

Annex 2 Operational Managers/Leaders

Profile

This is a person with the day to day responsibility for managing the operation of the business:

He/she will have a very sound knowledge of customs operations in at least one of its specialities. Alternatively he/she will be a middle manager in one of the HQ Policy Units or Support Areas. In practice this will be a person from Head of office or port to team leader level

Overall the individual will be expected to have developed to meet the following profile:

<p>Overall Knowledge Requirements</p>	<ul style="list-style-type: none"> • (Customs role in government and) interaction with other government departments. • Role and responsibilities of managers within Customs organization • Budget planning and human resources • Information management • Information and Communication technology • Culture of the administration • Tax and revenue collection • The Customs Business <ul style="list-style-type: none"> ○ Economic and Fiscal <ul style="list-style-type: none"> ▪ Detail. Eg. Define customs regimes ○ Trade management ○ Social Protection <ul style="list-style-type: none"> ▪ Detail. Eg IPR ○ International/regional ○ Compliance Management • Judicial and legal systems • (Basic) Micro Economics • Risk management <p>Check if “gestion des risques” is the same in French than Risk Management</p> • The international supply chain • (Public relations and
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	<ul style="list-style-type: none"> • communication) • Principles of ethics, good governance & good service • IT knowledge • Technical knowledge appropriate to a specialization*
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* Specializations include but are not limited to the following:

Processing; Facilities; Risk Assessment; Audit; Compliance management; International affairs and cooperation; Legal affairs; Investigation; Intelligence; Anti-smuggling; Procedures; Inspections and controls; Headquarters policy.

<p>Overall Skill requirements</p>	<ul style="list-style-type: none"> • Leadership • Motivation • Inspiration • (Intelligence gathering) • Information gathering and processing • Analytical • Decision making • Problem solving • Communication of information and ideas • Social skills to interact with all levels • Negotiation Skills • Drafting skills • (Basic) computer skills • Ensure regulatory integrity • Time management • Coping with stress and pressure • Manage performance • Managing staff • Manage risk • Appropriate Foreign language • Conflict containment • Stress management • Representational skill • Technical skills appropriate to their specialization
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Overall Behavioral /Attitudinal requirements	<ul style="list-style-type: none">• Ethical• Role model• Empathy awareness• Confidence• Customer oriented• Objectivity• Dedication• Ability to evolve in its professional environment
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Initial Draft Job Standards – Operational Managers/Leaders

KNOWLEDGE	SUMMARY	ESSENTIALS
<p>1. Customs role in government and interaction with other government departments.</p>	<p>Knowing the government policies and priorities which define the role of customs in the area of command and the roles of OGDS within the command</p> <p>Ability to evolve in its economic environment</p>	<p>Collaboration with OGDS and co-ordination</p> <p>Understanding the powers of OGDS and their relation to customs,</p>
<p>1AA Know the role of customs and its usual partners</p>	<p>Knowledge of the customs economic environment.</p> <p>Be able to relay the policy defined at strategic level.</p>	
<p>1AB Knowledge of the administration</p>	<p>Reports, hierarchy, structure of the administration</p>	
<p>1A. Role and responsibilities of managers within Customs organization</p>	<p>Understanding their role in the context of the large organization, how they interface and interact with other operational units and how they impact others</p>	<p>The identification of new initiatives that compliment trade facilitation and border security and translate them into policy</p> <p>Thorough knowledge of regulations and policies and correlation</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>between regulatory framework and functioning of the organization</p> <p>Development of operational guidelines that complement organizational goals</p> <p>Remaining current with new trends and technology</p>
<p>1.B Budget planning and human resources</p>	<p>Development of bids for an allocating the financial, technical and human resources from government to effectively deliver the objectives of the Customs business</p>	<p>Budget development and tendering</p> <p>The distinction between development and running costs, capital and operational costs.</p>
<p>C. Information management</p>	<p>Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory.</p>	<p>Development, Identification and monitoring of Key performance indicators</p> <p>Essential management information on</p> <ul style="list-style-type: none"> Resource use Operational effectiveness Contracting Service providers Performance measures (internal and external)

KNOWLEDGE	SUMMARY	ESSENTIALS
		<p>Essential accounting information</p> <p>The essential records needed to maintain a corporate memory.</p>
<p>D. Information and Communication technology (ICT)</p>	<p>Understanding and remaining up to date on the available information technologies that are applicable for the area of operational unit</p>	<p>Ability to extract and communicate information from core systems</p>
<p>2. The Customs Business</p> <ul style="list-style-type: none"> ○ Economic and fiscal ○ Trade management ○ Social protection ○ International/regional ○ Compliance management 	<p>High Technical knowledge of the customs fields</p>	<p>The individual can demonstrate they understand Compliance Management and explain the concept to their staff.</p> <p>Basic commercial awareness Trade terminology, documentation etc</p> <p>Revenue collection</p> <p>Master the customs law and be fully aware of procedures and their impact on the development & employment</p> <p>Know & master tariff, rules of origin</p>

KNOWLEDGE	SUMMARY	ESSENTIALS
		Know revised Kyoto and Annexes
3. Judicial and legal systems	Deep knowledge of the capacities of partners (and procedures for) to appeal on customs decisions -> Give confidence to the operators	
4. (Basic) financial and resource management ((Basic) economics)	Knowledge of development economy and of the role and impact of customs, economic phenomena	
5. Risk management	<i>Cannot be defined in a few minutes. Heart of the Job</i>	Capacity to set up & animate a structure able to collect, analyze information & orientate the control policy in terms of targeting.
6. The international supply chain	<p><i>As an operational, can be placed somewhere on the supply chain. The specific parts (eg import, export) could be mentioned there.</i></p> <p>Understanding of the effective operation of the international supply chain and of the role of customs inside it both for import and export.</p>	

KNOWLEDGE	SUMMARY	ESSENTIALS
7. Public relations and communication		
8. Principles of ethics & good governance		Be able to check the data collecting process leading to the establishment of performance indicators
8A. IT Knowledge	Knowing the IT systems of its environment (e.g. brokers, shippers systems, etc.)	
9. Technical knowledge appropriate to a specialization*		Understanding their operational environment Computer literacy appropriate to operational system

* Specializations include but are not limited to the following:

- Processing
- Facilities
- Risk Assessment
- Audit
- Compliance management

International affairs and cooperation
 Legal affairs
 Investigation
 Intelligence
 Anti-smuggling
 Procedures
 Inspections and controls
 Headquarters policy

May be grouped in 2 or 3 themes/poles (control/audit, enforcement, analysis → performance indicators)

SKILLS	REQUIREMENT	EXAMPLES
<p>1. Leadership</p>	<p>The ability to communicate a clear direction for the business to all levels. To assimilate and critically analyze, complex information to provide vision and disseminate clearly (The ability to encourage and inspire others) The ability to delegate responsibly, intelligently; monitor and adjust</p>	<p>Development of a new strategy</p> <p>Introduction of a reform and modernization programme</p> <p>Influencing the operational aspects of a new departmental policy</p> <p>(Re)organization of the local management team.</p> <p>Gathering and influencing the different actors in their activities, including economic operators</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>2. Motivation</p>	<p>The ability to act and communicate in manner which encourages the participation and commitment of others in the desired direction</p> <p>The ability to encourage and inspire others</p>	<p>Creating motivational tools</p> <p>Encouraging staff to adopt new techniques</p> <p>Recognizing performance or desired behaviors</p>
<p>3. Inspiration <i>Bad translation → Exemplarité</i></p>	<p>The ability to encourage others to test their abilities in the interest of both themselves and the development of the organization.</p>	<p>Leading by example</p> <p>Providing support for new initiatives from senior management and/or operational staff</p> <p>High visibility with trade and staff</p>
<p>4. Intelligence gathering and exploitation</p>	<p>The ability to collect and assimilate information from a wide variety of sources to analyze operationally to (provide relevant information to influence and direct the operation of the customs operations.)</p> <p>orientate control and enforcement actions</p>	

SKILLS	REQUIREMENT	EXAMPLES
<p>5. Analytical ability</p>	<p>The ability to identify facts relevant to the customs business from a diverse range of sources , relate to the business requirement, identify and resolve conflicts and to consistently analyze and use information (on which sound decisions can be made)</p>	<p>Implementing reviews or changes to departmental policy</p> <p>Developing effective change programmes</p>
<p>6. Decision making <i>Essential point</i></p>	<p>The ability to use information, assess risk, balance against operational requirements, set a direction and establish clear objectives for others which best meets the business need.</p>	<p>Implementing (Providing) operational direction</p> <p>Resolving operational issues</p> <p>Encouraging others to make decisions</p>
<p>7. Problem solving</p>	<p>The ability to work alone or with others to identify all aspects of an issue consider options and develop solution which best meet the business need</p>	<p>Resolving conflicts in operational management</p> <p>Encouraging team creativity</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>8. Communication</p>	<p>The ability to clearly explain requirements to others at a wide variety of levels in a way that reflects viewpoints, fully engages them in the process and is empathetic to their situation and the business need</p> <p>The ability to actively listen to a range of viewpoints and create a climate in which to rationally debate issues and influence diverging opinions.</p>	<p>Presentations to operational staff → big translation problem</p> <p>High accessibility to stakeholders</p> <p>High visibility and accessibility to management team</p> <p>Encouraging others to speak</p> <p>Regular contact and empathy with operational staff</p> <p>Recognizing and acknowledging differing opinion</p>
<p>9. Social skills to interact with all levels</p>	<p>The ability to maintain an effective personal relationship both externally and within the organization that places others at ease and facilitates communication.</p> <p>→ Missing word in French</p> <p>The ability to mix business with pleasure</p>	<p>Effective use of social gatherings</p> <p>Maintaining position whilst demonstrating understanding of others</p> <p>Recognizing the morale value of social occasions</p> <p>→ Bad translation again</p>
<p>9a. Self evaluation skills</p>	<p>The ability to reflect on and to review personal performance</p>	

SKILLS	REQUIREMENT	EXAMPLES
<p>10. Negotiation skills</p>	<p>The ability to deal with a wide range of individuals to obtain the resources or change required by the business (either commercially or developmentally)</p> <p>The ability where ever possible in non commercial situations to create win win situations.</p> <p>The ability to assert authority on commercial negotiations whilst maintaining a (effective) privileged relationship</p> <p>Remark: Mostly internal negotiations</p>	<p>(Negotiations with government)</p> <p>Negotiations with stakeholders</p> <p>Commercial negotiations</p> <p>(Negotiations with Unions)</p> <p>(strategic level - Negotiations with government & Unions)</p> <p>Negotiations with stakeholders</p> <p>Commercial negotiations</p> <p>Ability to listen and be persuasive</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>11. Drafting skills</p>	<p>The ability to present written work which establishes its purpose, meets clearly and precisely the needs of the reader and logically presents information, issues and conclusions.</p> <p>The ability to construct reports which provide clear information, identify issues and present alternatives for action, assisting the reader in making decisions</p>	<p>(Policy papers to Government)</p> <p>Negotiation papers to Stakeholders</p> <p>Internal communication with staff at all levels</p> <p>Annual reports.</p> <p>Reporting is one of the key competencies</p>
<p>12. (Basic) Functional computer skills</p> <p><i>Move the item to Knowledge?</i></p>	<p>Computer literacy and awareness</p> <ul style="list-style-type: none"> • Basic document creation • Basic spreadsheet Creation • Basic presentation creation • Use of internet and intranet • Using databases (queries) <p>Knowing how to use the customs system,</p> <p>Knowing all the functions.</p>	
<p>13. Ensure regulatory integrity</p>	<p>Being uncompromising and exemplar in terms of integrity</p>	<p>Elaborate an integrity handbook/manual</p>

SKILLS	REQUIREMENT	EXAMPLES
<p>14. Manage performance</p>	<p>Ability to guide the activities of the departments in achieving quantitative and qualitative targets.</p> <p>Making sure proving the reliability of the different elements used to establish performance indicators</p>	
<p>15. Manage operational risk</p>	<p>Capacity to assume and manage the risks</p> <p>Prevention</p> <p><i>Not clear for the participants</i></p>	

BEHAVIOR	REQUIREMENT	EXAMPLES
<p>1. Ethics</p>	<p>Behaving in an manner that demonstrates the high value placed on integrity and good governance</p>	<p>“Exiger” a zero tolerance policy on corruption</p> <p>Attending all major integrity events</p> <p>Conducting regular external surveys on ethics and sanction</p> <p>Fighting actively against corruption</p>
<p>2. Role Model</p>	<p>Exhibiting behaviours which reflect the cultures and desired performance of the organization</p>	<p>Treating all staff with respect</p> <p>Rewarding and acknowledging good performance</p> <p>Tackling poor performance</p> <p>High visibility</p> <p>Customer orientated</p> <p>Learning orientated</p>

BEHAVIOR	REQUIREMENT	EXAMPLES
<p>3. Empathy <i>Use “empathie” in French</i></p>	<p>Showing and understanding of the situation of the staff within the organization Without compromising personal and official values</p>	<p>Visible and well briefed when meeting staff Explaining issue clearly and honestly Acknowledging and Dealing objectively with opposing views</p>
<p>4. Confidence</p>	<p>Communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements</p>	<p>Transparency in dealing with management and policy issues Dealing quickly and effectively with rumors</p>
<p>5. Customer oriented</p>	<p>Focusing on trade/public facilitation?</p>	<p>Understanding customer needs and their business environment? Development and implementation of Customer service standards? Ensuring compliance with international best practice?</p>