



# **11<sup>th</sup> ASIA-EUROPE (ASEM) CUSTOMS DGS/COMMISSIONERS' MEETING 8-9 October 2015, GOA, INDIA**



## **Agenda Point 8.3.2**

**EU Competency Framework  
for the Customs profession**

# EU Customs Context



***EU Customs Environment ... one of the largest trading spaces in the world (population: 500 million)***

- 28 EU Customs administration / 1 Community Customs Code
- 12.440 km of external land borders (>3.000 offices)
- 2.800.000 registered traders
- 2.2 billion tonnes of goods, a customs value of 3300 billion €
- 300 million Customs declarations (>90% electronic)

***This requires a most consistent application of EU legislation & practises and a high quality performance of all Customs staff throughout the EU in order to achieve equivalent & high level results!***





The broader objectives of the **Competency framework** are:

- 1. Harmonization of skills** – A clear common view on the different levels of skills and knowledge, required to undertake customs role
- 2. Raising Standards** – Through a common view of the levels of attainment required and providing the foundation for organisations to assess and ensure their staff meet those standards
- 3. Adaptability** – The Competency Framework will be adaptable for use by individual **Member States** and **Trade** in the area of training, recruitment and performance management

It will also serve as a tool for **Human Resource Management** providing a foundation from which job profiles can be developed, workforce skills reviewed and individual performance examined.



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## What is the overall objective of our work?

***“To increase the performance of Customs organisations in the European Union through training and development.”***

This in turn will:

*Positively impact Europe’s competitive position in the global marketplace and enhance safety and security.*

Where are we now?

*We are reaching the final stage of the preparatory work. We now need to prepare for the **actual implementations at national level**. This is where the value will be realised, both at individual, **organisational, national and EU level**.*

# Competency Framework Overview

## Customs Core Values

*Strong Ethics and High Integrity*

*European Safety and Security Focus*

*Harmonized EU Attitude & Approach*

*Customer & Service Oriented*

*Public Service Commitment*

*Continuous Learning Mind-Set*

*Operational Excellence*

## Customs Professional Competencies

*Drive for Results*

*Interpersonal Relations*

*Teamwork*

*Professional Networking*

*Coaching/Mentoring*

*Knowledge/experience sharing*

*Business Understanding*

*Dealing with Operational Risk*

*Coping with stress*

*Handling Conflict*

*Adaptability to Change*

*Decision Making*

*Analytical Thinking*

*Investigative Ability*

*Problem Solving*

*Time Management*

*Priority Setting*

*Processing Information*

*Written Communication*

*Oral Communication*

*Reporting*

*Creativity*

*Data Management*

*Technological Ability*

*Working Virtually*

*Research*

## Customs Operational Competencies

*Customs Legislation*

*Customs Procedures*

*Trade Facilitation*

*Economic Operators Management*

*Customs Declaration Processing*

*Tariff and Classification*

*Valuation*

*Origin of Goods*

*Debt and Guarantee Management*

*Customs Supervision*

*Control of Goods*

*Prohibitions and Restrictions*

*Enforcement*

*Customs Investigation*

*Audit*

*Operational Analytics*

*Risk Analysis*

*Integrated Border Management*

*Supply Chain Operations*

*Support for Customs*

## Customs Management Competencies

*Act as a Role Model of Ethics, Good Governance and Good Service*

*Strategic Agility*

*Visionary Leadership*

*Innovation*

*Entrepreneurship*

*Negotiating*

*People Management*

*Project Management*

*Conflict Management*

*Change Management*

*Financial Management*

*Communication Management*

*Policy Design*

*Political Awareness*

*Customs Trends of the 21<sup>st</sup> Century*

*Strategic Supply Chain Management*

*Strategic IT Management*

*Managerial Courage*

*Process Management*

# Customs Core Values



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**The Customs Core Values** are the values that underpin the goals and beliefs of the European Customs Administrations. These values underlie the behaviours of Customs professionals and match their personal beliefs thereby making them their own.



# Professional Competencies

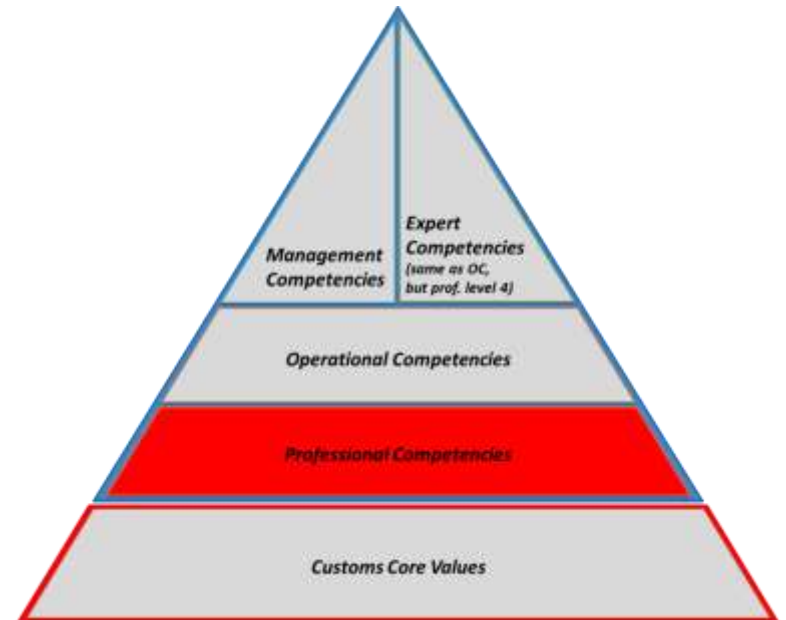


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## Customs Professional Competencies

Drive for Results	Customs Business Understanding	Analytical Thinking	Oral Communication
Interpersonal Relations	Dealing with Operational Risk	Investigative Ability	Reporting
Teamwork	Coping with stress	Problem Solving	Creativity
Professional Networking	Handling Conflict	Time Management	Data Management
Coaching/Mentoring	Adaptability to Change	Priority Setting	Technological Ability
Knowledge/experience sharing	Decision Making	Processing Information	Working Virtually
		Written Communication	Research

**Professional competencies** are intended to be competencies that are of use in a more general, broader professional context and therefore do not necessarily apply to Customs only.





# Operational Competencies



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## Customs Operational Competencies

*Customs Legislation*

*Customs Procedures*

*Trade Facilitation*

*Economic Operators Management*

*Customs Declaration Processing*

*Tariff and Classification*

*Valuation*

*Origin of Goods*

*Debt and Guarantee Management*

*Customs Supervision*

*Control of Goods*

*Prohibitions and Restrictions*

*Enforcement*

*Customs Investigation*

*Audit*

*Operational Analytics*

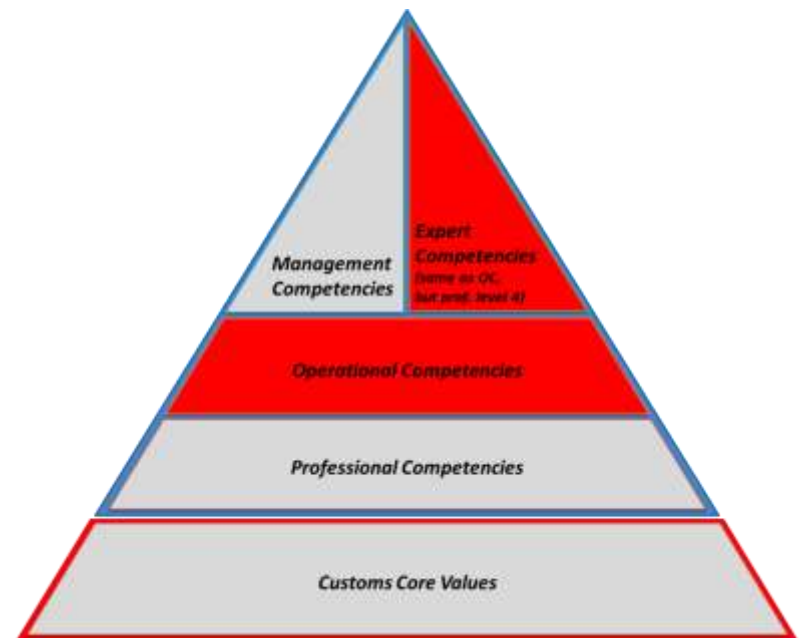
*Risk Analysis*

*Integrated Border Management*

*Supply Chain Operations*

*Support for Customs*

**Operational competencies** are intended to be competencies that are of specific use to the world of Customs and cover the operational/technical job/role specific competencies that are required for someone to successfully perform that job/role.





# Management Competencies



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## Customs Management Competencies

*Act as a Role Model of Ethics, Good Governance and Good Service*

*Strategic Agility*

*Visionary Leadership*

*Innovation*

*Entrepreneurship*

*Negotiating*

*People Management*

*Project Management*

*Conflict Management*

*Change Management*

*Financial Management*

*Communication Management*

*Policy Design*

*Political Awareness*

*Customs Trends of the 21<sup>st</sup> Century*

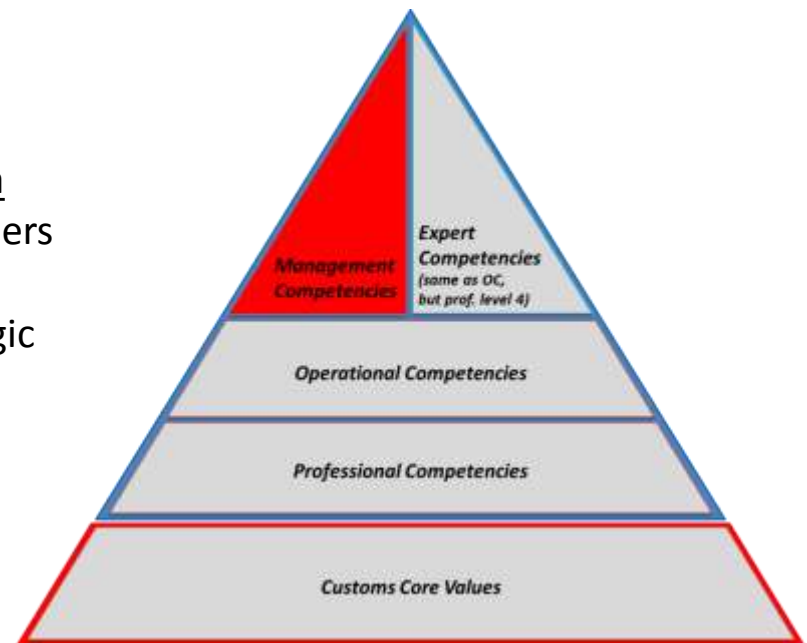
*Strategic Supply Chain Management*

*Strategic IT Management*

*Managerial Courage*

*Process Management*

The **Management Competencies** are intended to be competencies that are of specific use for people with a management function. Some are Customs specific, others not. Naturally there are many different levels of management ranging from line management to strategic management. The Management Competencies in this Competency Framework may apply to all levels depending on the specific contexts within Member States.





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# Generic Proficiency Levels

When using the framework for role mapping purposes, a competency and proficiency scale will be chosen.

There are 4 generic proficiency levels defined:

	LEVEL 1 - AWARENESS	LEVEL 2 - TRAINED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
DEFINITION	<i>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 task or to do their job. Awareness of a competency that is not required to do a job, but is required of people that you need to work with or manage will increase understanding and efficiency.</i>	<i>Standard requirement when a task requires this competency (to actually perform the task).</i>	<i>This proficiency level refers to the level of experience in certain competencies. Where people that are at 'Level 2 - Trained' for the competencies required to perform a task, can start to perform their function successfully, proficiency level 3 refers to increased levels of knowledge and skills because of experience.</i>	<i>Proficiency level 4 – 'Expert' requires additional competency specific experience and/or training to reach the status of 'Expert'.</i>
DESCRIPTION	<ul style="list-style-type: none"><li>- Understands and applies general concepts and processes</li><li>- Articulates key terminology in daily work</li><li>- Understands basic operations specific to the competency and related tasks</li><li>- Understands how principles and policies impact daily operations and the overall business</li></ul>	<b>Level 1 plus:</b> <ul style="list-style-type: none"><li>- Applies relevant concepts and executes complex processes in daily work</li><li>- Apart from being able to perform the job, is able to draft and maintain detailed documentation and use the appropriate IT systems for reporting and updating</li><li>- Knows when and to whom to escalate operational issues</li><li>- Assesses risks, identifies trends and opportunities and makes recommendations for improving processes, policies, and procedures</li><li>- Explains and demonstrates the application of concepts to others</li></ul>	<b>Level 2 plus:</b> <ul style="list-style-type: none"><li>- Applies advanced knowledge to manage daily work and processes</li><li>- Has deep understanding of the competency at hand and how it is related to both own tasks and its impact on others</li><li>- Able to monitor and lead staff in the application of the competency where required</li><li>- Able to lead a team, supervise, or provide direction to junior staff while maintaining own functional responsibility</li></ul>	<b>Level 3 plus:</b> <ul style="list-style-type: none"><li>- Recognized internally and/or externally as a functional expert</li><li>- Deep expert knowledge of the competency contributes to decisions and policy making</li><li>- Able to mentor and counsel others in the field of the competency</li></ul>

# General overview of the Common Roles Matrix

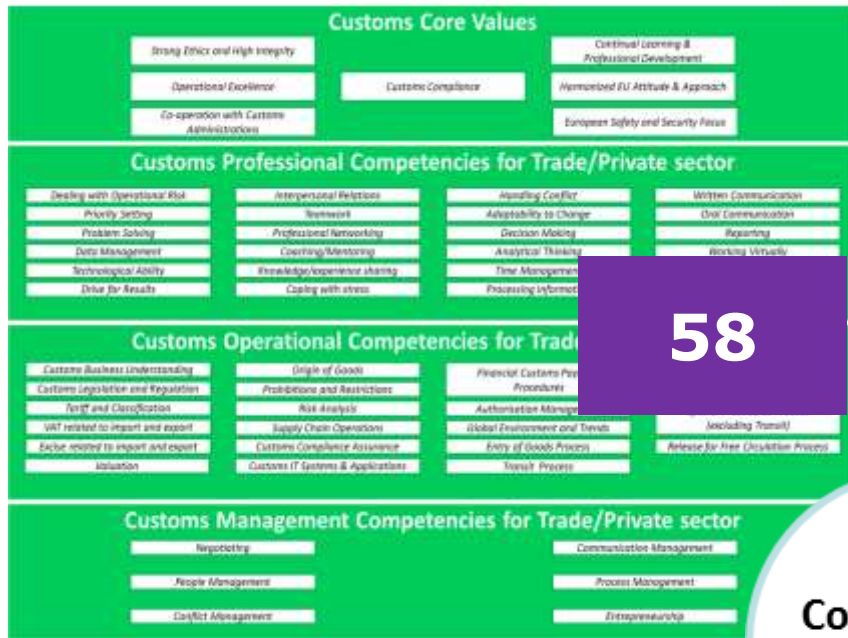
## - public sector

		Functional Domain								
		Cross Function								
Type		Policy	Client management	Risk	Declaration Processing	Control	Investigation	Enforcement	Audit	Supportive functions
MANAGEMENT	High Level Strategic Management									Director General of a Customs Administration Director within a Customs Administration
	Senior Management	Senior Manager in the Policy area (at national level)	Senior Manager in the Client Management area (at national level)	Senior Manager in the Risk Management area (at national level)	Senior Manager in the Declaration Processing area (at national level)	Senior Manager in the Control area (at national level)	Senior Manager in the Investigation area (at national level)	Senior Manager in the Enforcement area (at national level)	Senior Manager in the Audit area (at national level)	Deputy/Assistant Director (at national level) Director of a Customs Region
	Middle Management	Middle Manager in the Policy area (at national level)	Middle Manager in the Client Management area (at national level)	Middle Manager in the Risk Management area (at national level)	Middle Manager in the Declaration Processing area (at national level)	Middle Manager in the Control area (at national level)	Middle Manager in the Investigation area (at national level)	Middle Manager in the Enforcement area (at national level)	Middle Manager within the Audit area (at national level)	Middle Manager at regional level managing multiple Line Managers managing different types of teams
	Line Management		Line Manager in the Client Management area	Line Manager in the Risk Management area	Line Manager in the Declaration Processing area	Line Manager in the Control area	Line Manager in the Investigation area	Line Manager in the Enforcement area	Line Manager within the Audit area	Line Manager within a supportive function
EXPERT	Senior Expert	Senior Expert in the Policy area	Senior Expert within the Client Management area	Senior Expert within the Risk Management area	Senior Expert within the Declaration Processing area	Senior Expert within the Control area	Senior Expert within the Investigation area	Senior Expert within the Enforcement area	Senior Expert within the Audit area	Senior Expert within a supportive function
	Expert	Expert in the Policy area	Expert within the Client Management area	Expert within the Risk Management area	Expert within the Declaration Processing area	Expert within the Control area	Expert within the Investigation area	Expert within the Enforcement area	Expert within the Audit area	Expert within a supportive function
OPERATIONAL	Customs Team Lead		Customs Team Lead within the Client Management area	Customs Team Lead within the Risk Management area	Customs Team Lead within the Declaration Processing area	Customs Team Lead within the Control area	Customs Team Lead within the Investigation area	Customs Team Lead within the Enforcement area	Customs Team Lead within the Audit area	Customs Team Lead within a supportive function
	Customs Officer		Customs Officer within the Client Management area	Customs Officer within the Risk Management area	Customs Officer within the Declaration Processing area	Customs Officer within the Control area	Customs Officer within the Investigation area	Customs Officer within the Enforcement area	Customs Officer within the Audit area	Customs Officer within a supportive function
	Customs Officer Trainee		Customs Officer Trainee within the Client Management area	Customs Officer Trainee within the Risk Management area	Customs Officer Trainee within the Declaration Processing area	Customs Officer Trainee within the Control area	Customs Officer Trainee within the Investigation area	Customs Officer Trainee within the Enforcement area	Customs Officer Trainee within the Audit area	Customs Officer Trainee within a supportive function

# EU CFW for private sector



# EU CFW for public administrations



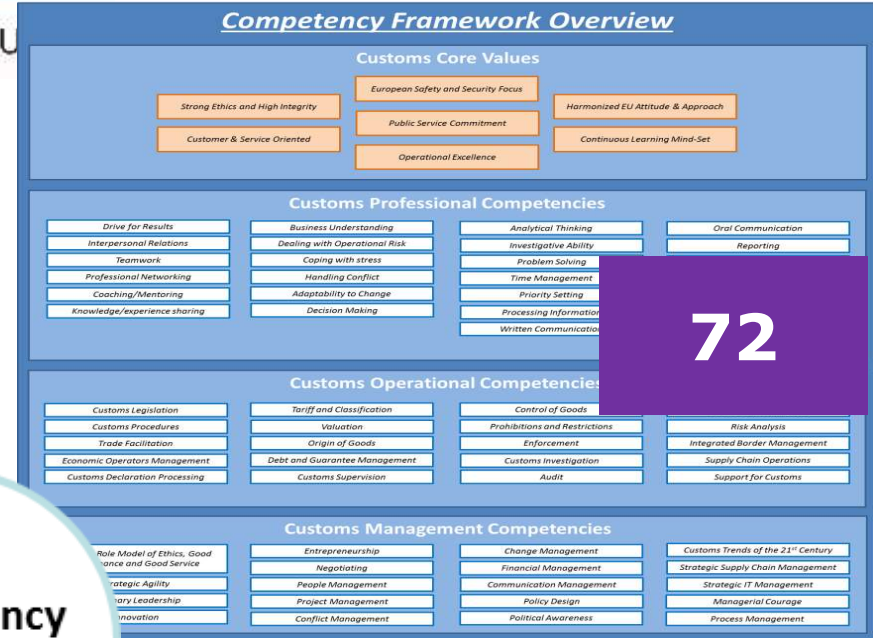
58

## Competency Framework

Functional Domain							
Type	Entry of Goods	Transit	Temporary Storage	Release for Free Circulation	Export & Exit	Special Procedures excluding Transit	Customs Compliance Assurance
Manager	Cross Functional Customs Manager role						
Operational	Team lead in the Temporary Storage Domain	Team lead in the Release for Free Circulation Domain	Team lead in the Export & Exit Domain	Team lead in the Special Procedures (excl. Transit) Domain			
Specialist	Specialist in the Temporary Storage domain	Specialist in the Release for Free Circulation domain	Specialist in the Export & Exit domain	Specialist in the Special Procedures (excl. Transit) domain	Specialist in the Customs Compliance domain	Specialist in the Customs Payments domain	

Customs Fundamentals: Basic level of competencies for all Customs Professionals in Trade/private sector

15



72

	Functional Domain									
	Policy	Client management	Risk	Declaration Processing	Control	Investigation	Enforcement	Audit	Supportive functions	Cross Function
MANAGEMENT										
Senior Management	Senior Manager in the Policy area (at national level)	Senior Manager in the Client Management area (at national level)	Senior Manager in the Risk Management area (at national level)	Senior Manager in the Declaration Processing area (at national level)	Senior Manager in the Control area (at national level)	Senior Manager in the Investigation area (at national level)	Senior Manager in the Enforcement area (at national level)	Senior Manager in the Audit area (at national level)	Senior Manager in the Supportive functions area (at national level)	Director General of Customs Administration Director within a Customs Administration Director of a Customs Region
Middle Management	Middle Manager in the Policy area (at national level)	Middle Manager in the Client Management area (at national level)	Middle Manager in the Risk Management area (at national level)	Middle Manager in the Declaration Processing area (at national level)	Middle Manager in the Control area (at national level)	Middle Manager in the Investigation area (at national level)	Middle Manager in the Enforcement area (at national level)	Middle Manager in the Audit area (at national level)	Middle Manager in the Supportive functions area (at national level)	Middle Manager at regional level managing multiple Line Managers, managing different types of teams
EXPERT										
Senior Expert	Senior Expert within the Policy area	Senior Expert within the Client Management area	Senior Expert within the Risk Management area	Senior Expert within the Declaration Processing area	Senior Expert within the Control area	Senior Expert within the Investigation area	Senior Expert within the Enforcement area	Senior Expert within the Audit area	Senior Expert within the Supportive functions area	
Expert	Expert within the Policy area	Expert within the Client Management area	Expert within the Risk Management area	Expert within the Declaration Processing area	Expert within the Control area	Expert within the Investigation area	Expert within the Enforcement area	Expert within the Audit area	Expert within the Supportive functions area	
OPERATIONAL										
Lead		Team Lead within the Client Management area	Team Lead within the Risk Management area	Team Lead within the Declaration Processing area	Team Lead within the Control area	Team Lead within the Investigation area	Team Lead within the Enforcement area	Team Lead within the Audit area	Team Lead within the Supportive functions area	
Customs Officer		Customs Officer within the Client Management area	Customs Officer within the Risk Management area	Customs Officer within the Declaration Processing area	Customs Officer within the Control area	Customs Officer within the Investigation area	Customs Officer within the Enforcement area	Customs Officer within the Audit area	Customs Officer within the Supportive functions area	
Customs Officer Trainee		Customs Officer Trainee within the Client Management area	Customs Officer Trainee within the Risk Management area	Customs Officer Trainee within the Declaration Processing area	Customs Officer Trainee within the Control area	Customs Officer Trainee within the Investigation area	Customs Officer Trainee within the Enforcement area	Customs Officer Trainee within the Audit area	Customs Officer Trainee within the Supportive functions area	

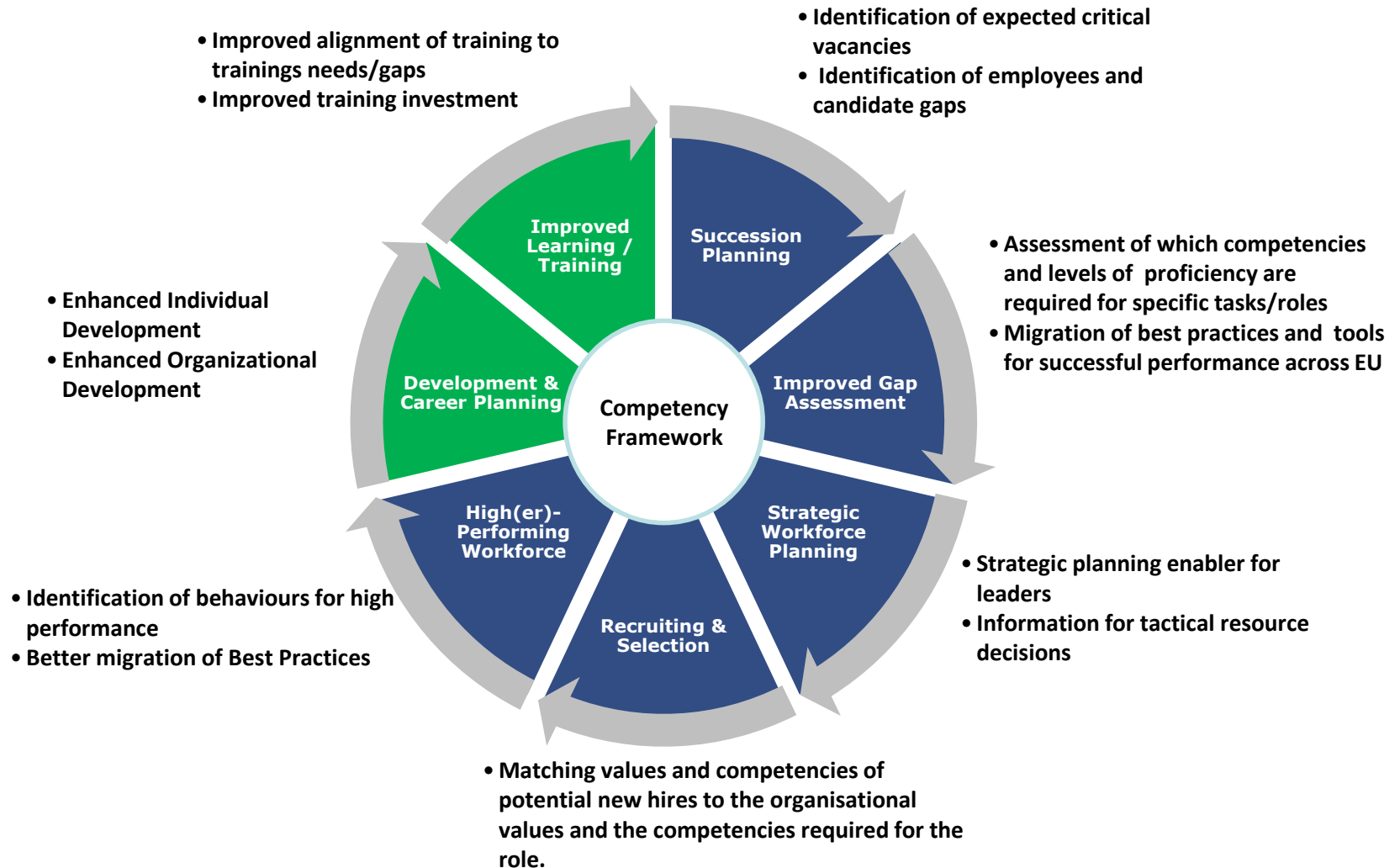
71



# Competency Frameworks can be applied to a variety of processes



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## Strategic context?

↑	Customs in the European Union – A Joint Mission Statement
↑	Feasibility Study
↑	Vision – The Dublin Strategy <i>A performance framework for the Customs profession 2012 - 2015 through training and development.</i>
↑	A European Competency Framework for the Customs Profession
↑	EU Common Customs Roles
↑	European Training Curriculum for the Customs Profession
↑	EU Reference Training Programmes for Customs





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## Strategic context - 1



### Customs in the European Union – A Joint Mission Statement

*“Customs is responsible both for protecting society and facilitating international trade through the management of external borders and by ensuring overall supply chain security.*

*Ensuring the safety and security of European citizens.*

*Protecting the financial interests of the Community and its Members States.*

*Protecting the Community from unfair and illegal trade while supporting legitimate business activity.*

*Increasing the competitiveness of European Business through modern working methods supported by an easily accessible electronic Customs environment.*

*To carry out these duties, we shall co-operate nationally and internationally to combat fraud, organised crime and terrorism in collaboration with other authorities, notably with other law enforcement agencies. Our aim is to operate with integrity and provide the highest possible level of service.”*



### Vision – The Dublin Strategy

*A performance framework for the Customs profession 2012 - 2015 through training and development.*



### Feasibility Study



### A European Competency Framework for the Customs Profession



### EU Common Customs Roles



### European Training Curriculum for the Customs Profession

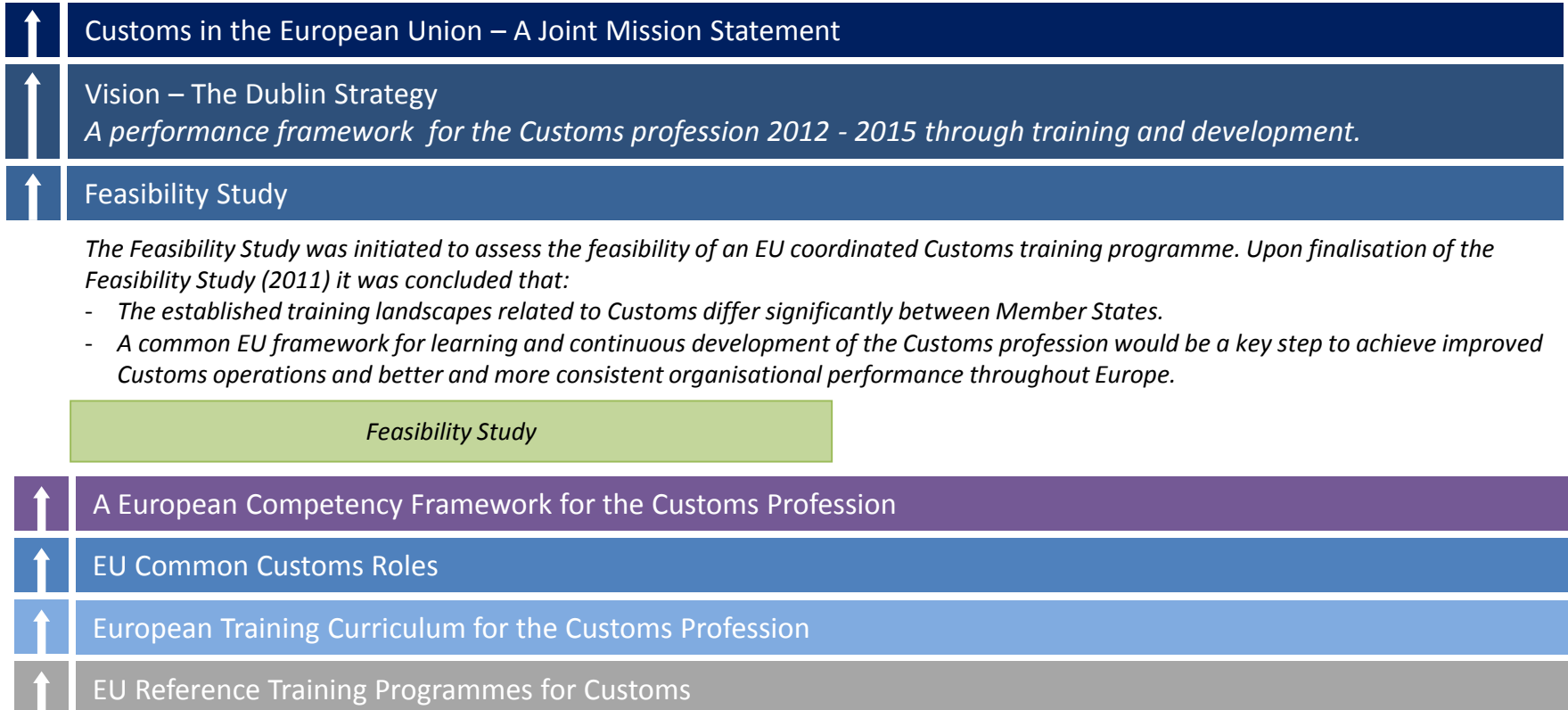


### EU Reference Training Programmes for Customs



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## Strategic context - 2





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## Strategic context - 3



Customs in the European Union – A Joint Mission Statement



Vision – The Dublin Strategy

*A performance framework for the Customs profession 2012 - 2015 through training and development.*

*The Dublin Strategy sets out a common training and education framework to support Member States (MS) in delivering the skills and knowledge the Customs profession needs to deliver world leading Customs services throughout the European Union.*

*eLearning*

*Leadership and Managerial Education*

*Train-the-trainer Programme*

*Customs Higher Education Programme (CHEP)*

*Programme of Common Learning Events*

*A European Competency Framework for the Customs profession*



Feasibility Study



A European Competency Framework for the Customs Profession



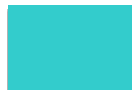
EU Common Customs Roles



European Training Curriculum for the Customs Profession



EU Reference Training Programmes for Customs





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## Strategic context - 4



Customs in the European Union – A Joint Mission Statement



Vision – The Dublin Strategy

*A performance framework for the Customs profession 2012 - 2015 through training and development.*



Feasibility Study



A European Competency Framework for the Customs Profession

*In line with the Dublin Strategy and the Feasibility Study, an outcome was to produce a European Competency Framework for the Customs profession. The ultimate objective is to create a common basis within Europe that serves as a starting point for the development of EU coordinated Customs training programmes.*



EU Common Customs Roles



European Training Curriculum for the Customs Profession



EU Reference Training Programmes for Customs





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## Strategic context - 5



Customs in the European Union – A Joint Mission Statement



Vision – The Dublin Strategy

*A performance framework for the Customs profession 2012 - 2015 through training and development.*



Feasibility Study



A European Competency Framework for the Customs Profession



EU Common Customs Roles

*Common Customs Roles and Competency Profiles at the European level were identified and documented into two Role Mapping Matrices. These roles and competency profiles have been tested extensively and represent the optimal competency profiles for people working in the Customs profession. This document is a reference point for Customs Administrations and private Customs organisations to align with the European Competency Framework .*



European Training Curriculum for the Customs Profession



EU Reference Training Programmes for Customs

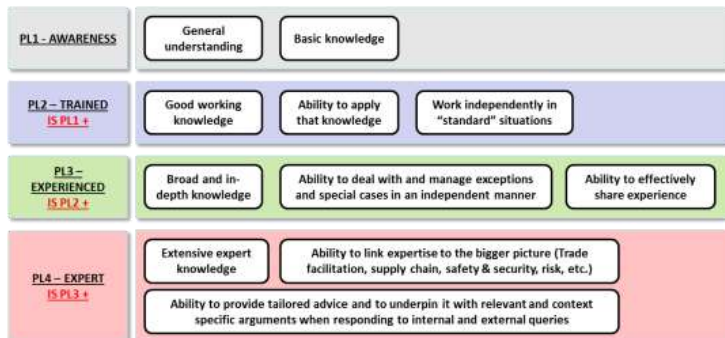


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## Strategic context - 6

↑	Customs in the European Union – A Joint Mission Statement
↑	Vision – The Dublin Strategy <i>A performance framework for the Customs profession 2012 - 2015 through training and development.</i>
↑	Feasibility Study
↑	A European Competency Framework for the Customs Profession
↑	EU Common Customs Roles
↑	European Training Curriculum for the Customs Profession

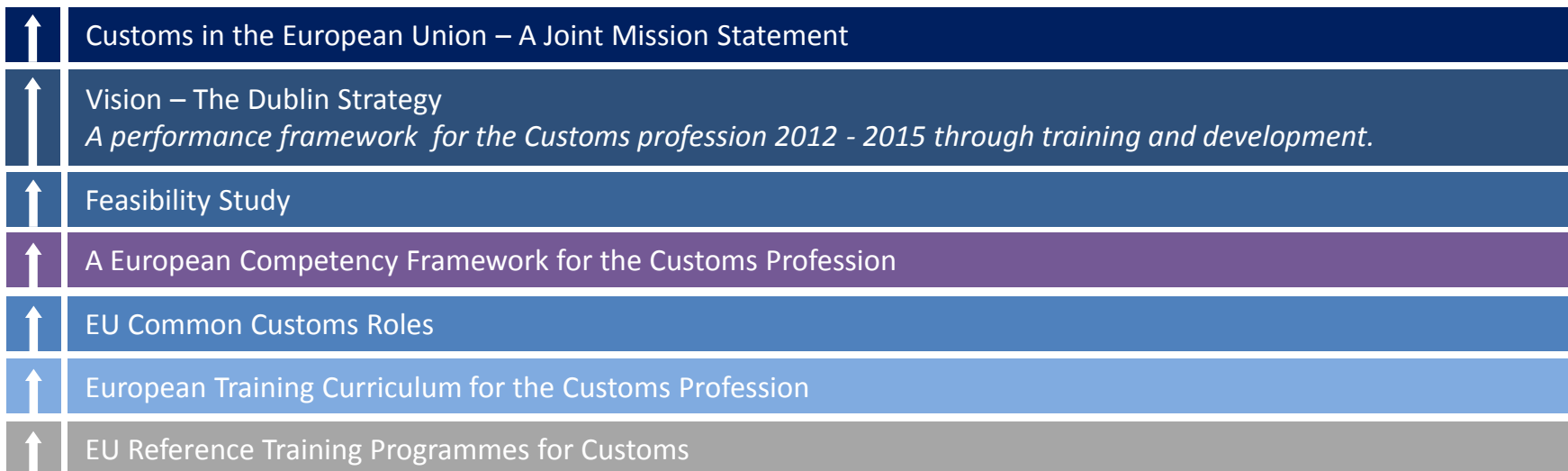
*The EU Customs Training Curriculum is the basis of development of common EU Customs knowledge. It thereby supports improved and more consistent Customs operations and organisational performance throughout Europe. This is accomplished by the development of common EU learning topics and learning outcomes that are linked to the competencies of the EU Competency Framework for the Customs profession.*



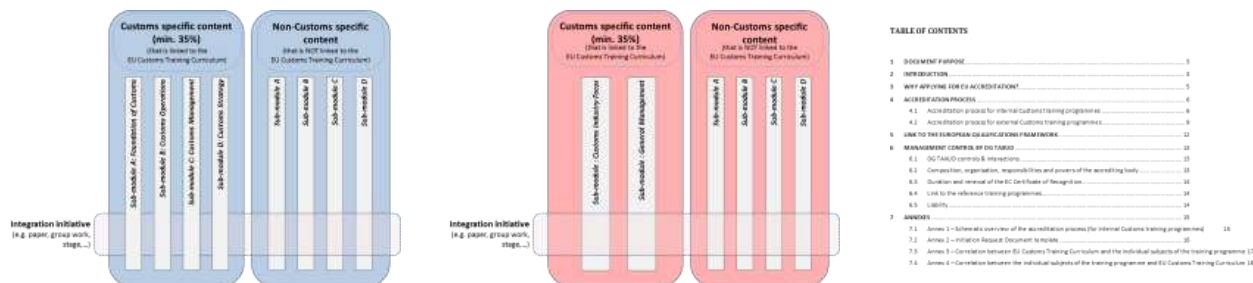
↑	EU Reference Training Programmes for Customs
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## Strategic context - 7



*The Reference Training Programmes for Customs aim to harmonise the coverage of the learning topics and learning outcomes of similar Customs training programmes throughout Europe. It thereby ensures consistent recognition at the European level, of knowledge and skill levels of those that complete these programmes.*





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## High level: National Implementation Phases

***Member States who will embark on the implementation of the EU Competency Framework will need to take a phased approach:***

- **Strategic Review**

*During the stage MS will assess their national situation and develop the business case and roadmap for the EU CFW adoption and implementation*

- **Designing national Competency Framework**

*During this stage MS will design the integrated CFW that incorporates the EU CFW requirements and elevated standards*

- **Integrate into processes and IT landscape**

*During this stage MS will integrate CFW into their HR and Training processes and into the processes of the IT systems that support them*

- **Integration into HR Processes & Cascading to the Individuals**

*During this stage MS will make the processes with CFW at the core fully operational thereby delivering on the full value of the EU CFW.*



# EU CFW implementation process (public sector)

Ongoing  
Journey Management

Stakeholder Management

Communication

Governance

## Stage 1 Strategic Review

Create Business Case

Assess Current State

Determine Desired  
Future State

Cost/Benefit  
Analysis

Create Strategic  
Implementation Plan

## Stage 2 Design Local CFW

Design National CFW -  
Competencies

Design National CFW -  
Customs Roles

Design the CFW supporting HR  
processes

Training

Strategic Workforce  
Planning

Performance  
Management

## Stage 3 Integration CFW into IT landscape

Development & Implementation  
of an integrated IT tool

IT tool selection

Customisation of the IT tool

Integration of the IT tool  
into the HR processes

Roll out of the IT tool

## Stage 4 Integration in HR processes

Cascading down to the level  
of the individual

Individual competency  
assessments

Management review of  
competency assessments

Documentation of the  
current state competency  
profiles

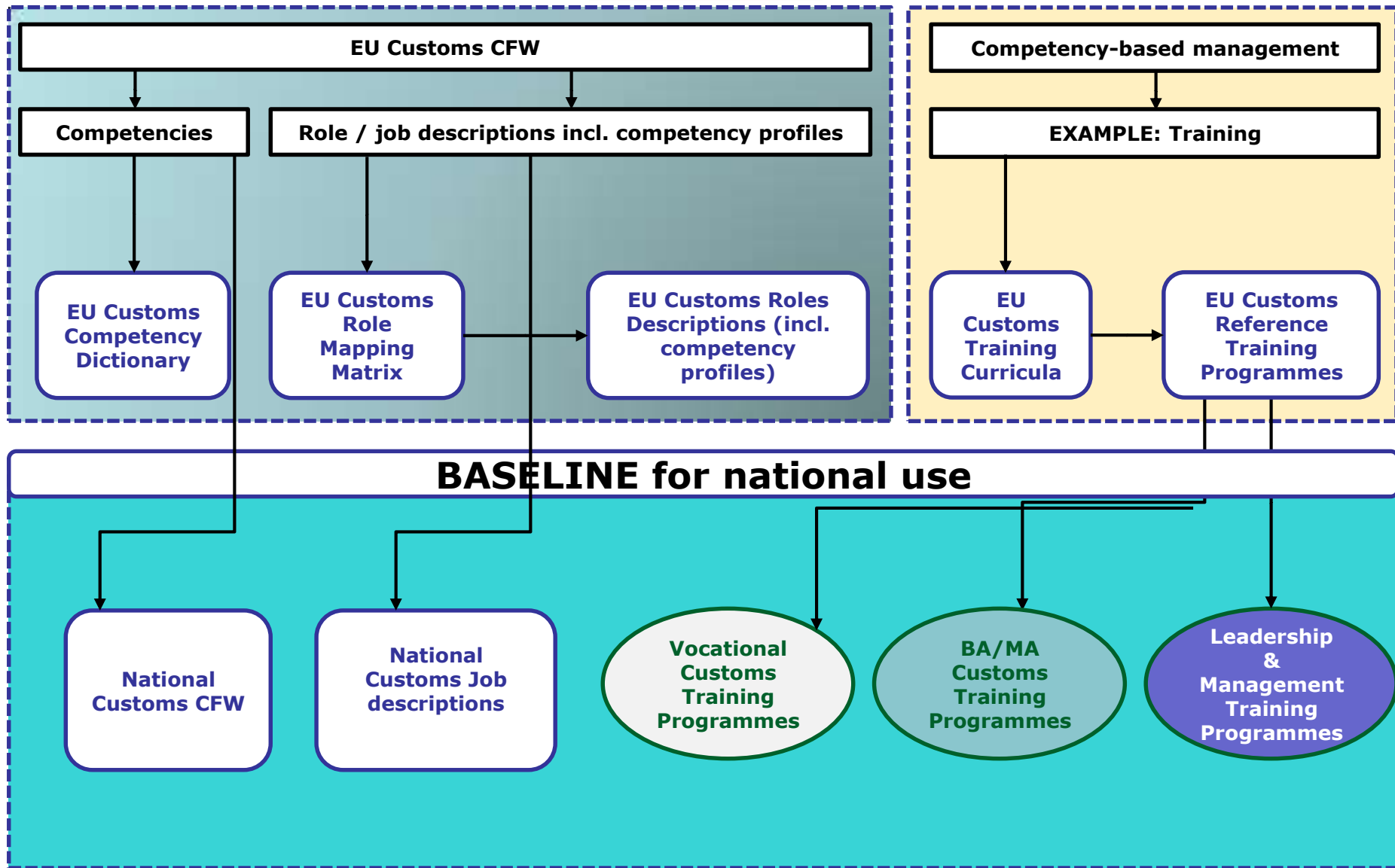
National implementation of the EU CFW

Supported by further EU material, eg. Step-by-Step  
Implementation Guidance

# Bridging EU Concept with national

## **READY** for your use!

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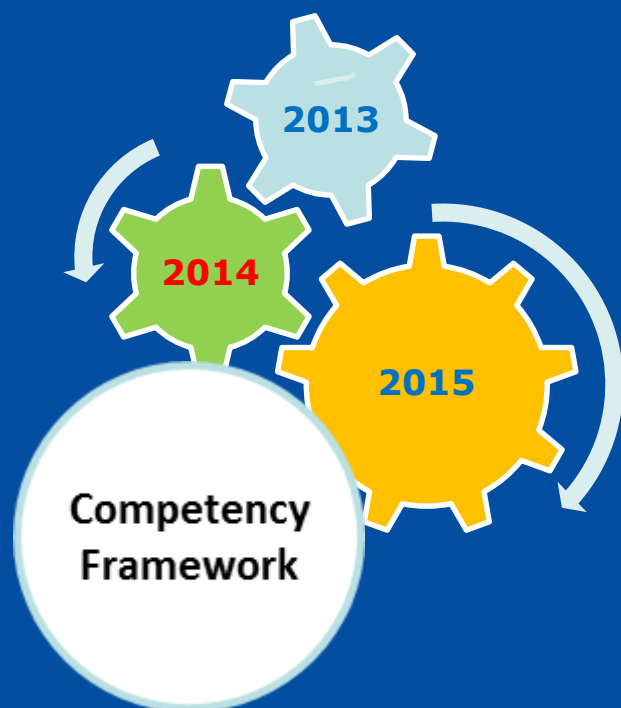
*Your questions  
are welcome!*

Competency  
Framework

Thank you for your attention!



# EU Competency Framework for the Customs profession



## Contact Person:

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