builds and maintains a network with other Customs managers and employees.
- 13. Handles and solves Customs affairs that impact the performance of different Customs Teams together with his/her Line Management.

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Drive for Results	4	Customs Procedures	2	Strategic Agility	2
Teamwork	3	Trade Facilitation	3	Visionary Leadership	2
Professional Networking	2	Customs Business Understanding	4	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				