WORLD CUSTOMS ORGANIZATION

PROFESSIONAL
standards
2019

PICARD

Dear Colleagues,

The World Customs Organization (WCO) is pleased to introduce the new version of the "WCO Professional Standards 2019". These professional standards were first developed in the framework of the WCO's Partnership in Customs Academic Research and Development (PICARD) Programme that was officially launched in 2006.

The PICARD Programme's main aim was the creation of a cooperation framework for Customs administrations, practitioners and academic institutions to work closely together on two main objectives, namely the advancement of Customs-related academic research and the promotion of Customs professionalism.

These two objectives are fundamental to Customs reform and modernization (CRM) initiatives. To advance Customs professionalism in particular, in 2008, the WCO launched "Professional Standards for Strategic and Operational Customs Managers," as a foundation for Customs professional education at both bachelor's and master's levels.

Many new factors have impacted the working processes of Customs officials since 2008. These include, inter alia, the increasing role of new technologies, the need for effective data analysis to ensure better border management, the opportunities that flow from stronger stakeholder engagement, increasing administrative cooperation at national and international levels, and the heightened role of Customs in securing the business environment.

Customs administrations currently face both new challenges and opportunities. In order to keep pace with this fast-changing environment, Customs professionals need to adapt and acquire new competencies. As the digital world evolves, administrations must promote the development of skills that can match the continued emergence of automated clearance systems and the wide-spread use of other enabling technologies.

Indeed, Customs administrations will benefit enormously from investing in their human resources. Such investment will, of course, include the deepening of their understanding of technological advancements that can positively impact the work of Customs officials. Moreover, better understanding leads to recognition of the need to anchor these advancements in an administration's CRM process.

In the light of these challenges and opportunities, the WCO Secretariat initiated work on reviewing the PICARD Professional Standards, resulting in the publication of the WCO Professional Standards 2019. They represent a framework against which Customs-related academic programmes can be designed and formally recognized by the WCO in accordance with the WCO Recognition Guidelines.

In addition, the WCO Professional Standards can be used as a key framework against which WCO Members´ in-house training programmes can be designed or further developed. They can also be used by administrations to develop and enhance Customs job profiles and recruitment strategies, as well as by the private sector in designing standards for their own Customs professionals.

While maintaining the original structure, the update includes the introduction of an additional purpose aimed at both private and public sectors, a general simplification and reorganization of the Standards, as well as the rewording of the Requirements for Strategic and Operational Managers.

Stronger emphasis has placed on emerging technologies; risk management; security and facilitation; coordinated border management; and international supply chains.

The WCO has also developed a formal recognition process for University Customs Curricula, which enables Bachelor and Master Degrees to bear the WCO label if compliant with the Professional Standards. The process consists of a consultation mechanism involving both Academic and Members' assessments. Following the revision of the Professional Standards, the WCO Guidelines on Recognition of University Customs Curricula have also been updated.

Our thanks are extended to Riga Technical University, Charles Sturt University, the University of Munster, the North-West Institute of Management of the Russian Presidential Academy of National Economy and Public Administration of Saint-Petersburg, the University of Costa Rica, and the Cross-border Research Association for their help and support in reviewing the PICARD Professional Standards.

We trust that the WCO Professional Standards 2019 will continue to assist WCO Members and Customs' global partners, and we look forward to receiving any comments on them as well as any future implementation of the revised Standards.

Sincerely yours,

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Secretary General
World Customs Organization

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Abbreviations and acronyms

CBM	Coordinated Border Management
CRM	Customs Reform and Modernization
C2B	Customs to Business
EU	European Union
HRM	Human Resource Management
IPR	Intellectual Property Rights
IT	Information Technology
INCOTERMS	International Commercial Terms
OGA	Other Government Agencies
PICARD	Partnership in Customs Academic Research and Development
UCC	Union Customs Code
VAT	Value Added Tax
WCO	World Customs Organization
WTO	World Trade Organization
INCU	International Network of Customs Universities

A. Introduction

I. Development

The role of Customs in the 21st Century, as it faces the challenges posed by globalization, trade facilitation initiatives and security concerns, calls for a renewed professional approach to the management and operation of Customs administrations around the globe.

Some Customs administrations and academic institutions have recognized that a specific set of knowledge, skills and behaviour is needed to serve Customs' unique role within government of regulating international trade to meet national objectives. This role can only be performed through a more professional approach to career development and management. In response, specialized curricula have been developed in several countries; however, until recently there has been no coordination or standardization of these individual efforts.

In the early years of the 21st Century, the WCO began marshalling the many individual interests and developments in this field in order to create a set of common, internationally recognized standards for the professional development of Customs managers. In 2006, an initial proposal was drafted, with the support of the international university network, at the launch of the WCO Partnerships in Customs Academic Research and Development (PICARD) Programme and was further developed during the Second PICARD Conference in March 2007.

In parallel, through PICARD, academic institutions established the International Network of Customs Universities (INCU).

In 2008, the WCO published the PICARD Professional Standards for strategic and operational Customs managers. These Standards have been widely disseminated and have guided Customs administrations in their modernization journey, based on the "Investing in People" approach. Indeed, many academic institutions have modified their curricula in line with the WCO's Professional Standards.

The WCO has also developed a formal recognition process for university Customs curricula, enabling bachelor's and master's degrees to bear the WCO label if they comply with its Professional Standards. Specific WCO Guidelines are available to detail the recognition procedure.

Ten years after the Professional Standards came into being, WCO Members, academia, WCO Regional Offices for Capacity Building (ROCBs) and WCO Regional Training Centres (RTCs) were invited to share their views on the scope of the review and the content of the Standards.

While maintaining the original structure, the update includes the introduction of an additional purpose aimed at both private and public sectors, a general simplification and reorganization of the Standards, as well as the rewording of the Requirements for Strategic and Operational Managers.

Stronger emphasis has been placed on emerging technologies; risk management; security and facilitation; coordinated border management; and international supply chains.

The updated version of WCO Picard Professional Standards 2019 is now available for the benefit of the international Customs Community, with the aim of further raising the profile of the Customs profession.

II. Purpose:

These standards represent a framework against which:

> Academic programmes can be designed and formally recognized by the World Customs Organization (WCO) in accordance with the WCO Recognition Guidelines;

> Members´ in-house training can be designed;

> Customs job profiles can be developed;

> The private sector can design standards for Customs professionals.

B. Profile and requirements for the Strategic Managers/ Leaders

I. Definition of Strategic Manager/Leader

This is an individual who looks beyond the business and provides leadership of the organization and has a relevant decision making role.

Their task is to deal with government and external stakeholders to influence, set and communicate the policy under which the Customs organization operates and is accountable for its performance.

II. How to read the Professional Standards

1. NAME OF THE STANDARD

> *The definition/explanation for each of the knowledge, skills and attitudinal requirements is described in the box.*

1.1. Specific requirements are listed below the box.

III. Overall knowledge requirements

1. THE CUSTOMS BUSINESS

> *The individual should understand the complex role of Customs as an organization which implements policy and enforces national, regional and international regulations and standards in relation to:*

➤ Fiscal affairs, including revenue collection.

➤ Trade compliance (e.g. environmental legislation, IPR, health requirements, veterinary, phytosanitary and quality regulations, statistics etc.).

➤ Protection of society.

➤ Safety and security measures (e.g. smuggling, drugs, cigarettes, weapons, counterfeited products, fight against terrorism).

➤ Protection of industry against unfair trade (eg. anti-dumping, safeguards, countervailing measures).

The individual should be able to explain and interpret:

1.1. Regulations and standards related to fiscal affairs, trade compliance and facilitation, societal protection, safety and security measures, unfair trade, etc..

1.2. Preferential trade agreements (e.g. free trade agreements, customs unions, free trade associations etc.).

1.3. The Marrakesh Agreement establishing the World Trade Organization (WTO), including its annexes.

1.4. International Customs instruments, including those administered by the WCO

2. CUSTOMS ROLE IN GOVERNMENT AND INTERACTION WITH OTHER GOVERNMENT AGENCIES (OGA)

The individual should understand the role of Customs in applying different governmental regulations (including regulations from OGA) to cross-border activities. The individual must know how to manage and enforce these regulations at the strategic level.

The individual should be able to:

2.1. Work with key government departments involved in establishing border, trade, supply chain and taxation policy and regulations.

2.2. Manage effective networks and co-operative approaches with other border agencies using the principles of coordinated border management (CBM).

2.3. Describe the mission of customs in relation to its own tasks and those of OGA (e.g. public health, safety, intellectual property, etc.).

3. CUSTOMS POLICY

The individual should understand the government's overall economic policies and social direction as well as its international, regional and national obligations and priorities. The individual should also be able to understand the process of developing Customs policy and to ensure its effective implementation in practice.

The individual should be able to:

3.1. Identify key governmental and non-governmental players at national, regional, and international level who influence Customs, trade and global supply chain policy and resources.

3.2. Assess the external environment in order to identify the need for new policies and procedures.

3.3. Understand the legislative political framework within which policy development takes place.

3.4. Collect relevant information before engaging in the process of policy development.

3.5. Guide the process of drafting policies.

3.6. Identify policies and consult with key stakeholders.

3.7. Explain the procedure for approving new or reformed policy.

3.8. Distinguish the principal needs for the implementation of the policy (e.g: form of communication, training, budget, etc.).

3.9. Basic principles of project and change management.

3.10. Apply different methods of measuring the efficiency and effectiveness of the policy.

4.JUDICIAL AND LEGAL SYSTEMS

The individual should understand the operation of international, regional and national judicial systems and legislative processes (drafting, enacting and amending laws).

The individual should be able to:

4.1. Interpret and apply Customs law.

4.2. Apply the procedures for administrative and judicial complaints, appeals and the review on Customs decisions.

4.3. Understand the procedures related to criminal prosecution.

4.4.Understand the system of dispute settlement under the WTO.

4.5. Understand and interpret international Customs law, including treaties, international agreements and internationally recognized standards and procedures established by the WCO, WTO and other international organizations.

5. THE INTERNATIONAL SUPPLY CHAIN

The individual should understand the international supply chain and the role played by Customs in facilitating and securing the movement of goods.

The individual should be able to:

5.1. Understand the complexities of an international supply chain.

5.2. Recognize the stakeholders, documentation and terminology of a global supply chain and the linkage with Customs supervision and trade compliance.

5.3. Understand international supply chain instruments and standards (e.g. the Revised Kyoto Convention, SAFE Framework, INCOTERMS, etc.).

5.4. Understand international, regional and national regulations affecting the international supply chain, including supply chain security measures.

5.5. Understand the value of technology for global supply chains in terms of traceability, compliance, resilience etc.

6. INTERNATIONAL ECONOMICS

The individual should understand economics within a Customs, trade and supply chain context. This includes the way Customs, trade and supply chain regulations contribute to economic development and investment and the effects of taxes on companies (e.g. import VAT).

The individual should be able to:

6.1. Describe Customs, trade, fiscal and economic policy and its impact.

6.2. Compare free trade vs. protectionism policies.

6.3. Explain the role of the tariff and taxes in economic development.

6.4. Sketch an economically attractive climate for national and international investments.

7. STRATEGIC PLANNING

The individual should understand the internal and external environment of the organization and use those findings to create strategic plans.

The individual should be able to:

7.1. Support the strategic planning process by having a sound knowledge of the current operational environment, including the use of technology, information systems and other types of resources (e.g. financial, personnel etc.).

7.2. Set priorities, focus resources, strengthen operations and ensure that employees and other stakeholders are working towards common goals.

7.3. Assess and adjust the organization's direction in response to a changing environment.

7.4. Translate vision into attainable goals.

7.5. Develop governmental objectives.

7.6. Measure the achievement and effectiveness of strategic plans.

8. CHANGE MANAGEMENT

The individual should understand how to effectively manage change. This includes clearly outlining the need for change, empathizing with those involved in the change process and assisting in the development of new knowledge, skills and behavioural requirements.

The individual must be able to:

8.1. Have an understanding of Customs modernization and reform.

8.2. Identify the need for reform, determine and implement an appropriate change management process.

8.3. Apply principles of change management to overcome challenges (e.g. resistance to change).

8.4. Involve relevant stakeholders in consultations.

8.5. Develop the necessary controls needed to monitor performance and costs.

8.6. Identify training and development needs.

9. PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT

The individual should understand how to manage team members in order to achieve specific goals that meet identified success criteria within an agreed time frame.

The individual must be able to:

9.1. Initiate, plan and execute projects, programmes or portfolios within agreed time frames.

9.2. Identify overlaps and resolve conflict among a variety of projects and programmes.

9.3. Identify and promptly intervene when projects, programmes or portfolios do not meet business requirements.

9.4. Deal effectively with constraints (e.g.: scope, time, quality and budget) in order to meet the relevant goals and objectives.

9.5. Document all the stages of the project, programme or portfolio.

9.6. Optimize the allocation of necessary inputs and apply them to pre-defined objectives.

9.7. Develop project framework and criteria agreement with senior management.

9.8. Provide continuous feedback throughout the project, communicate lessons learned following project evaluation and make the necessary improvements.

10. RISK MANAGEMENT

The individual should understand the principles of risk management and requirements of an effective risk management system in a Customs context.

The individual should be able to:

10.1. Explain the elements of a risk management framework in the context of the risk management cycle.

10.2. Understand the processes for the collection, evaluation, risk assessment and sharing of information between relevant authorities.

10.3. Understand the relationship between control and facilitation.

10.4. Understand the strategic use of risk management to control trade, protect society and combat cross-border crime (e.g. smuggling and terrorism).

10.5. Coordinate efforts with multiple stakeholders to proactively manage Customs risks on a coordinated global basis.

10.6. Evaluate the effectiveness of the organization's approach to risk management.

10.7. Explain the importance of the role of technology, as well as its limitations, in the risk management process.

11. INFORMATION /KNOWLEDGE MANAGEMENT

The individual should understand the core elements of knowledge and information management.

The individual should be able to:

11.1. Evaluate the key information and knowledge required to achieve Customs objectives.

11.2. Encourage the sharing of knowledge and lessons learned as well as integration and continuous improvement of the organization.

11.3. Comply with data retention and data protection requirements (e.g. statutory retention periods, audit paper-trails, etc.).

11.4. Facilitate data and knowledge at national, regional and international level.

12. EMERGING TECHNOLOGIES

The individual should understand how technology can support the Customs business, including security, facilitation, effective control etc.

The individual should be able to:

12.1. Recognize the potential of nascent technology capable of supporting Customs operations and contributing to its development.

12.2. Understand the Customs requirements for future innovations and development of IT solutions.

12.3. Apply technology effectively in all tasks of Customs, including security, trade facilitation and sharing data with other stakeholders.

12.4. Decide on the effectiveness of existing technology in supporting Customs operations (e.g. scanners, x-ray, track and tracing, radio frequency positioning equipment etc.).

12.5. Evaluate the costs, benefits and risks associated with technology acquisition and use.

12.6. Understand the implications on privacy and cybersecurity.

12.7. Identify the constraints that exist in the process of harmonization and interlinkage of different IT systems, such, different data collection, programing language, among others.

12.8. Recognize the importance of data harmonization and the international initiatives to harmonize such data (e.g. WCO Data Model).

13. FINANCIAL MANAGEMENT

The individual should understand financial management principles which are needed to effectively deliver the objectives of the Customs business.

The individual should be able to:

13.1. Understand financial and accounting principles.

13.2. Plan financial resources according to the priorities of the organization.

13.3. Manage budgets efficiently and effectively.

13.4. Define short, medium and long-term economic commitments.

13.5. Understand the procurement process of the organization.

13.6. Understand financial performance indicators including audit results.

14. HUMAN RESOURCE MANAGEMENT

The individual should understand the need to invest in employees, including training and education.

The individual should be able to:

14.1. Describe the basic principles of human resource management (HRM).

14.2. Establish recruitment and staff development policies and priorities.

14.3. Interpret performance indicators, management and monitoring.

14.4. Recognize statutory requirements relating to staff competence in Customs matters (e.g. Art. 39 (d) UCC in the case of the European Union).

15. CUSTOMS INSTRUMENTS FOR ETHICS, GOOD GOVERNANCE & INTEGRITY

The individual should understand, practice and communicate the principles that underpin ethical behaviour, good governance and integrity.

The individual should be able to:

15.1. Create an ethical environment.

15.2. Acknowledge international, regional and national principles related to ethics, integrity and anti-corruption in the context of Customs and trade (e.g. The Arusha Declaration on Integrity).

15.3. Apply anti-corruption measures, avoid and solve conflicts of interest.

15.4. Consider the possibility of creating a secure and confidential communication channel for whistleblowers.

15.5. Create/keep a constructive dialogue with the private sector to draw attention to corruption issues.

16. CUSTOMER MANAGEMENT

The individual should ensure that the needs of stakeholders in the supply chain are met through public consultations and constant dialogue. Furthermore, the individual should effectively liaise with trade associations on a regular basis.

The individual should be able to:

16.1. Establish a continuous dialogue between Customs and economic operators to facilitate mutual understanding of each other's role and needs.

16.2. Apply rules of engagement: ensuring the dialogue is transparent, ethical, objective and fair and pays adequate attention to non-trade related issues (e.g. environmental protection).

16.3. Create and evaluate feedback mechanism between governmental authorities and economic operators.

16.4. Cooperate with the private sector to establish an environment of trust for business and Customs control needs.

17. PUBLIC AND MEDIA RELATIONS AND COMMUNICATION

The individual should understand the importance of communication in creating a compliance culture, demonstrating transparency, and creating a public image within Customs and companies.

The individual should be able to:

17.1. Understand the importance of prompt, effective and on time communication for the achievement of organizational goals.

17.2. Utilize mass media in order to project a positive image for Customs and promote the aims of Customs policy.

17.3. Define goals and tasks to achieve constructive interaction with the key players in the national media and communications businesses and understand the level of influence that they have on different economic actors.

17.4. Construct internal and external communication networks with key partners to:

➤ 17.4.1. Promote the goals of the organization.

➤ 17.4.2. Influence/educate Government, the supply chain stakeholders and the public in general.

➤ 17.4.3. Provide a positive profile for Customs.

➤ 17.4.4. Handle negative news without aggravating or escalating the situation.

IV. Overall skill requirements

18. LEADERSHIP

The individual should lead by example. A leader should be empathetic and have the ability to communicate a clear direction for the business at all levels of the organization, to assimilate and critically analyze complex information and effectively communicate the vision.

The individual should be able to:

18.1. Formulate a compelling, relevant vision together with aims and objectives.

18.2. Use the vision to motivate people and organize teams to achieve business objectives.

18.3. Develop long-term strategies for the organization having due regard to their practical implementation.

18.4. Establish the right company culture and introduce the necessary reforms having regard to principles of change management.

18.5. Liaise with government in order to ensure its policies, legislation and implementation thereof reflect the needs of Customs and trade.

19. VISIONING

The individual should have the ability to assimilate and critically analyze complex information and the surrounding environment with the aim of anticipating future events and needs. These events and needs must be expressed clearly and precisely at all levels of the organization.

The individual should be able to:

19.1. Think outside the box.

19.2. Formulate future strategic options.

19.3. Convince stakeholders at all levels of the need for reform through informed and compelling arguments and effective communication (e.g., public consultations and hearings).

20. CREATIVITY

The individual should promote and encourage creative thinking and innovation.

The individual should be able to:

20.1. Develop creative solutions for problems.

20.2. Recognize individual creativity and talent.

20.3. Be open to new ideas

21. INSPIRATION

The individual should have the ability to inspire others to realize and improve their abilities in the interests of both themselves and the organization.

The individual should be able to:

21.1. Lead by example (i.e. demonstrating expected behaviour and standards to others).

21.2. Be open to new ideas whilst critically analysing new proposals from staff.

21.3. Maintain a high profile in supporting issues that impact on the organization, including those that might be controversial.

22. CAPACITY TO MOTIVATE

The individual should have the ability to act and communicate in manner which encourages others to participate in and commit to the policy in question.

The individual should be able to:

22.1. Encourage and inspire others.

22.2. Encourage staff to adopt new techniques in the performance of their everyday tasks.

22.3. Recognize good performance or desired behaviours and communicate this to staff.

22.4. Clarify and explain concepts and actions in a way that is understood by all.

22.5. Create a company environment that motivates staff to perform well and even exceed expectations (e.g. clear communication of expectations, goals by regular employee meetings).

23. PROBLEM-SOLVING

The individual should have the ability to precisely identify a problem, work both independently and collaboratively in order to understand all elements of a problem and to view it from a range of perspectives in order to develop solutions which best meet the business needs.

The individual should be able to:

23.1. Articulate the problem, identify the affected areas of the business and the personnel competent to develop solutions.

23.2. Involve managerial and operational staff in the development of solutions.

23.3. Encourage creative problem-solving at all levels of the organization.

24. DECISION-MAKING

The individual should have the ability to make informed decisions which best meet the needs of the business using quality information, assessing risks, weighing-up competing interests, developing a strategy and establishing clear objectives for its implementation.

The individual should be able to:

24.1. Assume responsibility and be accountable for their decisions.

24.2. Resolve complex policy issues through a process of analysis and consultation.

24.3. Identify solutions to strategic problems which represent the best choice for the business.

24.4. Delegate decision-making powers to the competent personnel and encourage them to make informed decisions.

25. POLITICAL SKILLS

> *The individual should have the ability to understand the needs of the key players both within and outside the organization and present arguments which are persuasive and sensitive to their viewpoint.*

The individual should be able to:

25.1. Clearly identify political needs and ways of making the organization's voice heard.

25.2. Ensure the organization is made aware of political issues affecting the organization.

25.3. Maintain contact with key government officials.

25.4. Maintain a high profile at regional and international representative organizations.

26. NEGOTIATION SKILLS

> *The individual should have the ability to carry out a dialogue intended to reach a positive outcome where a conflict or disagreement exists.*

The individual should be able to:

26.1. Build consensus between the different stakeholders.

26.2. Integrate divergent views into an agreed position.

26.3. Put forward their position and make any reasonable concessions to achieve an agreement.

26.4. Inspire trust among the other negotiators in order to reach successful outcomes.

26.5. Tailor a negotiation strategy according to the counterparty (government, legislators, brokers, diplomats, business associations, etc.).

26.6. Select the most appropriate methodology for the circumstances such as mediation, arbitration, direct negotiation etc.

26.7. Organize and prepare the team before negotiating.

27. COMMUNICATION

The individual should have the ability to communicate information promptly and clearly. The individual should have the ability to listen to and acknowledge a range of views, to create a climate of rational debate and objectively evaluate different opinions.

The individual should be able to:

27.1. Create effective internal and external channels of communication (Intranet, press conferences, presentations, inputs at public fora).

27.2. Be accessible to staff at all levels of the organization and to stakeholders.

27.3. Encourage and support communication from staff at all levels of the organization.

27.4. Recognize and acknowledge differing opinions.

28. DRAFTING SKILLS

The individual should have the ability to present written work which fulfils its purpose, informs the reader clearly and precisely and presents information, issues and conclusions logically.

The individual should be able to:

28.1. Draft reports which provide clear information, identify the salient issues and present alternatives for action and thereby assist the reader in making decisions.

28.2. Draft policy papers for Government.

28.3. Prepare effective draft papers for stakeholder review.

28.4. Communicate effectively in writing to staff at all levels (e.g. working instructions, guidelines, codes of conduct etc.).

28.5. Draft organizational reports.

29. SELF-EVALUATION

The individual should have the ability to apply agreed criteria to review their personal performance and identify development needs to address their own skills or knowledge gaps.

The individual should be able to:

29.1. Adopt a regular and structured approach to self-appraisal.

29.2. Identify and pursue appropriate training and development opportunities.

30. NETWORKING INTERNAL/EXTERNAL CUSTOMERS

The individual should have the ability to maintain an effective personal relationship with fellow members of staff and third parties that places others at ease and facilitates communication. They should have the ability to mix business with pleasure.

The individual should be able to:

30.1. Effectively use business and social gatherings for networking purposes.

30.2. Recognize the value of social occasions for maintaining staff morale and strengthening relationships.

31. BASIC COMPUTER SKILLS

The individual should have computer literacy and awareness.

The individual should be able to:

31.1. Have a working knowledge of commonly used business software, including Customs-specific software and databases.

31.2. Use the Internet and the organization's intranet and comply with company guidelines when using such resources.

31.3. Be aware of legal issues when storing, transmitting and using data.

32. INTELLIGENCE ASSESSMENT

The individual should support intelligence assessment by facilitating the organization's ability to collect and critically evaluate information from a wide variety of sources in order to develop effective strategies for the organization, provide relevant, comprehensive and up-to-date information at managerial and operative levels.

The individual should be able to:

32.1. Link "islands of information" by creating an information network involving all stakeholders.

32.2. Create and maintain stakeholder fora (e.g. annual trade conferences, C2B working groups, standing committees) at strategic level.

32.3. Encourage trade/Customs partnerships to ensure effective information sharing and cross-border compliance (e.g. incorrect classification of goods which traders import through different EU Member States).

32.4. Identify and resolve any conflicts or barriers to information-gathering and communication (both internally and with other stakeholders).

33. ANALYTICAL ABILITY

The individual should have the ability to identify facts relevant to the Customs business from a diverse range of sources, evaluate information in consultation with the relevant departments and ensure a continuous flow of quality information on which sound decisions can be made.

The individual should be able to:

33.1. Develop a process of analysis to identify required changes.

33.2. Develop effective reform proposals to implement the identified changes having regard to principles of change management.

33.3. Ensure that any reforms are cost-effective.

34. RESEARCH METHODOLOGY AND RESOURCES

The individual should have an awareness of the value of research for informing Customs decision-making.

The individual should be able to:

34.1. Identify research needs.

34.2. Analyze, draw conclusions and make decisions based on research findings.

V. Overall behavioural/attitudinal requirements

35. ROLE MODEL

The individual should exhibit behaviours which reflect the culture and desired performance of the organization.

The individual should be able to:

35.1. Lead by example.

35.2. Treat all staff with respect.

35.3. Acknowledge good performance.

36. ETHICS

The individual should demonstrate the importance of integrity and good governance.

The individual should be able to:

36.1. Lead by example.

36.2. Advocate and administer a zero tolerance policy on corruption.

36.3. Ensure that employees and stakeholders are aware of the ethical standards of the organization.

36.4. Support events on compliance and integrity.

36.5. Conduct regular external surveys on ethics.

36.6. Provide a secure and confidential channel of communication for whistle-blowers.

36.7. Proactively deal with any unethical activities.

36.8. Recognize the importance of Corporate Social Responsibility.

36.9. Deal quickly and effectively with rumours.

37. CONFIDENCE

The individual should act and communicate confidently.

The individual should be able to:

37.1. Demonstrate belief in the organization and its capability to meet expected standards.

37.2. Deal confidently with superiors, peers, employees and other stakeholders.

38. MOTIVATION

The individual should create a motivational working environment

The individual should be able to:

38.1. Identify factors that motivate employees and stakeholders to support the achievement of the organization's objectives.

38.2. Embrace new concepts that could motivate staff to improve their performance.

38.3. Promptly deal with issues that have a negative impact on staff motivation.

38.4. Set realistic targets and recognize good performance.

39. CUSTOMER ORIENTATION

The individual should have the ability to view the Customs business from the perspective of the private sector.

The individual should be able to:

39.1. Understand customer needs and their business environment.

39.2. Develop and implement customer service standards.

39.3. Create a customer evaluation and feedback system.

40. EMPATHY AND OBJECTIVITY

The individual should have the ability to demonstrate empathy towards staff without compromising personal and professional values.

The individual should be able to:

40.1. View issues and make decisions objectively.

40.2. Explain issues clearly and honestly.

40.3. Acknowledge and deal effectively with opposing views.

C. Profile, requirements and essentials/ examples for the Operational Managers/ Leaders

I. Definition of operational managers/leaders

This is a person who is responsible for the day-to-day management of Customs operations.

Their task is to manage Customs resources to ensure that operational objectives of Customs are achieved.

II. How to read the Professional Standards

2. NAME OF THE STANDARD

The definition/explanation for each of the knowledge, skills and attitudinal requirements is described in the box.

1.1. Specific requirements are listed below the box.

III. Overall knowledge requirements:

1. KNOW THE ROLE OF CUSTOMS AND ITS INTERACTION WITH OTHER GOVERNMENT AGENCIES (OGA)

The individual should understand the roles that Customs and OGAs play in the economic environment and the ways in which Customs interacts with these agencies.

The individual should be able to:

1.1. Understand how government policy in relation to Customs is implemented at operational level.

1.2. Work with other government agencies involved in the management of cross-border trade, the supply chain and taxation.

1.3. Access relevant information from OGAs.

1.4. Facilitate coordinated border management (CBM) initiatives at operational level.

1.5. Describe the mission of Customs in relation to its own tasks and those of OGA (e.g. public health, safety, intellectual property, etc).

1.6. Understand the powers of OGAs and their relation to Customs.

2. KNOWLEDGE OF THE ADMINISTRATION

The individual should understand how the Customs administration operates.

The individual should be able to:

2.1. Understand the Customs administration (e.g. structure, policies, practices and procedures).

2.2. Understand the specific roles of different operational units within the organization and how they interact and complement each other.

3. FINANCIAL MANAGEMENT

The individual should be able to manage financial resources to deliver Customs objectives at operational level.

The individual should be able to:

3.1. Plan financial resources according to operational priorities.

3.2. Manage budgets efficiently and effectively, including budget development.

3.3. Manage procurement processes.

3.4. Develop financial performance indicators and corresponding reports.

3.5. Monitor and account for budget allocations.

4. HUMAN RESOURCE MANAGEMENT

The individual should understand the need to invest in employees, including training and education.

The individual should be able to:

4.1. Apply the basic principles of human resource management (HRM).

4.2. Implement recruitment and staff development policies and priorities.

4.3. Apply and interpret performance indicators, management and monitoring.

4.4. Recognize statutory requirements relating to staff competence in Customs matters (e.g. Art. 39 (d) UCC, in the case of the European Union).

5. INFORMATION MANAGEMENT

The individual should understand the core information and systems required to manage and report on the operational aspects of the Customs business.

The individual should be able to:

5.1. Use corporate systems to access and utilize corporate information relating to core operational processes.

5.2. Be aware of available information technology that is relevant for the operational unit's field of activity.

5.3. Evaluate key information required to achieve operational objectives.

5.4. Comply with data retention and protection requirements (e.g. statutory retention periods, audit paper-trails, etc.).

5.5. Coordinate data-sharing at an operational level.

6. THE CUSTOMS BUSINESS

The individual should understand the operational role of Customs in enforcing regulations and standards in relation to:

➤ Fiscal affairs, including revenue collection

➤ Trade compliance (e.g. environmental legislation, IPR, health requirements, veterinary, phytosanitary and quality regulations, statistics, among others)

➤ Protection of society

➤ Safety and security measures (e.g. smuggling, drugs, cigarettes, weapons, counterfeited products, fight against terrorism)

➤ Protection of industry against unfair trade (eg. anti-dumping, safeguards, countervailing measures).

The individual should be able to apply, explain and interpret:

6.1. Regulations and standards related to fiscal affairs, trade compliance and facilitation, societal protection, safety and security measures, unfair trade etc..

6.2. Preferential trade agreements (e.g. free trade agreements, Customs unions, free trade associations etc.).

6.3. Apply provisions relating to Customs functions, process and procedures (e.g. tariff classification, rules of origin, Customs valuation, non-tariff measures, prohibitions, restrictions, etc.).

6.4. Apply principles of compliance management at operational level and explain the concept to staff.

6.5. Be aware of trade practices, documentation, stakeholders etc.

6.6. Know and understand how to conduct investigations, particularly in relation to securing evidence, interviewing witnesses and developing briefs.

7. JUDICIAL AND LEGAL SYSTEMS

The individual should understand the operation of national judicial systems.

The individual should be able to:

7.1. Interpret and apply national Customs law.

7.2.Identify obligations and powers of Customs and the legal obligations on trade and the public.

7.3.Apply the procedures for administrative and judicial complaints, review and appeal against Customs decisions.

7.4. Understand the procedures related to criminal prosecution.

7.5. Understand the system of dispute settlement under the WTO.

7.6. Understand international Customs law, including the treaties, international agreements and internationally recognized standards and procedures of the WCO, WTO and other international bodies.

8. INTERNATIONAL ECONOMICS

The individual should understand economics within a Customs, trade and supply chain context. This includes the way Customs, trade and supply chain regulations contribute to economic development and investment and the effects of taxes on companies (e.g. import VAT).

The individual should be able to:

8.1. Describe Customs, trade, fiscal and economic policies and their impact.

8.2. Compare free trade vs. protectionist policies.

8.3. Express the role of the tariff and taxes in economic development.

9. RISK MANAGEMENT

The individual should understand the principles of risk management and the requirements of an effective risk management system in the Customs context.

The individual should be able to:

9.1. Explain the elements of a risk management framework in the context of the risk management cycle.

9.2. Establish and implement a process to collect, analyze information and identify operational targets.

9.3. Understand the processes for the collection of data, evaluation of risk and the sharing of information between relevant authorities.

9.4. Understand the relationship between control and facilitation.

9.5. Understand the operational use of risk management to control trade, protect society and combat cross-border crime (e.g. smuggling and terrorism).

9.6. Coordinate efforts with multiple stakeholders to proactively manage Customs risks on a coordinated global basis.

9.7. Evaluate the effectiveness of the approach to risk management used in the organization.

9.8. Explain the importance of the role of technology, as well as its limitations, in the risk management process.

10. THE INTERNATIONAL SUPPLY CHAIN

The individual should understand the international supply chain and the role played by Customs.

The individual should be able to:

10.1. Understand the complexities of the international supply chain.

10.2. Recognize the stakeholders, documentation and terminology of the global supply chain and the linkage with Customs and trade compliance.

10.3. Understand international supply chain instruments and standards (e.g. the Revised Kyoto Convention, SAFE Framework, INCOTERMS, etc.).

10.4. Understand international, regional and national regulations affecting the international supply chain, including supply chain security measures.

10.5. Understand the value of technology for global supply chains in terms of traceability, compliance, resilience etc.

11. PUBLIC RELATIONS AND COMMUNICATION

The individual should understand the importance of communication in creating a compliance culture, demonstrating transparency and in creating a public image within Customs and other organisations.

The individual should be able to:

11.1. Understand the importance of immediate, effective and timely communication for the achievement of organizational goals.

11.2. Utilize mass media in order to project a positive image for Customs and promote Customs policy aims.

11.3. Define goals and tasks to achieve constructive interaction with key players in the national media and telecommunications sector and understand the level of influence that they have on different economic actors.

11.4. Construct internal and external communication networks with key partners to:

➤ 11.4.1. Promote the goals of the organization

➤ 11.4.2. Influence/educate the government, supply chain stakeholders and the public in general.

➤ 11.4.3. Provide a positive profile for Customs.

➤ 11.4.4. Handle negative news without aggravating or escalating the situation.

12. CUSTOMS INSTRUMENTS FOR ETHICS, GOOD GOVERNANCE AND INTEGRITY

The individual should understand, practice and communicate the principles that underpin ethical behaviour, good governance and integrity.

The individual should be able to:

12.1. Create an ethical environment.

12.2. Acknowledge international, regional and national principles related to ethics, integrity and anti-corruption in the Customs and trade context (e.g. The Arusha Declaration on Integrity).

12.3. Apply anti-corruption measures, avoid/solve conflicts of interest.

12.4. Create a secure and confidential communication channel for whistleblowers.

12.5. Create and maintain a constructive dialogue with the private sector to draw attention to corruption issues.

13. IT KNOWLEDGE APPROPRIATE TO THE CUSTOMS BUSINESS

The individual should have technical and operational knowledge of IT systems relevant to the Customs Business

The individual should be able to:

13.1. Operate IT platforms relevant to the Customs business, such as:

➤ 13.1.1. Risk Assessment

➤ 13.1.2. Audit

➤ 13.1.3. Compliance management

➤ 13.1.4. Investigation

➤ 13.1.5. Intelligence

➤ 13.1.6. Anti-smuggling

➤ 13.1.7. Customs procedures

➤ 13.1.8. Inspections and controls

13.2. Understand the different IT systems used in the Customs environment and how they interact.

14. EMERGING TECHNOLOGIES

The individual should understand how technology can support Customs operations, including security, facilitation, effective control etc.

The individual should be able to:

14.1. Recognize the potential of nascent technology capable of supporting Customs operations and contributing to its development.

14.2. Understand the operational requirements for future innovations and the development of IT solutions.

14.3. Apply technology effectively in all operational tasks of Customs, including security, trade facilitation and sharing-data with other stakeholders.

14.4. Manage existing technology in supporting Customs operations (e.g. scanners, x-ray, track and tracing, radio frequency positioning equipment, etc.).

14.5. Understand operational constraints to harmonizing and interconnecting different IT systems, such as different standards for data-collection, programming languages, functionality etc.

14.6. Recognize the importance of data harmonization and relevant international initiatives (e.g. the WCO Data Model.

IV. Overall skill requirements

15. LEADERSHIP

The individual should lead by example. A leader should be empathetic and have the ability to communicate a clear direction for the business at all levels of the organization, to assimilate and critically analyze complex information, and effectively communicate their vision.

The individual should be able to:

15.1. Formulate a compelling, relevant vision together with aims and objectives.

15.2. Use the vision to motivate people and organize teams to achieve business objectives.

15.3. Develop long-term strategies for the organization having due regard to practical implementation.

15.4. Establish the right company culture and introduce the necessary reforms having regard to principles of change management.

16. CAPACITY TO MOTIVATE

The individual should have the ability to act and communicate in manner which encourages others to participate in and commit to the policy in question.

The individual should be able to:

16.1. Encourage and inspire others.

16.2. Encourage staff to adopt new techniques in the performance of their everyday tasks.

16.3. Recognize good performance or desired behaviours and communicate this to staff.

16.4. Clarify and explain concepts and actions in a way that is understood by all.

16.5. Create a company environment that motivates staff to perform well and even exceed expectations (e.g. clear communication of expectations, goals by regular employee meetings).

17. INSPIRATION

The individual should have the ability to inspire others to realize and improve their abilities in the interests of both themselves and the organization.

The individual should be able to:

17.1. Lead by example (i.e. demonstrating the expected behaviour and standards to others).

17.2. Be open to new ideas whilst critically analyzing new proposals from staff.

17.3. Maintain a high profile in supporting issues that impact on the organization, including those that might be controversial.

18. INFORMATION-GATHERING AND PROCESSING

The individual should have the ability to collect and assimilate information from a wide variety of sources in order to analyze such information in an operational context and use it to guide control and enforcement actions.

The individual should be able to:

18.1. Identify the sources of information that are available from both within and outside the organization (open-source data, private companies' data, data from other government agencies, etc.).

18.2. Gather information through various means (from tools and platforms, interviews, etc) and record it efficiently.

18.3. Guide their team to gather relevant information in a structured format to facilitatedata processing.

19. ANALYTICAL ABILITY

The individual should have the ability to identify facts relevant to the Customs business from a diverse range of sources; evaluate information in consultation with the relevant departments and ensure a continuous flow of quality information which can be used to make sound decisions.

The individual should be able to:

19.1. Develop a process of analysis to identify required changes.

19.2. Develop effective reform proposals to implement the identified changes having regard to principles of change management.

20. DECISION-MAKING

The individual should have the ability to make informed decisions which best meet the needs of the business using quality information, assessing risks, weighing-up competing interests, developing a strategy and establishing clear objectives for its implementation.

The individual should be able to:

20.1. Assume responsibility and be accountable for their decisions.

20.2. Resolve complex operational issues through a process of analysis and consultation.

20.3. Identify which solutions to operational problems represent the best choice for the business.

20.4. Delegate decision-making powers to the competent personnel and encourage them to make informed decisions.

21. PROBLEM-SOLVING

The individual should have the ability to precisely identify a problem, work both independently and collaboratively in order to understand all of its elements and view it from a range of perspectives in order to develop solutions which best meet the business needs.

The individual should be able to:

21.1. Articulate the problem, identify which areas of the business are affected by it and select personnel competent to solve the problem.

21.2. Involve operational staff in the development of solutions.

21.3. Encourage creative problem-solving at an operational level.

22. COMMUNICATION

The individual should have the ability to communicate information promptly and clearly. The individual should have the ability to listen to and acknowledge a range of views; to create a climate of rational debate and objectively evaluate different opinions.

The individual should be able to:

22.1. Create effective internal and external channels of communication (Intranet, press conferences, presentations, inputs at public fora).

22.2. Be accessible to staff at all levels of the organization and to stakeholders.

22.3. Encourage and support communication from staff at all levels of the organization.

22.4. Recognize and acknowledge differing opinions.

23. NETWORKING INTERNAL/EXTERNAL CUSTOMERS

The individual should have the ability to maintain an effective personal relationship with fellow members of staff and third parties that places others at ease and facilitates communication. The ability to mix business with pleasure in a professional manner.

The individual should be able to:

23.1. Effectively use business and social gatherings for networking purposes.

23.2. Recognize the value of social occasions for maintaining staff morale and strengthening professional relationships.

24. SELF-EVALUATION SKILLS

The individual should have the ability to apply agreed criteria to review their personal performance and identify development needs to address their own skills or knowledge gaps.

The individual should be able to:

24.1. Adopt a regular and structured approach to self-appraisal.

24.2. Identify and pursue appropriate training and development opportunities.

25. NEGOTIATION SKILLS

The individual should have the ability to carry out a dialogue intended to reach a positive outcome where a potential conflict or disagreement exists.

The individual should be able to:

25.1. Build consensus between the different stakeholders.

25.2. Integrate divergent views into an agreed position.

25.3. Put forward their position and make any reasonable concessions to achieve an agreement

25.4. Inspire trust among the other negotiators in order to reach successful outcomes.

25.5. Tailor a negotiation strategy according to the counterparty (government, legislators, brokers, diplomats, business associations, etc.)

25.6. Select the most appropriate methodology for the environment such as mediation, arbitration, direct negotiation etc.

25.7. Organize and prepare their team before engaging in negotiation.

26. DRAFTING SKILLS

The individual should have the ability to present written work which fulfils its purpose, informs the reader clearly and precisely and presents information, issues and conclusions logically.

The individual should be able to:

26.1. Draft reports which provide clear information, identify the salient issues and present alternatives for action and thereby assist the reader in making decisions.

26.2. Prepare effective draft paper for stakeholder review.

26.3. Communicate effectively in writing to staff at all levels (e.g. working instructions, guidelines, codes of conduct, etc.)

26.4. Draft operational reports.

27. BASIC COMPUTER SKILLS

The individual should have computer literacy and awareness.

The individual should be able to:

27.1. Have a working knowledge of commonly used business software, including Customs-specific software and databases.

27.2. Use the Internet and the organization's intranet and comply with company guidelines when using such resources.

27.3. Be aware of legal issues when storing, transmitting and using data.

28. TIME MANAGEMENT

The individual should have the ability to organize and plan how to divide time between multiple activities and tasks.

The individual should be able to:

28.1. Use time-management techniques to improve their ability to function more effectively, even when time is short and pressure is high

28.2. Objectively evaluate time-usage and develop an action plan for improving the effectiveness of their time-management

29. COPING WITH STRESS AND PRESSURE

The individual should have the ability to identify common workplace and individual stress indicators.

The individual should be able to:

29.1. Recognize internal and external factors that are adversely affecting the daily operational tasks of its team and find ways to overcome these issues.

29.2. Promote effective coping strategies such as regular exercise, healthy diet, etc.

30. MANAGE PERFORMANCE

The individual should have the ability to monitor the operational performance of different departments and individuals.

The individual should be able to:

30.1. Plan, monitor, review and evaluate the performance of an employee and their overall contribution to the organization.

30.2. Use performance indicators to promote and improve the effectiveness of employees.

30.3. Apply performance indicators for the achievement of quantitative and qualitative targets of the organization.

31. MANAGING STAFF

The individual should have the ability to manage employees taking into consideration their gender, background, professional goals, personalities among other aspects.

The individual should be able to:

31.1. Communicate effectively with staff in order to understand their needs, such as further training, career development support, etc.

31.2. Develop plans to help the organization meet its strategic goals by attracting and keeping employees and also managing them effectively.

31.3. Inspire, lead and motivate their team to accomplish a set of goals for the organization

32. CONFLICT CONTAINMENT

The individual should have the ability to identify the causes of conflicts and to manage them effectively.

The individual should be able to:

32.1. Identify potential conflicts in order to contain them or prevent any further escalation.

32.2. Apply containment techniques to deal with such conflicts.

V. Overall behavioural/attitudinal requirements

33. ETHICS

The individual should demonstrate integrity and good governance.

The individual should be able to:

33.1. Lead by example.

33.2. Advocate and administer a zero tolerance policy towards corruption.

33.3. Ensure that employees and stakeholders are aware of the ethical standards of the organization.

33.4. Support events on compliance and integrity.

33.5. Conduct regular external surveys on ethics.

33.6. Provide a secure and confidential channel of communication for whistle-blowers.

33.7. Proactively deal with any unethical activities.

33.8. Recognize the importance of Corporate Social Responsibility.

33.9. Deal quickly and effectively with rumours.

34. ROLE MODEL

The individual should exhibit behaviours which reflect the culture and desired performance of the organization.

The individual should be able to:

34.1. Lead by example.

34.2. Treat all staff with respect.

34.3. Acknowledge good performance.

35. EMPATHY AWARENESS AND OBJECTIVITY

The individual should have the ability to demonstrate empathy towards staff without compromising personal and professional values.

The individual should be able to:

35.1. View issues and make decisions objectively.

35.2. Explain issues clearly and honestly.

35.3. Acknowledge and deal effectively with opposing views

36. CONFIDENCE

The individual should act and communicate confidently.

The individual should be able to:

36.1. Demonstrate belief in the organization and its capability to meet expected standards.

36.2. Deal confidently with superiors, peers, employees and other stakeholders.

37. CUSTOMER ORIENTATION

The individual should have the ability to view the Customs business from the perspective of the private sector.

The individual should be able to:

37.1. Understand customer needs and their business environment

37.2. Develop and implement customer service standards

37.3. Create a customer evaluation and feedback system

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