



WORLD CUSTOMS ORGANIZATION



Professional Standards



Dear reader

It is with pleasure to introduce to you this outline of management development standards for Customs which has been produced under the World Customs Organization PICARD Programme.

At the start of the 21st century the dynamic nature of international trade and the increase in organized crime and terrorism have placed a great responsibility on Customs Services globally to provide effective and efficient controls which establish and maintain the economic security of the Nations they serve. This in turn has led to a requirement for customs to develop a management cadre which better understands the full economic role of Customs role in trade management, social protection, provision of economic data and revenue collection.

The PICARD programme developed in partnership with the International Network of Customs Universities (INCU) represent an opportunity to provide common development standards for targeted at professionalizing Customs senior and middle management. In short the professionalisation of Customs. The standards can and are being used by the academic world to develop educational programmes which provide professional qualifications for Customs staff to BA and MBA Level. These programmes will shortly undergo an accreditation and/or approval process for recommendation to Members.

Though largely designed to meet academic requirements, with little adjustment the standards can also be used as the basis for the benchmarking of current in-house training programmes and developing Recruitment strategies which can deliver well balanced management teams.

We would also like to take this opportunity to thank the Universities of Canberra, Lausanne, Leeds, Munster and Riga Technical University for their help and support in developing the standards.

We look forward to receiving your comments on the standards and to their future implementation.



MICHEL DANET
Secretary General
World Customs Organization



LARS KARLSSON,
Director
Capacity Building Directorate
World Customs Organization

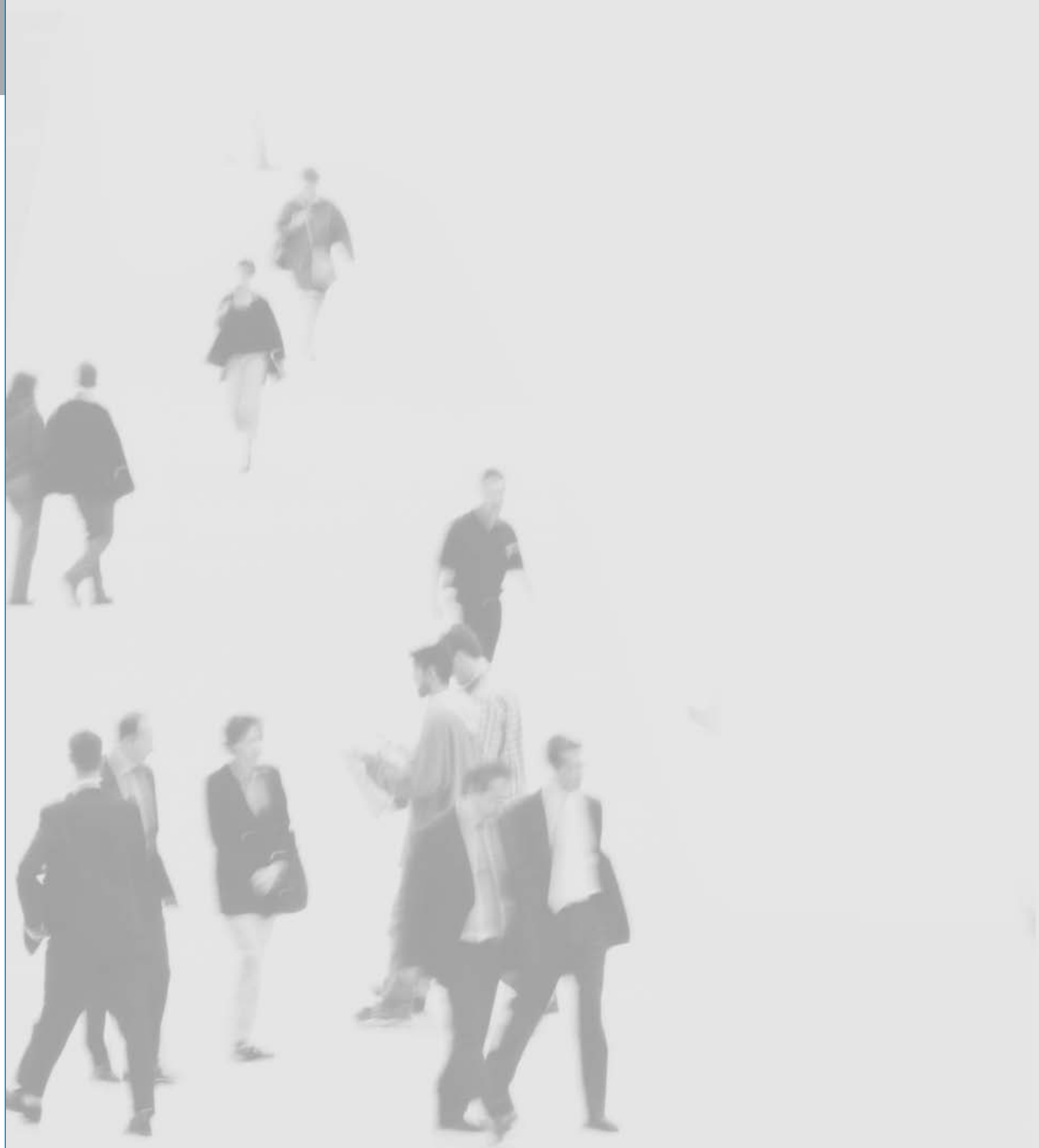


Table of contents

A.	Introduction	9
I.	Development History	9
II.	The purpose of the development of professional standards	10
III.	Partner Universities	10
B.	Profile, requirements and essentials/examples for the Strategic Managers/Leaders	11
I.	Definition of the Strategic Manager/Leader (Masters level)	11
II.	Profile of the Strategic Manager/Leader	11
III.	Overall knowledge requirements:	11
(1)	NATIONAL AND INTERNATIONAL POLICY/POLITICS	11
(2)	CUSTOMS ROLE IN GOVERNMENT AND INTERACTION WITH OTHER GOVERNMENT DEPARTMENTS	12
(3)	THE CUSTOMS BUSINESS	12
(4)	ASPECTS OF JUDICIAL AND LEGAL SYSTEMS RELEVANT TO CUSTOMS	13
(5)	MICRO AND MACRO ECONOMICS	14
(6)	STRATEGIC PLANNING	14
(7)	POLICY DEVELOPMENT AND IMPLEMENTATION	15
(8)	FINANCIAL MANAGEMENT	15
(9)	HUMAN RESOURCE/CAPITAL MANAGEMENT	16
(10)	RISK MANAGEMENT	16
(11)	INFORMATION/KNOWLEDGE MANAGEMENT	17
(12)	THE INTERNATIONAL SUPPLY CHAIN	17
(13)	TRADE PRACTICES	18
(14)	MODERN TECHNOLOGICAL APPROACHES TO CUSTOMS AND BUSINESS	19
(15)	PUBLIC AND MEDIA RELATIONS AND COMMUNICATION	20
(16)	PRINCIPLES OF ETHICS, GOOD GOVERNANCE & INTEGRITY	20
(17)	CUSTOMER MANAGEMENT	20
IV.	Overall skill requirements	21
(1)	LEADERSHIP	21
(2)	CAPACITY TO MOTIVATE	21
(3)	VISIONING	22
(4)	INSPIRATION	22
(5)	INTELLIGENCE ASSESSMENT	22
(6)	ANALYTICAL ABILITY	23
(7)	DECISION MAKING	23

(8)	PROBLEM SOLVING	23
(9)	COMMUNICATION	24
(10)	SELF EVALUATION SKILLS	24
(11)	POLITICAL SKILLS	25
(12)	NETWORKING INTERNAL/EXTERNAL CUSTOMERS	25
(13)	NEGOTIATION SKILLS	25
(14)	DRAFTING SKILLS	26
(15)	CHANGE MANAGEMENT	26
(16)	PROGRAMME/PROJECT MANAGEMENT	26
(17)	BASIC COMPUTER SKILLS	27
(18)	RESEARCH METHODOLOGY DECIPHER/ INTERPRETATION/STRUCTURE	27
(19)	CREATIVITY	27

V. Overall behavioural/attitudinal requirements 28

(1)	ROLE MODEL	28
(2)	ETHICS	28
(3)	EMPATHY AWARENESS AND OBJECTIVITY	28
(4)	CONFIDENCE	29
(5)	MOTIVATION	29
(6)	CUSTOMER ORIENTATION	29

C. Profile, requirements and essentials/examples for the Operational 31

I. Definition of the Operational Managers/Leaders 31

II. Profile of the Operational Manager/Leader 31

III. Overall knowledge requirements: 31

(1)	INTERACTION WITH OTHER GOVERNMENT DEPARTMENTS	31
(2)	KNOW THE ROLE OF CUSTOMS AND ITS USUAL PARTNERS	31
(3)	KNOWLEDGE OF THE ADMINISTRATION	32
(4)	ROLE AND RESPONSIBILITIES OF MANAGERS WITHIN CUSTOMS ORGANIZATION	32
(5)	BUDGET PLANNING AND HUMAN RESOURCES	32
(6)	INFORMATION MANAGEMENT	33
(7)	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	33
(8)	THE CUSTOMS BUSINESS	33
(9)	JUDICIAL AND LEGAL SYSTEMS	34
(10)	MICRO ECONOMICS	34
(11)	FINANCIAL AND RESOURCE MANAGEMENT	35
(12)	RISK MANAGEMENT	36
(13)	THE INTERNATIONAL SUPPLY CHAIN	36

Table of contents

(14)	PUBLIC RELATIONS AND COMMUNICATION	37
(15)	PRINCIPLES OF ETHICS, GOOD GOVERNANCE AND GOOD SERVICE	21
(16)	TECHNICAL AND IT KNOWLEDGE APPROPRIATE TO A SPECIALIZATION*	38
IV. Overall skill requirements		38
(1)	LEADERSHIP	38
(2)	MOTIVATION	39
(3)	INSPIRATION	39
(4)	INFORMATION GATHERING AND PROCESSING	39
(5)	ANALYTICAL ABILITY	40
(6)	DECISION MAKING	40
(7)	PROBLEM SOLVING	40
(8)	COMMUNICATION OF INFORMATION AND IDEAS	41
(9)	SOCIAL SKILLS TO INTERACT WITH ALL LEVELS	41
(10)	SELF EVALUATION SKILLS	42
(11)	NEGOTIATION SKILLS	42
(12)	DRAFTING SKILLS	42
(13)	FUNCTIONAL COMPUTER SKILLS	43
(14)	ENSURE REGULATORY INTEGRITY	43
(15)	TIME MANAGEMENT	43
(16)	COPING WITH STRESS AND PRESSURE	43
(17)	MANAGE PERFORMANCE	44
(18)	MANAGING STAFF	44
(19)	APPROPRIATE FOREIGN LANGUAGES AND TECHNICAL SKILLS	44
(20)	CONFLICT CONTAINMENT	44
V. Overall behavioural/attitudinal requirements		45
(1)	ETHICS	45
(2)	ROLE MODEL	45
(3)	EMPATHY AWARENESS AND OBJECTIVITY	45
(4)	CONFIDENCE	46
(5)	CUSTOMER ORIENTED	46

Introduction

I. Development History

The role of Customs in the 21st century, as it faces the challenges posed by globalization, trade facilitation initiatives, and security concerns necessitates a renewed professional approach to the management and operations of Customs administrations across the globe.

Some Customs administrations and academic institutions have recognized that there is a distinct set of knowledge, skills and behaviours that are needed to serve Customs unique role in Government, regulating international trade to meet national objectives, which can only be delivered through a more professional approach to development and career management. In response, specialized curricula have been developed in several countries, but until recently, there has been no coordination or standardization of these individual efforts.

In 2005, the WCO began to marshal the many individual interests and developments in this field, to create a set of common, internationally recognized standards for the professional development of Customs managers. An initial proposal was drafted with the support of the University network in 2006 at the launch of the WCO PICARD Programme (Partnerships in Customs Academic Research and Development) and further developed at the second PICARD conference held 27-28 March 2007.

In parallel, through PICARD, academic institutions have created the International Network of Customs Universities (INCU), and a rich vein of research in the field of Customs, generated through the International Customs Journal.

Working with the INCU, the WCO has now finalized the sets of common standards you will find herein, for strategic and operational Customs managers. Academic institutions can now introduce internationally agreed standards into their Customs curricula, while at the same time meeting national accreditation criteria. In fact, there are several institutions world-wide that have already initiated pilot programmes based on these new standards.

Now that the standards are set and are beginning to be applied, the WCO will begin work on a scheme whereby qualifying institutions and graduates will become eligible for WCO recognition.

II. The purpose of the development of professional standards

These standards were developed with three main purposes:

- The development of benchmarks which can be developed into job profiles for customs recruitment.
- The development of benchmarks against which the member's current in house training can be measured.
- The development of standards against which academic development can be designed or procured.

III. Partner Universities

MEMORANDUM OF UNDERSTANDING (MOU)

Memorandum of Understanding is designed to promote co-operation in the development and provision of world-class customs training, education capacity building and research between the WCO and universities with Customs related activities.

Memoranda of Understanding have so far been signed between WCO and seven universities.

- Riga Technical University, Latvia
- University of Muenster, Germany
- Centre for Customs & Excise Studies, University of Canberra, Australia
- Zayed University, United Arab Emirates
- The Faculty of Economics, University "Ss. Cyril and Methodius" (FE), Skopje, The Former Yugoslav Republic of Macedonia
- University of Le Havre, France
- Leeds Metropolitan University, United Kingdom

Profile, requirements and essentials/examples for the Strategic Managers/Leaders

I. Definition of the Strategic Manager/Leader (Masters level)

This is a person who looks beyond the business and provides leadership of the organization. His/her 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.

In practice this will be a person at the level of regional director to director general or a member of the top management of a policy or support division/directorate.

II. Profile of the Strategic Manager/Leader

The requirements for each of the knowledge are described in the box and the

→ examples or essentials are listed below it.

The individual or the management team will be expected to have developed to meet the following profile.

III. Overall knowledge requirements

(1) NATIONAL AND INTERNATIONAL POLICY/POLITICS

The individual will demonstrate a critical understanding of the governments overall economic policies and social direction, its international and regional obligations and priorities.

- The identification of the key players at governmental and international level with influence on Customs policy and resources
- Creation of as proactive system of information gathering to enable constructive engagement with government
- The ability to identify and provide advice to government of international and regional developments.
- International Customs Law

(2) CUSTOMS ROLE IN GOVERNMENT AND INTERACTION WITH OTHER GOVERNMENT DEPARTMENTS

Understanding of the role of customs in applying Government policy to people and trade at the frontier and its basic management control and collection requirements

- Identification the key Government departments with frontiers, trade and taxation requirements either working through Customs or working alongside customs.
- Establishment of effective consultancy networks and co-operative approaches to border management
- Knowledge of all the missions of customs for itself and other administrations (public health, safety, etc).

(3) THE CUSTOMS BUSINESS

Understanding of the complex role of customs as a policy enabling and enforcement organization.

- *Economic and Fiscal*
- *Trade management*
- *Social Protection*
- *International/regional*
- *Compliance Management*

- WTO Agreements and Annexes
- The Revised Kyoto Convention
- SAFE Framework of Standards
- Customs principles
- The economic role of customs in creating an attractive investment climate. Modern revenue assessment and collection techniques.
- The relationships between compliance, facilitation and enforcement. The controls required to develop, manage and influence a compliance culture.

- The public priorities for a safe and secure environment
- The international/regional priorities for a secure supply chain (WTO, WCO, UNODC etc)
- The international/regional priorities for a secure society (Organized crime, Health, agriculture, WCO, UNODC etc)
- Obligations to regional Customs/Economic unions and free trade agreements
- Managing Investigations to ensure successful prosecution of serious offenders
- Basic taxation knowledge

(4) ASPECTS OF JUDICIAL AND LEGAL SYSTEMS RELEVANT TO CUSTOMS

Understanding of the operation of the international and national judicial system and legislative processes. The distinction between, primary and secondary legislation appropriate to the country. And the legislative drafting and enacting process.

- The key players in the governmental Judicial and legal system
- Good Governance
- Data Protection
- Separation of Legislature, judiciary and executive
- Prescribed procedures (including appeals)
- The use of statutory instruments, terminology regulations and proscribed procedures
- The legal obligations and powers of customs and the legal obligations on the trade and public.

(5) MICRO AND MACRO ECONOMICS

General understanding of micro and macro economics.

- Key players in the economy
- Macro-Economics
- Contemporary economic concepts
- Government economic policy
- The balance between free trade and protectionism.
- The role of the tariff in economic development
- The economics of free trade and of protectionism
- Balance between control and compliance.
- Understand the effects of implementation of international decisions and of the tariff on the social and economic development.
- The creation of an economically attractive climate
- Business costs

(6) STRATEGIC PLANNING

Critical understanding of the internal and external environment.

- Translating vision to attainable goals
- Development of strategies to achieve governmental objectives
- Performance and effectiveness measurement
- Human Capital Management

(7) POLICY DEVELOPMENT AND IMPLEMENTATION

Understanding of the internal Customs policy requirements and procedures for their development and implementation.

Understanding national and international policy imperatives and translating them into internal customs policies.

- WTO Agreements and Annexes
- The Revised Kyoto Convention
- SAFE Framework of Standards
- Be able to apply procedures corresponding to the policies.
- Translation of strategy into operational policy.
- The policy development process within government
- The legislative basis for/ limitations on policy implementation
- The engagement of key stakeholders both to influence policy development and to assist with policy development
- Understanding of the basic principles of programme and project management

(8) FINANCIAL MANAGEMENT

Thorough understanding of procurement for and allocation of the financial, technical and human resources from government to effectively deliver the objectives of the Customs business.

- Relevant horizon scanning
- Strategic planning techniques
- The distinction between development and running costs, capital and operational costs.
- The national mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations.
- Ability to set-up performance indicators

- Contingency planning
- Risk management as a resource allocation tool
- Basic Human Resource Management methodologies:
 - Recruitment
 - Training
 - Performance management
- Understanding of the basic principles of programme and project management
- Understanding the basic principles of tendering and contracting

(9) HUMAN RESOURCE/CAPITAL MANAGEMENT

Understanding policies

- Basic Human Resource Management policies
 - Recruitment and retention
 - Training
 - Performance management

(10) RISK MANAGEMENT

Understanding the context in which risk is to be managed including the information, intelligence, structural and system requirements for an effective risk management system which has both preventive and targeting elements.

- The Revised Kyoto Convention
- National policy as a risk management tool
- The relationship between intervention and facilitation.
- The strategic use of risk management to control trade, protect society and combat cross-border crime
- The tactical use of risk management to detect smuggling and terrorism, and to provide assurance.
- The importance of approval, audit and Anti-smuggling in the Risk management process

(11) INFORMATION /KNOWLEDGE MANAGEMENT

Identifying the sources of core information.

Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory.

- Identification of key performance indicators
- Essential management information on
 - Resource use
 - Operational effectiveness
 - Contracting
 - Service providers
 - Performance measures (internal and external)
- Essential accounting information
- The essential records needed to maintain a corporate memory.

(12) THE INTERNATIONAL SUPPLY CHAIN

Understanding of the effective operation of the international supply chain and of the role of customs inside it. “both for import and export, the needs of its component parts and the opportunities it presents for effective control and trade facilitation.

- The WTO Instruments for trade facilitation and safeguard measures
- The Revised Kyoto Convention
- The SAFE Framework of Standards
- Decrease the costs of customs controls & actions
- Supply chain management
- Opportunities /barriers
- The requirements of stakeholders, including:

- Banking and insurance sectors
- importers and exporters
- logistics companies
- transportation companies
- Clearance agents
- Public
- International associations and organizations
- National bilateral and multilateral agencies
- The final clients (end of the chain)

→ Capacity to integrate customs inside the supply chain.

(13) TRADE PRACTICES

Understanding of the effective operation of the trading community nationally and internationally, the needs of its component parts and the opportunities it presents for effective control.

- Understanding trade terminology
- Understanding of the concerns and needs of various members of the trade community
- The understanding of the internal controls applied by business and their use by Customs
- The understanding of appropriate business practices that can be applied to the management of Customs e.g. :
 - Strategic management techniques
 - Management information systems
 - Estates management
 - Transport management
 - IT provision
 - Technical support
 - Communications

(14) MODERN TECHNOLOGICAL APPROACHES TO CUSTOMS AND BUSINESS

Understanding of the use of computer technology to provide

- simplification of processing
- security of transactions
- consistency of approach
- IT governance
- Management information
- Effective control
- Clear communications.
- To create web-based products and services

Understand the use of other technology to support customs operations.

- To define the Customs IT requirement
- Understanding the costs, benefits and risks associated with technology acquisition and use.
- The application of electronic transfer and processing of supply chain information
- The effective linking of computer systems
- The limitations of computer systems
- Current technology available to Customs to support operations e.g.
 - Scanners
 - X-ray
 - Source detectors
 - Radio and positioning equipment
 - Monitoring and tracking
 - Specialist search
- To understand the tendering and contracting process required for the acquisition of new technology
- Intelligence and benchmarking
- Return on experience (inside and outside administration)

(15) PUBLIC AND MEDIA RELATIONS AND COMMUNICATION

Understand of the key role and techniques of communications in a modern customs department to create a compliance culture, demonstrate transparency, educate the trade and inform both government and the public.

- Identification of key players in the national media and communications businesses
- Identification of internal and external communications strategies which
 - Promote the goals of the organization.
 - Influence/educate Government, the trade and the public
 - Provide a strategic control methodology
 - Provide a high profile for Customs
- Identify communications techniques
- Ensure that all legislative and procedures are available for the public

(16) PRINCIPLES OF ETHICS, GOOD GOVERNANCE & INTEGRITY

Understand, practice and communicate the principles that underpin good governance

Create an ethical environment

- The Arusha declaration on Integrity
 - Leadership
 - Regulatory framework
 - Transparency
 - Automation
 - Reform and modernization
 - Audit
 - Code of conduct
 - HR strategy
 - Morale
 - Relationship with Private sector
- National laws and principles related to ethics and anti-corruption in the civil service.
- Sensitize the private sector to corruption issues (two-way problems)

(17) CUSTOMER MANAGEMENT

Customer segmentation, customer satisfaction, customer dialogue.

- Understanding customer business needs
- Establish communication, consultation and partnerships
- Rules of engagement

IV. Overall skill requirements**(1) LEADERSHIP**

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 delegate responsibly, intelligently; monitor and adjust.

- Development of a new strategy
- Introduction of a reform and modernization programme
- Influencing the operational aspects of a new government policy
- Organization of the senior management team

(2) CAPACITY TO MOTIVATE

The ability to act and communicate in manner which encourages the participation and commitment of others in the desired direction.

The ability to encourage and inspire others.

- Encouraging staff to adopt new techniques
- Recognizing performance or desired behaviours
- The ability to present a range of perspectives in order to clarify and explain concepts

(3) VISIONING

The ability assimilate and critically analyze, complex information, establish a clear view of requirement and express in a clear and precise manner to all levels from government to operational staff.

- Setting and presenting a new strategic direction
- Selling the need for change to government or a donor.

(4) INSPIRATION

The ability to encourage others to test their abilities in the interest of both themselves and the development of the organization.

- Leading by example
- Providing support for new initiatives from senior management and/or operational staff
- High visibility with government trade and staff

(5) INTELLIGENCE ASSESSMENT

The ability to collect and assimilate information from a wide variety of sources to analyze strategically to provide relevant information to influence and direct the management and operation of the customs business.

- Establishing a strategic network
- Creating stakeholder for a at a strategic level
- Encouraging trade/customs partnerships

(6) ANALYTICAL ABILITY

The ability to identify facts relevant to the customs business for a diverse range of sources, relate to the business requirement identify and resolve conflicts to consistently provide information on which sound decisions can be made.

- Implementing reviews or changes to government policy
- Developing effective change programmes
- Cost Benefit

(7) DECISION MAKING

The ability to use information, assess risk, balance against business requirements, set a direction and establish clear objectives for others which best meets the business need.

- Providing strategic direction
- Resolving complex policy issues
- Identifying solutions to management problems which represent the best opportunity for the business
- Encouraging others to make decisions

(8) PROBLEM SOLVING

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.

- Resolving conflicts in senior management
- Encouraging creativity in senior management team

(9) COMMUNICATION

The ability to clearly explain requirements to others at a wide variety of levels in a way that reflects viewpoints and fully engages them in the process and is empathetic to their situation and the business need.

The ability to actively listen to a range of viewpoints and create a climate in which to rationally debate issues and influence diverging opinions.

- Presentations to Government
- Effective use of internal and external media (Press conferences)
- Presentations to operational staff
- High accessibility to stakeholders
- High visibility and accessibility to management team
- Encouraging others to speak
- Regular contact and empathy with operational staff
- Recognizing and acknowledging differing opinions

(10) SELF EVALUATION SKILLS

The ability to reflect on and to review personal performance.

- Ability to apply the techniques to evaluate performance in some areas mentioned in requirements

(11) POLITICAL SKILLS

The ability to understand the needs of the key players both within and external to the organization and present arguments which are sensitive to their viewpoint or influence their viewpoint sensitively.

- Negotiations with Government.
- Regional and international representation
- Encouraging win-win situations
- Anticipating the needs of stakeholders

(12) NETWORKING INTERNAL/EXTERNAL CUSTOMERS

The ability to maintain an effective personal relationship both externally and internally within the organization, that places others at ease and facilitates communication.

The ability to mix business with pleasure.

- Effective use of social gatherings
- Maintaining position whilst demonstrating understanding of others
- Recognizing the morale value of social occasions

(13) NEGOTIATION SKILLS

The ability to deal with a wide range of individuals to obtain the resources or change required by the business (either commercially or developmentally)

The ability where ever possible in non commercial situations to create win-win situations.

The ability to assert authority on commercial negotiations whilst maintaining an effective relationship.

- Negotiations with government
- Negotiations with stakeholders
- Commercial negotiations
- Negotiations with Unions

(14) DRAFTING SKILLS

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.

The ability to construct reports which provide clear information, identify issues and present alternatives for action assists the reader in making decisions.

- Policy papers to Government
- Negotiation papers to Stakeholders
- Internal communication with staff at all levels
- Annual reports

(15) CHANGE MANAGEMENT

The ability to strategically analyze the key components of the change process to clearly outline the need for change, empathize with those experiencing change and assist them in developing the new knowledge , skills and behaviours required.

- Customs reform and modernization
- Implementation of external reviews
- Implementation of internally generated changes

(16) PROGRAMME/PROJECT MANAGEMENT

The ability to scope a range of projects, to identify overlaps resolve conflict, and sequence into a strategic programme. To provide a steering mechanism and develop , manage, monitor and evaluate progress

The ability to change or stop projects which do not meet business requirements.

- Customs reform and modernization
- Structural reform programmes
- Government reform programmes

(17) BASIC COMPUTER SKILLS

Computer literacy and awareness

- Basic document creation
- Basic spreadsheet Creation
- Basic presentation creation
- Use of internet and intranet

(18) RESEARCH METHODOLOGY DECIPHER / INTERPRETATION / STRUCTURE

Research methodology awareness

- To identify research needs
- To analyze, draw conclusions and make decisions about research findings

(19) CREATIVITY

Be able to recognize individual talent

Explore frontiers of knowledge

Set a level of tolerance

Recognizing limits and parameters for creativity

- Creative solutions to problems

V. Overall behavioural/attitudinal requirements

(1) ROLE MODEL

Exhibiting behaviours which reflect the cultures and desired performance of the organization

- Treating all staff with respect
- Rewarding and acknowledging good performance
- Tackling poor performance
- High visibility

(2) ETHICS

Behaving in a manner that demonstrates the high value placed on integrity and good governance.

- Advocating a zero tolerance policy on corruption and be able to implement it inside the administration
- Attending all major integrity events
- Conducting regular external surveys on ethics
- Fighting actively against corruption

(3) EMPATHY AWARENESS AND OBJECTIVITY

Showing and understanding of the situation of the staff within the organization without compromising personal and official values.

No undue favouritism, dispassionate view of issues, well-informed, measured decision making.

- Visible and well briefed when meeting staff
- Explaining issue clearly and honestly
- Acknowledging and Dealing effectively with opposing views

(4) CONFIDENCE

Communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements.

- Transparency in dealing with management and policy issues
- Dealing quickly and effectively with rumours

(5) MOTIVATION

Create a work environment that encourages creative thinking

- Creating motivational tools
- Encouraging staff to adopt new techniques
- Recognizing performance or desired behaviours

(6) CUSTOMER ORIENTATION

Focusing on trade/public facilitation

- Understanding customer needs and their business environment
- Development and implementation of Customer service standards
- Ensuring compliance with international best practice

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

I. Definition of the Operational Managers/Leaders

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.

II. Profile of the Operational Manager/Leader

The requirements for each of the knowledge are described in the box and the

→ examples or essentials are listed below it.

The individual or the management team will be expected to have developed to meet the following profile:

III. Overall knowledge requirements

(1) INTERACTION WITH OTHER GOVERNMENT DEPARTMENTS

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.

Ability to evolve in its economic environment.

- Collaboration with OGDS and co-ordination
- Understanding the powers of OGDS and their relation to customs.

(2) KNOW THE ROLE OF CUSTOMS AND ITS USUAL PARTNERS

Knowledge of the customs economic environment.

Be able to relay the policy defined at strategic level.

- See 'Customs Business'

(3) KNOWLEDGE OF THE ADMINISTRATION

Rapports, hiérarchie, structure de l'organisation.

- Reports, hierarchy, structure of the administration

(4) ROLE AND RESPONSIBILITIES OF MANAGERS WITHIN CUSTOMS ORGANIZATION

Understanding their role in the context of the large organization, how they interface and interact with other operational units and how they impact others.

- The identification of new initiatives that compliment trade facilitation and border security and translate them into policy
- Thorough knowledge of regulations and policies and correlation between regulatory framework and functioning of the organization
- Development of operational guidelines that complement organizational goals
- Remaining current with new trends and technology

(5) BUDGET PLANNING AND HUMAN RESOURCES

Development of bids for an allocating the financial, technical and human resources from government to effectively deliver the objectives of the Customs business.

- Budget development and tendering
- The distinction between development and running costs, capital and operational costs.

(6) INFORMATION MANAGEMENT

Understanding of the core information and systems required to manage and report on the customs business and maintain a corporate memory.

- Development, Identification and monitoring of Key performance indicators
- Essential management information on
 - Resource use
 - Operational effectiveness
 - Contracting
 - Service providers
 - Performance measures (internal and external)
- Essential accounting information
- The essential records needed to maintain a corporate memory.

(7) INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Understanding and remaining up to date on the available information technologies that are applicable for the area of operational unit.

- Ability to extract and communicate information from core systems

(8) THE CUSTOMS BUSINESS

High Technical knowledge of the customs fields.

- Economic and fiscal
- Trade management
- Social protection
- International/regional
- Compliance management

- The individual can demonstrate they understand Compliance Management and explain the concept to their staff.
- Basic commercial awareness of trade terminology, documentation etc

- Revenue collection
- Master the customs law and be fully aware of procedures and their impact on the development & employment
- Know and understand how to conduct investigations, particularly in relation to securing evidence, interviewing witnesses and developing briefs
- Know & master tariff, rules of origin
- Know revised Kyoto and Annexes

(9) JUDICIAL AND LEGAL SYSTEMS

Deep knowledge of the capacities of partners (and procedures for) to appeal on customs decisions → Give confidence to the operators

- The key players in the governmental judicial and system
- Good governance
- Data protection
- Prescribed procedures (including appeals)
- The legal obligations and powers of customs and the legal obligations on the trade and public

(10) MICRO ECONOMICS

General understanding of micro and macro economics

- Key players in the economy.
- Contemporary economic concepts
- Government economic policy
- The balance between free trade and protectionism.
- The role of the tariff in economic development
- The economics of free trade and of protectionism
- Balance between control and compliance.

- Understand the effects of implementation of international decisions and of the tariff on the social and economic development.
- The creation of an economically attractive climate
- Business costs

(11) FINANCIAL AND RESOURCE MANAGEMENT

Knowledge of development economy and of the role and impact of customs, economic phenomena.

- Relevant horizon scanning
- Strategic planning techniques
- The distinction between development and running costs, capital and operational costs.
- The national mechanism for planning budget requirements, negotiating budget allocations and the monitoring and accounting for budget allocations.
- Ability to set-up performance indicators
- Contingency planning
- Risk management as a resource allocation tool
- Basic Human Resource Management methodologies:
 - Recruitment
 - Training
 - Performance management
- Understanding of the basic principles of programme and project management
- Understand the basic principles of tendering and contracting

(12) RISK MANAGEMENT

Understanding the context in which risk is to be managed including the information, intelligence, structural and system requirements for an effective risk management system which has both preventive and targeting elements.

- Capacity to set up & animate a structure able to collect, analyze information & orientate the control policy in terms of targeting.

(13) THE INTERNATIONAL SUPPLY CHAIN

Understanding of the effective operation of the international supply chain and of the role of customs inside it both for import and export.

- The WTO Instruments for trade facilitation and safeguard measures
- The Revised Kyoto Convention
- The SAFE Framework of Standards
- Decrease the costs of customs controls & actions
- Supply chain management
- Opportunities /barriers
- The requirements of stakeholders:
 - Banking and insurance sectors
 - importers and exporters
 - logistics companies
 - transportation companies
 - Clearance agents
 - Public
 - Internat. associations and org.
 - National bilateral and multilateral agencies
 - The final clients
- Capacity to integrate customs inside the supply chain

(14) PUBLIC RELATIONS AND COMMUNICATION

Understand of the key role and techniques of communications in a modern customs department to create a compliance culture, demonstrate transparency, educate the trade and inform both government and the public.

- Identification of key players in the national media and communications businesses
- Identification of internal and external communications strategies which
 - Promote the goals of the organization.
 - Influence/educate Government, the trade and the public
 - Provide a strategic control methodology
 - Provide a high profile for Customs
- Identify communications techniques
- Ensure that all legislative and procedures are available for the public

(15) PRINCIPLES OF ETHICS, GOOD GOVERNANCE AND GOOD SERVICE

Understand, practice and communicate the principles that underpin good governance.

Create and ethical environment.

- Be able to check the data collecting process leading to the establishment of performance indicators

(16) TECHNICAL AND IT KNOWLEDGE APPROPRIATE TO A SPECIALIZATION*

Knowing the IT systems of its environment (e.g. brokers, shippers systems, etc.)

→ 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

→ Understanding their operational and IT environment

→ Computer literacy appropriate to operational system

VI. Overall skill requirements

(1) LEADERSHIP

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 delegate responsibly, intelligently; monitor and adjust.

→ Development of a new strategy

→ Introduction of a reform and modernization programme

→ Influencing the operational aspects of a new departmental policy

→ Organization of the local management team.

→ Gathering and influencing the different actors in their activities, including economic operators

(2) MOTIVATION

The ability to act and communicate in manner which encourages the participation and commitment of others in the desired direction.

The ability to encourage and inspire others.

- Creating motivational tools
- Encouraging staff to adopt new techniques
- Recognizing performance or desired behaviours

(3) INSPIRATION

The ability to encourage others to test their abilities in the interest of both themselves and the development of the organization.

- Leading by example
- Providing support for new initiatives from senior management and/or operational staff
- High visibility with trade and staff

(4) INFORMATION GATHERING AND PROCESSING

The ability to collect and assimilate information from a wide variety of sources, to analyze operationally and to orientate control and enforcement actions.

- Building one's views on gathered background and task-related data

(5) ANALYTICAL ABILITY

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.

- Implementing reviews or changes to departmental policy
- Developing effective change programmes

(6) DECISION MAKING

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.

- Implementing operational direction
- Resolving operational issues
- Encouraging others to make decisions

(7) PROBLEM SOLVING

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.

- Resolving conflicts in operational management
- Encouraging team creativity

(8) COMMUNICATION OF INFORMATION AND IDEAS

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

The ability to actively listen to a range of viewpoints and create a climate in which to rationally debate issues and influence diverging opinions.

- Presentations to operational staff
- High accessibility to stakeholders
- High visibility and accessibility to management team
- Encouraging others to speak
- Regular contact and empathy with operational staff
- Recognizing and acknowledging differing opinion

(9) SOCIAL SKILLS TO INTERACT WITH ALL LEVELS

The ability to maintain an effective personal relationship both externally and within the organization that places others at ease and facilitates communication.

The ability to mix business with pleasure.

- Effective use of social gatherings
- Maintaining position whilst demonstrating understanding of others
- Recognizing the morale value of social occasions

(10) SELF EVALUATION SKILLS

The ability to reflect on and to review personal performance

- Ability to apply the techniques to evaluate performance In some areas mentioned in requirements

(11) NEGOTIATION SKILLS

The ability to deal with a wide range of individuals to obtain the resources or change required by the business (either commercially or developmentally)

The ability where ever possible in non commercial situations to create win win situations.

The ability to assert authority on commercial negotiations whilst maintaining a privileged relationship.

- Negotiations with stakeholders
- Commercial negotiations
- Ability to listen and be persuasive

(12) DRAFTING SKILLS

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.

The ability to construct reports which provide clear information, identify issues and present alternatives for action, assisting the reader in making decisions.

- Negotiation papers to Stakeholders
- Internal communication with staff at all levels
- Annual reports
- Reporting is one of the key competencies

(13) FUNCTIONAL COMPUTER SKILLS

Computer literacy and awareness.

- Basic document creation
- Basic spreadsheet Creation
- Basic presentation creation
- Use of internet and intranet
- Using databases (queries)
- Knowing how to use the customs system,
- Knowing all the functions.

(14) ENSURE REGULATORY INTEGRITY

Being uncompromising and exemplar in terms of integrity.

- Elaborate an integrity handbook/manual

(15) TIME MANAGEMENT

To identify the ways of evaluating time usage to make it more efficient and more effective.

- Develop awareness and techniques for objectively evaluating current time usage and develop an action plan for increasing personal time management

(16) COPING WITH STRESS AND PRESSURE

To identify common workplace and individual stressors.

- Develop effecting coping strategies

(17) MANAGE PERFORMANCE

Ability to guide the activities of the departments in achieving quantitative and qualitative targets.

Making sure proving the reliability of the different elements used to establish performance indicators.

- Create methodical and predictable ways to improve results, or performance, across organization..

(18) MANAGING STAFF

Ability to hire and evaluate human resources, workforce planning, training needs, development and to manage performance, male/female differences etc.

- Developing ways to help the organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively.

(19) APPROPRIATE FOREIGN LANGUAGES AND TECHNICAL SKILLS

The ability to reflect on and to review personal performance.

- Effective use of training

(20) CONFLICT CONTAINMENT

Ability to identify common situations and causes for conflicts and to manage conflicts for positive results.

- Applying patterns of dealing with conflicts and handling them with professionalism

V. Overall behavioural/attitudinal requirements

(1) ETHICS

Behaving in an manner that demonstrates the high value placed on integrity and good governance.

- Advocating a zero tolerance policy on corruption
- Attending all major integrity events
- Conducting regular external surveys on ethics and sanction
- Fighting actively against corruption

(2) ROLE MODEL

Exhibiting behaviours which reflect the cultures and desired performance of the organization.

- Treating all staff with respect
- Rewarding and acknowledging good performance
- Tackling poor performance
- High visibility
- Customer orientated
- Learning orientated

(3) EMPATHY AWARENESS AND OBJECTIVITY

*Showing and understanding of the situation of the staff within the organization
Without compromising personal and official values*

No undue favouritism, dispassionate view of issues, well-informed, measured decision making.

- Visible and well briefed when meeting staff
- Explaining issue clearly and honestly
- Acknowledging and Dealing objectively with opposing views

(4) CONFIDENCE

Communicating at all levels in a manner that shows belief in the organization and its ability to deliver against Government and public requirements.

- Transparency in dealing with management and policy issues
- Dealing quickly and effectively with rumours

(5) CUSTOMER ORIENTED

Focusing on trade/public facilitation.

- Understanding customer needs and their business environment
- Development and implementation of Customer service standards
- Ensuring compliance with international best practice



WORLD CUSTOMS ORGANIZATION

Publisher

World Customs Organization

Rue du marché 30

B-1210 Brussels

Belgium

Tel. : +32 (0)2 209 92 11

Fax : +32 (0)2 209 92 92

E-mail : information@wcoomd.org

Web site : <http://www.wcoomd.org>

Date of publication

January 2008

Rights and permissions

Copyright © 2008 World Customs Organization.

All rights reserved. Requests and inquiries concerning translation, reproduction and adaptation rights should be addressed to copyright@wcoomd.org.

D/2008/0448/4



PICARD