

5 Customs Career Path Development

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Customs Career Path Development

INTRODUCTION

Within the framework of strategic human resource management, career pathing is a dual process used by organizations and employees to implement a dynamic performance management approach towards career and staff development. For an employee it is the process to chart a course within an organization for his or her career path and career development. For an organization, it involves support to employees in identifying opportunities in support of organizational development.

Career pathing has been used by several Customs administrations as an effective tool to establish a knowledge-based and competency-based culture for their staff that rewards performance. It involves a systematic organization-employee dialogue and institutional support and is recognized as a key motivational tool. Career progression is a core element of motivation as it acknowledges capacity and performance as presented in Maslow's and Herzberg's models¹. It provides concrete and practical answers to some of the HR challenges of Customs administrations by supporting a motivating working environment and the attraction and retention of skills. It also supports Customs administrations that need to cope with an increased competition for skilled workers on labor markets, and to prevent low levels of staff engagement. It enables administrations to overcome the static approach of seniority as the sole career progression factor. Career path development also enables Customs administrations to provide a sustainable competency-based process to manage change and to prepare their workforces for future challenges.

In addition to its benefits in supporting employee engagement, skills attraction and retention strategies, career pathing enables an organization to develop cost-efficient solutions to rationalize and balance the high cost of external recruitment or inappropriate succession planning. The concept of career path development will support Customs administrations to develop career progression mechanisms and to identify flexible development pipelines for Customs officers in line with organizational needs.

¹ Maslow theory identifies esteem and self-realization as one of the core needs to be filled which when translated in a work environment provides clear identification of motivation enablers like possibility to show competencies, feel recognized, self-progress, development, autonomy, or follow training. The Herzberg theory of motivation provides a complementary canvas which defines satisfier factors, leading to personal satisfaction, such as sense of achievement, recognition, progress, growth/development. These intrinsic motivators can be different from one person to another.

The career path development tools that are presented in this section will support a Customs administration to ensure a strategic alignment between the needs of the organization and staff and organizational goals and the allocation of resources. They also promote a learning culture and empower staff to be responsible for their own career development.

This concept has been implemented by several Customs administrations as part of their integrated workforce development strategies. Some of the results have included an increase in staff motivation, reduction in staff turn-over, savings on recruitment and on-boarding costs and an increase in productivity. New Zealand has estimated that the implementation of the career pathing approach in 2010 enabled the Customs administration to reduce the turn-over of Customs officials from 11.8% to 5.7%, and to save approximately \$1million in recruitment costs.

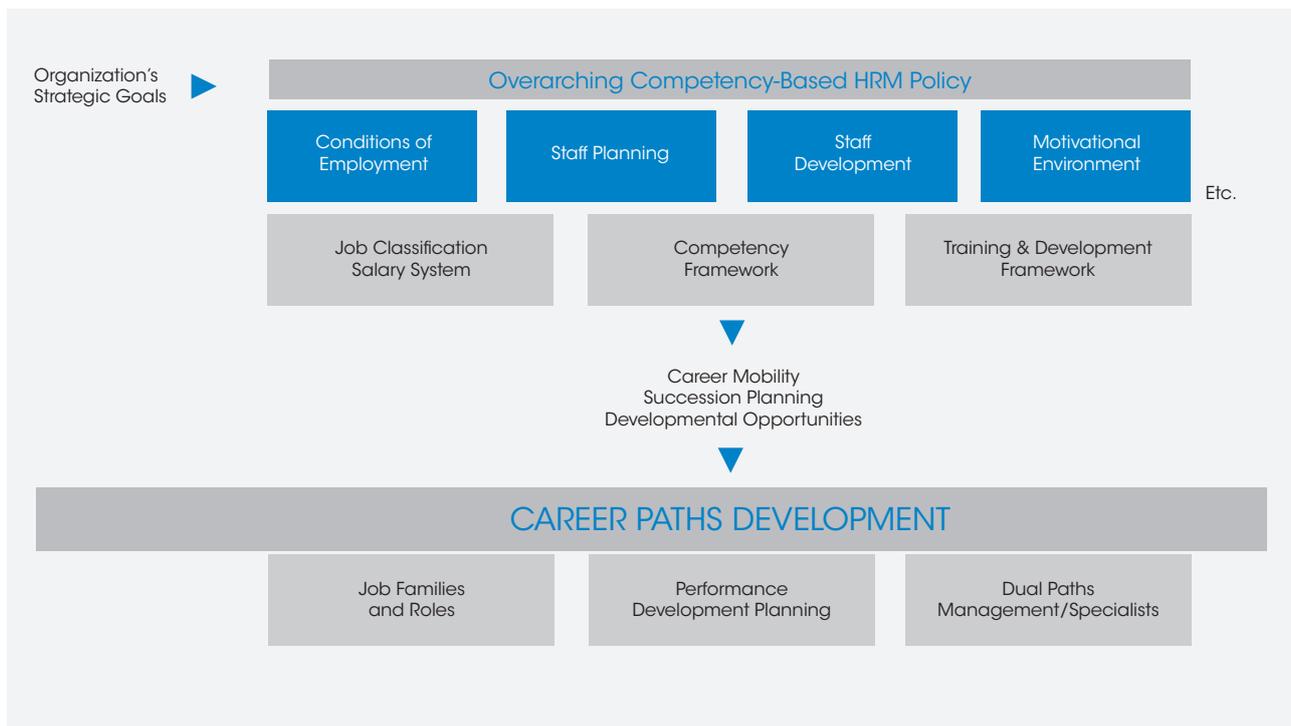
1. CAREER PATH DEVELOPMENT AND HR MANAGEMENT STRATEGIES

Implementing adapted career pathing in Customs needs to be part of Human Resource Management (HRM) strategies and based on the organizational strategic goals, its specific business operating models and formal organizational chart².

Career pathing development is strongly linked to workforce mobility within the organization as one of its enablers. Mobility refers to an employee's ability to take advantage of various job opportunities, move to a superior job position, including the ability to relocate or change positions. Each administration's staffing policy will cover the conditions of employment and related legal provisions and may need to be considered when designing career path development.

Career mobility and job rotation are efficient methods used for employee development, as it gives the employee the opportunity to develop skills in a variety of changing jobs ensuring the appropriate mix of needed individual qualities and characteristics including experience, knowledge, skills, education, cultural fit, and availability. The typology of career mobility encompasses two main elements: lateral moves and promotions. In a lateral move, an employee moves to an equivalent role in an organization. The advancement of an employee to a higher position or rank is a promotion.

² See HC0045



The concept of career pathing is intrinsically linked to projected opportunities created by staff development and mobility within the organization at both the organizational and individual levels. It therefore requires the organization to implement within its staffing policy integrated processes aimed at anticipating and creating the appropriate conditions to prepare its future.

Staff planning is the strategic process to analyze and determine the steps to prepare current and future staffing needs at the organizational level. This requires an assessment of current and future strategic direction and workforce needs, including factors such as new competency needs and demographic trends. This enables the organization to identify the actions to be taken to respond to its future organizational and staffing needs in terms of recruiting, training and outsourcing. This process is vital for any organization to anticipate and prepare for the next challenges and to adopt the subsequent strategy in terms of attraction, development and retention of staff¹.

Succession planning is the tactical process whereby an organization ensures that employees are recruited and developed to fill each key role. Effective, proactive succession planning leaves an organization well prepared for expansion, loss of key employees, filling new, needed jobs, employees' promotions, and organizational redesign for opportunities or new operating models. A succession plan involves cost-efficient solutions as it nurtures and develops employees from within an organization whenever size and resources permit. It anticipates staff deployment solutions and leads to the implementation of talent management principles as

an organization's focus to foster a superior workforce.² Career pathing is therefore a complementary solution that needs to be integrated with the organization's overall Human Resource management policies.

2. ENABLING CUSTOMS CAREER PATHING: TRANSPARENT AND INTEGRATED FRAMEWORKS

This part focuses on the principles and practices gathered from different administrations and it provides concrete examples on the foundations and processes used to implement career pathing in Customs.

Career pathing at the individual level involves understanding what knowledge, skills, personal characteristics, and experience are required for an employee to progress his or her career laterally, or through access to promotions. By aiming for a desired job / jobs within the organization, it is then possible to chart a course through jobs and departments recognizing and assessing the conditions linked to the moves required along the way. Attaining the desired goal requires the necessary qualifications, skills and competencies and to obtain certain experiences along the career path through the organization. It also requires that staff members are informed of the organization's criteria applied to staff mobility.

Integrated career progression in Customs is therefore linked to the establishment of a transparent, flexible and result-

¹ The WCO has developed a Staff planning template tool adapted from the Society of Human Resource Management and the Department of Trade and Economic Development, Government South Australia.

² Employees who are perceived to have the skills, knowledge, qualities, experience and the desire can be groomed to move up to fill specific, key positions. It focuses resources on key employee retention and is linked to Talent Management.

oriented system for staff management and development. Transparency and clarity in terms of the organization's and the individuals' performance goals, and the linkage between these are essential as well as the visibility of opportunities within the organization to set some accurate expectations.

The Customs administrations that have successfully applied this approach have ensured that employees have access to:

- Crucial career-related documents and HR reference tools: systematic competency-based job descriptions, job classification systems, training programmes and on-the-job developmental opportunities, including job shadowing, mentoring and coaching; and
- Transparent and integrated processes related to career mobility, internal job applications, succession planning, performance planning and performance appraisals.



By way of example, the Morocco Customs administration promotes the visibility and acceptance of three core frameworks to drive the career pathing process throughout its workforce. The Competency Framework, Jobs Framework and Training Framework are published on its intranet and updated regularly for all officials to have clarity on job specifications, the required competencies and the developmental opportunities available.

2.1. Competency Framework

The Competency Framework provides a clear description of the organization's required competencies and is closely connected to career pathing. A lot of administrations have adopted their specific Competency tool, such as the Swiss Federal Administration or the South African Revenue Service (SARS). Switzerland develops its Competency Model to serve "as a basis and working tool to assist Management and HR in their work".

They are also offering through the Intranet the complete set and guidelines to all personnel. SARS has stressed the importance of a framework as "a model of excellence and differentiates between job characteristics that result in excellent performance. (...) The behavioural competencies in the SARS model are clustered in such a way that it includes the SARS values" and present the abilities people must bring to a job to perform. "This ensures alignment between people characteristics and organizational (needs)". The clarity on the competencies description which is brought by the Competency Dictionary is defined as "critically important" for the workforce.

The Competency Framework has shown its importance and impact on several HR processes. The EU Customs Competency Framework for the Customs Profession aims to provide "a clear and consensus view of the skills and knowledge required by Customs professionals in Europe at all levels and in all skill areas" and it identifies its versatility and impact on a wide range of HR processes and stresses it as essential for Development and Career planning.



2.2. Job Classification and Salary System

The job classification system objectively and accurately defines and evaluates the duties, responsibilities, tasks, and authority level of a job. This can only be developed if systematic competency-based job descriptions are in place¹ together with a clear organizational chart, job grades and an objective salary and compensation system².

Job classification is important to generate a sense of fairness across equivalent employee jobs and it evaluates jobs components to determine the relative value of a particular job to other jobs. The classification method used by SARS measures three components in all jobs in order to classify them: the knowledge required, problem solving required, and level of accountability.

Job classification is a core element applied to career pathing as it provides the employees with clarity on responsibilities and duties throughout the organizational chart. Therefore, used in combination with the Competency Framework, it enables predictability and transparency in mapping and identifying the criteria linked to individual career goals.

2.3. Training and Development Framework

The third element that is instrumental for career pathing development in an organization is the directory or catalogue of all the training programmes and developmental opportunities offered to the employees, with their respective access conditions.

A Training and Development Directory or Framework can be structured in different ways. Fiji has developed a table gathering the different activities identified for FIRCA and this can also be attached to a National Customs Training Catalogue, such as in Qatar.

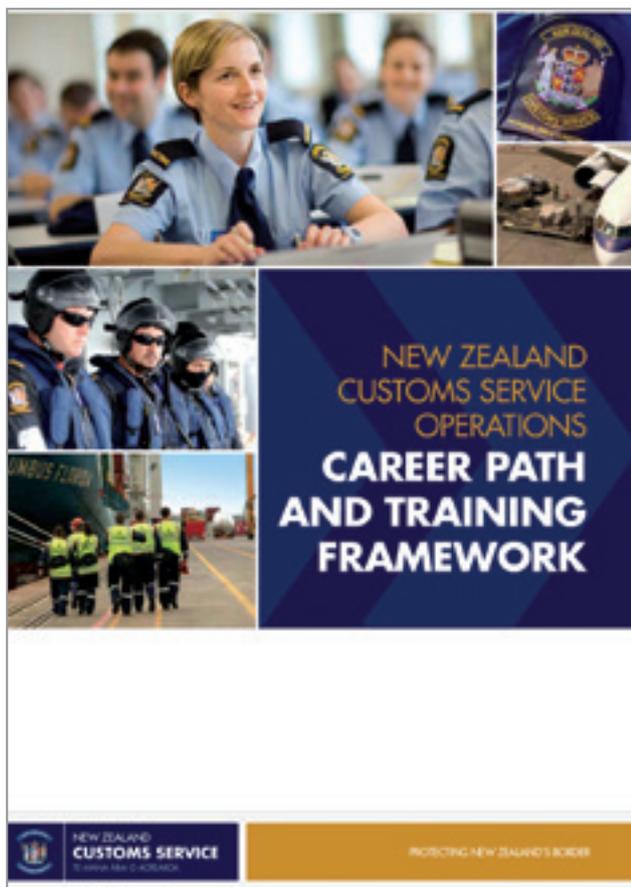
The Austrian Educational Program is published annually and is another example to ensure that training and educational programmes are presented "in an attractive way", "directing the respective target to the offers intended for them". The New Zealand Customs Service publishes Career Path and Training Frameworks.

The Center for Development and Communication of the Netherlands Customs develops a wide range of activities that staff is invited to freely and individually assess and select in accordance with their individual development needs/interests and their own career path. These Customs Training Frameworks and their "learning architectures whose development demand professional education management" impart a holistic approach to training and in the case of



¹ See HC0045 for the establishment of job descriptions gathering competencies, experience and qualifications required for a job

² See CB Compendium on Finnish salary system or CLiKC! repository of practices: Finland



The integrated competency-based HR approach provides a clear definition of competencies that enables easy navigation for any Customs professional to identify the adequate competency, developmental offer, and path related to his/her needs. The Swiss Competency cards set provides each employee with a user-friendly tool to assess and follow the training offer in close relation with his/her current or expected competencies thanks to a notepad attached to each competency card to ensure a full ownership of the tool.

The combination of all these components presented in easily accessible Frameworks provides Customs administrations with robust tools to implement career pathing. The overall effectiveness of the career-oriented approach is linked to the establishment of a corporate learning culture where staff members are empowered: "Effectiveness=Quality+Acceptance"¹.

3. CUSTOMS CAREER MOBILITY: BALANCING CONSISTENCY AND FLEXIBILITY

Job classification sets a unique framework, adapted to its administration's specificities, and is the career mobility canvas on which each employee identifies his/her career pathing opportunities and where the lateral moves, transfers or promotion are tracked.

the Austrian Customs Catalogue stresses the importance of the instrument "for the high-quality performance of all conceivable activities serving to strengthen the competencies of employees and officials".

Training and other developmental opportunities support employees to reach their career pathing goals. The Canada Border Service Agency provides its officials with a full description of all the learning opportunities to be considered to develop their career. These include Professional and Career Development, On-the-Job Learning, Classroom Training and Formal Education, E-learning, Self-Learning and Independent Study, Tutoring, Mentoring and Coaching, Partnerships, Horizontal Linkages and Networks, Attendance at Conferences, Action Learning Groups / Learning Circles, Reciprocal Teaching, Cognitive Apprenticeship and Cooperative Learning, Team / Unit Meetings, Peer-Learning and Third Person Teaching, Discussion Groups and Committee Work, Job Enhancement, Job Shadowing and Job Swapping as well as Acting Appointment.

The HMRC Tax Professional Qualifications Catalogue identifies 3 levels of modules namely Core modules, Regime Specific modules and Common modules (relevant to more than one specific module) and specifies a curriculum code for "use on online learning that will give you access to all the products you are able to nominate for under that module". The modules can be associated with levels and credits, and always present the type of product/methodology of learning, its outcomes, objectives and assessment criteria.

3.1. Career Opportunities and Progression

In a lateral move, an employee moves to an equivalent role in an organization, usually with a similar salary range and a job title at the same level. However, the employee's job responsibilities change thus affording the employee new opportunities such as to expand his or her career path opportunities.

A lateral move contributes widely to achieve some of the career pathing objectives and is viewed as desirable by employees because of the impact it has on his or her opportunity for personal and professional growth and motivation by:

- Gaining new knowledge and skills by performing a different job that requires new skills and provides different responsibilities;
- Overcoming boredom and dissatisfaction by having a new and different job with changed responsibilities and tasks;
- Giving a new challenge for the employee to expand his or her accomplishments, reach, impact, and potentially, influence different aspects of the work;

¹ Austrian Educational Programme.

- Learning about different facets of the organization and how work is accomplished in different departments or job functions. This will increase his or her organizational knowledge and ability to get things done; and
- Preparing for a promotional opportunity by receiving the chance to expand his or her skill set and responsibilities and gain broader knowledge about the organization.

A transfer allows the employee to also accomplish the above but in a different business area, administration or Ministry, while retaining his or her current salary and benefits package. A job change to achieve these same benefits might result in the loss of needed and appreciated compensation and benefits.

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title in the job classification system, and, often, more and higher level job responsibilities, is called a promotion. Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision making authority tends to rise with a promotion as well.

A promotion is viewed as desirable by employees because of the impact a promotion has on pay, authority, responsibility, and the ability to influence broader organizational decision making. A promotion is a visible sign of esteem from the employer and raises the status of the employee: it is a form of recognition for employees who make significant and effective work contributions.

In any organization, job promotions are limited by the number of roles needed to accomplish the work and the number of available roles. The “pyramids” seen in most organizational charts reflect this reality. This requires mechanisms to ensure that the organization still provides a motivational environment and career path development opportunities.

The placement of the job in the job classification system determines the pay or salary grade within the organization’s compensation system. Some administrations have implemented the broadbanding practice by grouping similar positions in broadbands within their job classification, and experiencing more flexibility in the career paths opportunities.

The Australia Public Service Commission has a classification structure that includes two broadbands (APS 1/2 and APS 3/4) that has been adopted by Australia Customs. It defines two or more classifications levels within a single standard of work value. Job requirements, key duties and responsibilities, required skills and attributes, operating context and performance characteristics are combined for each classification level in the broadband, with definition of performance at any specific classification level highlighted where necessary. “Broadbanding helps provide greater flexibility in career progression and facilitates a more flexible working pattern.”

The numbers of salary grades are consolidated into fewer, but broader, pay ranges which enables less overlap with other pay ranges. Broadbanding evolved because organizations want to flatten their hierarchies and move decision-making

closer to the point where necessity and knowledge exist in organizations. In flattened organizations, fewer promotional opportunities exist so the broadbanding structure allows more latitude for pay increases and career growth without promotion.

Broadband pay structures encourage the development of broad employee skills, because non-managerial jobs are appropriately valued and skill development is rewarded. Additionally, a broadband pay structure is not as sensitive to changing market pricing conditions, so they cost less to administer and manage over time. They also provide serious non-promotional income opportunities for employees.

3.2. Customs Job Streams and Dual Career Paths

The development of capability clusters and job families is another set of issues closely connected to competency frameworks and job descriptions as providing a vital support to career pathing. These are informed by the administration’s operating model, and delivery models¹.

The EU matrix of job roles² which is an additional tool completing the EU Competency Framework presents the consensus found amongst 27 Customs administrations identifying 8 main distinctive families to be applied in Customs: Policy, Client management, Risk, Declaration processing, Control, Investigation, Enforcement, Audit, Supportive functions, and Cross functions.

The Korea Customs administration classification identifies 5 fields and 3 distinct groups: under the Customs experts group, Investigation (5 functions), Audit (6 functions), Inspection (4 functions), then the Technician group with 4 functions (Information Management, Analyst, Communication and Boat), and the General group with 5 functions (Operation, Internal Audit, Personnel, International and PR).

SARS has identified 6 core processes and 11 enabling processes, each divided in job families³. For example, the Facilitate Trade core cluster is divided between Trade Facilitation, Post Clearance and Trade Services.

Each family is then composed of different job roles and titles linked to the job classification. Based on visual sheets presenting the different responsibilities, competencies and proficiency levels of each role, the employee has a clear view on the progression opportunities within one family.

The Border Control family is composed of 4 roles: Trainee,

¹ See HC0045

² See Annex 1: European Union Customs Competency Framework: Customs Roles Description Matrix.

³ See Annex 2 and Annex 3 on South Africa Revenue Service Capability Clusters and Job Families.





Inspector/Developmental, Senior Inspector/Inspection, Command/Specialist.

These job streams assist in identifying some elements of Customs career path patterns. The EU-defined families represent for example the backbone for a structure of specific job roles within each family which correspond to clearly identified competencies and their related proficiency levels.

The EU Customs Competency Framework for Customs Profession covers also role descriptions by job functional domain and identifies for each different role the description, competencies and proficiency levels required. This then provides a transparent competency roadmap per functional domain to be adapted and adjusted by the EU Customs administrations within their own national career mapping policy.

The same principle is applied for horizontal moves within the SARS job families. Within the Trade Administration job family to reach the Verification level from the Assurance one, an official need to show higher proficiency in certain competencies and prove a certain certification, qualification and experience. New Zealand mapped the career opportunities within the core operational units from Trainee Customs Officer to Chief Customs Officer to present the requirements attached to the different levels¹.

Career pathing is a long-term process which is not limited to the next career moves, but represents a plan sequencing a career-long progression which provides clear indication on the flexible and integrated whole-of-career opportunities with the appropriate bridges between job families and grades.

Customs administrations implementing career pathing have therefore identified complementary processes to ensure that the recruitment process, job rotation and succession conditions bring the adequate set of values, competencies,

qualifications, experience and/or developmental opportunities to be prepared to perform highly in targeted jobs.

The concept of apprenticeships, considered as a pipeline of talents, is a growing model of career paths for inductees at executive posts. Adapted and tailored combinations between on-the-job training and classroom training enable organizations to focus less on the academic qualities but more on the attitude, values, teamwork, self-drive, problem-solving abilities and service awareness. Administrations like Austria and Switzerland have been implementing this blended development model as well as Canada in accordance with their Officer Induction Training Program's focus on problem-solving competencies.

One of the dilemmas faced by administrations in career pathing are linked to systems of promotion and traditional hierarchical systems. In a pyramidal hierarchical structure, a linear approach towards upward progression generally results in promotions for management roles. Employers are challenged to provide alternative career paths for employees who deserve the benefits and recognition provided by a promotion, but do not aspire to manage the work of other employees. Therefore some administrations have identified from certain job classification levels up a parallel system that identifies within the functional areas two different career streams for specialists and for managers. This is often called dual career paths system.

The Korea Customs administration has adopted a career paths model with a rotation principle based on the classification of specialists that requires a 3-year rotation period to get familiarized with all the main job families of the administration before accessing the specialist streams.

Within the EU Customs Competency Framework, the designed Role Mapping Matrix has adapted the New Zealand Customs Service Competency Framework and related career path model to map out the dual career path system adopted. It provides a clear presentation of the hierarchical levels applied to the specificity of Customs job roles with after the three first levels one's career can keep on progressing on the General Management Career Path or the Expert Career Path.

A system that rewards employees in specific areas to become specialists without having to move into the management stream is often necessary to retain and build knowledge and expertise in areas where these are critical. Some career markers or milestones need to be developed for specific jobs or positions in the classification system.

In regard with the management career stream, New Zealand Customs Service has identified a Customs Leadership Career Path² which "sets out a clear and structured process to develop and support leaders in Customs".

¹ See Annex 6: New Zealand Customs Service: Career Mapping for Core Operational Units.

² See pages 90-91





The Australian Customs and Border Protection Service publishes guide and FAQ to ensure that the Career Streams Framework identifying the 95 job roles in the Agency and their capability requirements is efficiently contributing to “identify and build workforce aligned to an environment requiring increasing specialization and risk-based decisions”. The overall information and guidance available for the employee on the intranet through specific tool like COMPASS aims at identifying “realistic steps to better target your career development, noting that development opportunities will be considered in line with the operational demands”.

4. CAREER AND PERFORMANCE DEVELOPMENT: MANAGING POTENTIAL AND TALENT TO FIT THE ORGANIZATION’S STRATEGIC GOALS

At the organizational level, career pathing avoids focusing on only seniority-based career progression but focuses on actual performance and merit of the employee. It also promotes the establishment of results-oriented processes to manage, assess and appraise performance, and to support to the organization’s career pathing decisions based on fair and transparent procedures.

Performance management implementation and the related mechanisms applied to staffing and competency-based HR policies create opportunities for career pathing, as the employees receive support and assistance in his or her efforts to develop a career path.

At the same time, a career path plan has been implemented in several administrations as a critical factor to support Performance Planning. This is understood as the cycle where the performance of staff is regularly and systematically planned, reviewed, monitored, followed up and evaluated.

Performance planning therefore enables the implementation of specific tools to carry out effective support for career path development. This topic is not discussed below but the linkages are made with career path systems.

Performance development planning enables a supervisor and reporting employee to discuss and plan developmental opportunities for the employee and this is a tool that is increasingly being implemented by administrations.

A written report, shared with the supervisor, generally tracked by the organization for effectiveness, and reviewed regularly, identifies personal and business goals that are most significant to the organization’s success. It enables each staff member to understand their true value-added to the organization and to identify the best career development scenario in accordance with his/her profile and achievements. It also positively demonstrates the commitment of the organization toward its employees’ career development and personal and professional growth.

The CBSA Personal Learning Plan is “a customized development plan, between you and your supervisor, designed to help you improve your current performance to best support the CBSA as well as advance your career aspirations”. This individual process enables with the support of the supervisor to identify learning and development needs, performance objectives, and determining priority: Job-related Training, Job Development and Career Development.

In the New Zealand Customs Service, a Planning, Review and Development Form is filled by both the employee and manager to identify the performance objectives and to review career aspirations and a personal development plan.



SARS has developed a Feedback guide for Career Management which provides managers with concrete instructions and tips to efficiently conduct these types of interviews to support the career path of their employees.

In addition to the processes of performance planning applied to career development, the organization should put in place supporting structures to ensure a fair and transparent performance management within the organization, for both high or low performance, and career management.



Hong Kong, China Customs has established Promotion Boards to review the performance and assess promotability based on ratings identified during the performance appraisal.

The New Zealand Customs career approach is supported by a Career Development Board, to assess the performance and potential of the employees, Assessment Centers, Rotation Panels for all levels, an independent body in charge of decision for accelerated leadership: Talent@Customs, and another one Mentors@Customs for high-level positions. The Appeals committee or similar mechanisms are of course integrated in the process.

The Career Development Board reviews a form completed by the manager of the concerned employee to assess competencies, derail potential (if applicable), aspirations (identified by both employee and manager), and based on the previous development, the learning agility and the comparison of performance with peers.

CONCLUSION

Career paths in Customs need to support the current and future competencies needs of an organization. The employees' ownership of their own progression enables enhanced management-employees dialogue based on performance.

Establishing the conditions and environment for Customs career paths, or career pathing, is increasingly considered as an essential component of Customs Human Resource Management policies and Workforce Development strategies.

It represents highly valuable opportunities for both the administrations and their employees. It benefits the administrations by allowing them to have a transparent system translating the organizational strategy into people needs, providing an efficient tool to enhance competency-based staff and succession planning, and to further enforce talent management to attract and retain a superior workforce. The employees benefit as well from career pathing implementation as this provides direction for career development and sets realistic and clear expectations on career progression and opportunities.

The collected Customs practices shape some concrete implementation steps to be taken when developing career paths in Customs and establishing a career path policy:

- Identify the organization's customized career development approach and strategy based on its specific strategic goals and needs;
- Set the career levels and roles through the adoption of a transparent job classification and salary/compensation system;
- Adopt a consistent organization-wide Competency Framework to map out career levels and jobs;
- Define the career progression moves (horizontal and vertical), and their related criteria to ensure predictable and flexible career opportunities based on both individual competencies and organizational needs;
- Determine the feasibility and conditions of dual career paths at certain levels for specialists; and
- Develop the performance appraisal and development planning tools and processes to encourage high performance and identify the optimized moves to allocate the appropriate staff in the organizational space where their competencies can be used and enhanced.

ANNEXES



ANNEX 1: European Union Customs Competency Framework: Customs Roles Description Matrix



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

ANNEX 2: South Africa Revenue Service - Capability Clusters



SARS Capability Clusters

Core Processes	Administrative & Logistics	Manage Taxpayers	Verify Compliance	Manage Risk Compliance	Facilitate Trade	Protect Borders
BP	AD	AM	AN	AR	AS	AT
Cluster name	A - Local	D - Taxpayer Services	G - Compliance Management	H - Intelligence & Risk Management	C - Trade	F - Protect Borders
Family set & sizes	AD 1 (1)	AD 2 (2), AD 3 (3), AD 4 (4), AD 5 (5), AD 6 (6)	AG 1 (1), AG 2 (2), AG 3 (3), AG 4 (4), AG 5 (5), AG 6 (6)	AR 1 (1), AR 2 (2), AR 3 (3), AR 4 (4), AR 5 (5), AR 6 (6)	AS 1 (1), AS 2 (2), AS 3 (3), AS 4 (4), AS 5 (5), AS 6 (6)	AT 1 (1), AT 2 (2), AT 3 (3), AT 4 (4), AT 5 (5), AT 6 (6)
Enabling processes	Business Processes	Provide ICT Services	Procurement & Supply Chain	Manage IT Services	Customer Relations Processes	Manage Receipt
BPV	DP	DM	DN	DR	DS	DT
Cluster name	G	I - ICT	J - Procurement	K - Finance	L - HR	M - Support
Family set & sizes	DP 1 (1), DP 2 (2), DP 3 (3), DP 4 (4), DP 5 (5), DP 6 (6)	DM 1 (1), DM 2 (2), DM 3 (3), DM 4 (4), DM 5 (5), DM 6 (6)	DN 1 (1), DN 2 (2), DN 3 (3), DN 4 (4), DN 5 (5), DN 6 (6)	DR 1 (1), DR 2 (2), DR 3 (3), DR 4 (4), DR 5 (5), DR 6 (6)	DS 1 (1), DS 2 (2), DS 3 (3), DS 4 (4), DS 5 (5), DS 6 (6)	DT 1 (1), DT 2 (2), DT 3 (3), DT 4 (4), DT 5 (5), DT 6 (6)
Enabling processes	Provide Infrastructure	Administration	Government	Management & Processes	Management & Processes	HR
IR	IP	IQ	IR	IS	IT	IU
Cluster name	N - Infrastructure	O - Administration	P - Government			U - HR
Family set & sizes	IP 1 (1), IP 2 (2), IP 3 (3), IP 4 (4), IP 5 (5), IP 6 (6)	IQ 1 (1), IQ 2 (2), IQ 3 (3), IQ 4 (4), IQ 5 (5), IQ 6 (6)	IR 1 (1), IR 2 (2), IR 3 (3), IR 4 (4), IR 5 (5), IR 6 (6)	IS 1 (1), IS 2 (2), IS 3 (3), IS 4 (4), IS 5 (5), IS 6 (6)	IT 1 (1), IT 2 (2), IT 3 (3), IT 4 (4), IT 5 (5), IT 6 (6)	IU 1 (1), IU 2 (2), IU 3 (3), IU 4 (4), IU 5 (5), IU 6 (6)
Cluster Status Key	Green = Operational Yellow = Under Review Red = Not Operational					

* - may be housed in a Business Planning cluster on completion.
 ** - provincial family done by LAPD
 *** - All families in sub-entities only, not a STRUCTURAL UNIT, and will change it into the parent.

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ANNEX 3: South Africa Revenue Service: Border Control Job Family



Perfect Borders					
CLUSTER	Border Control				
FAMILY	Border Control				
NATURE OF WORK	To detect, detain and deter non-compliance and illegitimate trade practices at and between ports of entry as well as within the supply chain in order to protect citizens and the economy against illicit trade.				
ROLE TITLE	Trainee	Inspector/Developmental	Sr Inspector/Inspection	Command/Specialist	
REF #	F11	F12	F13	F14	
PRIMARY WORK THEME	Gain Knowledge	Detect, detain & deter	Detect, detain & deter on a risk bases	Specialised preventive control	
PURPOSE	To gain knowledge and prepare for CBCU operations	To provide visible, effective, 24 hour, customs control of ports, airports, borders, coastline, etc	To provide visible, effective, 24 hour, risk-based customs control of ports, airports, borders, coastline, etc	To prevent smuggling and evasion of customs requirements through specialised customs control operations and coordinated activities	
Work Execution	Attend paramilitary training, formal border control training including theoretical, practical and physical evaluation	Perform routine / basic border interdiction activities under supervision such as, patrols, searches and other control functions (eg road blocks, gate checks, basic observations etc)	Perform risk based border control interdiction activities such as patrols, searches and other border control functions (road blocks, gate checks, etc	Performing specialised border control and enforcing enforcement operations, such as operations in state trade compliance, tactical/ rapid deployment , specialised P&I , risk & intelligence, non-intrusive (ie K-9 and Scanner) platoons, etc	
	Achieve regimental standards, through encouragement and motivation.	Participate in all paramilitary and operational team activities in pursuance of common platoon objectives	Participate in all paramilitary and operational team activities in pursuance of common platoon objectives	Assists team leader and participates as a team member in all paramilitary and operational team activities in pursuance of common platoon objectives	
	Adhere to standard operating procedures, paramilitary practices, SARS, Customs and CBCU policies	Adhere to standard operating procedures, paramilitary practices SARS, Customs and CBCU policies.	Adhere to standard operating procedures, paramilitary practices SARS, Customs and CBCU policies.	Adhere to standard operating procedures, paramilitary practices, SARS, Customs and CBCU policies.	
	Obtain prescreening and at least confidential clearance	Obtain secret security clearance	Obtain secret security clearance	Obtain secret security clearance	
RESPONSE INDICATORS	Time	Achieve pass mark (theoretical and practical in both military and Customs courses) as well as determined fitness levels within determined time frame	Submission of reports within prescribed timeframe. Timorous deployment to mitigate operational risks.	operate according to risk plan to mitigate operational risks	Submission of reports within prescribed timeframe. Timorous deployment to mitigate operational risks.
	Quality		Strict adherence to SOP's during interdiction activities. Conduct thorough inspections	Strict adherence to SOP's during interdiction activities. Conduct thorough inspections	Strict adherence to SOP's during interdiction activities. Conduct thorough inspections and advise the command level
	Person Performance	Achieve regimental standards in all disciplines	100% interdiction on all targeted interventions and a 75% interdiction on low risk targeted interventions. Adherence to SOP's during interdictions. Achieve platoon targets	100% interdiction on all targeted interventions and a 75% interdiction on low risk targeted interventions. Adherence to SOP's during interdictions. Achieve platoon targets	100% interdiction on all targeted interventions and a 75% interdiction on low risk targeted interventions. Adherence to SOP's during interdictions. Achieve platoon targets
MINIMUM SKILL, KNOWLEDGE & EXPERIENCE	Matric, tertiary qualification (as an advantage), and the successful completion of the Customs Cadet programme or Basic Customs Course and or customs experience with necessary aptitude and drivers license	Matric, tertiary qualification an advantage, Basic Customs course plus a Graduate of CBCU Training programme (paramilitary, theoretical, practical and physical) is the Certificate of compliance	Matric, tertiary qualification an advantage, Basic Customs course and advanced specialised courses plus a Graduate of CBCU Training programme (paramilitary, theoretical, practical and physical) is the Certificate of compliance	Matric, tertiary qualification an advantage, graduate of CBCU Training programme (paramilitary, theoretical, practical and physical) with up to 2 years relevant CBCU experience. Specialised training (incl practical) in a functional area, such as Dog handling, Image Reviewing, P&R goods control, etc	
BEHAVIOURAL COMPETENCIES	Trainee	Developmental	Inspection	Specialist	
Drive for Results (ACC)	3	3	3	5	
Decisiveness (DEC)	2	3	3	4	
Resilience (RES)	3	3	3	3	
Teamwork (TMS)	1	4	4	3	
Integrity (INT)	3	3	3	4	
Analytical Thinking (ATP)	2	3	3	4	
Initiative (INI)	2	3	3	3	
Attention to Detail (ATD)	2	3	3	4	

ANNEX 4: Example of a Training Framework's Index - United Kingdom HMRC



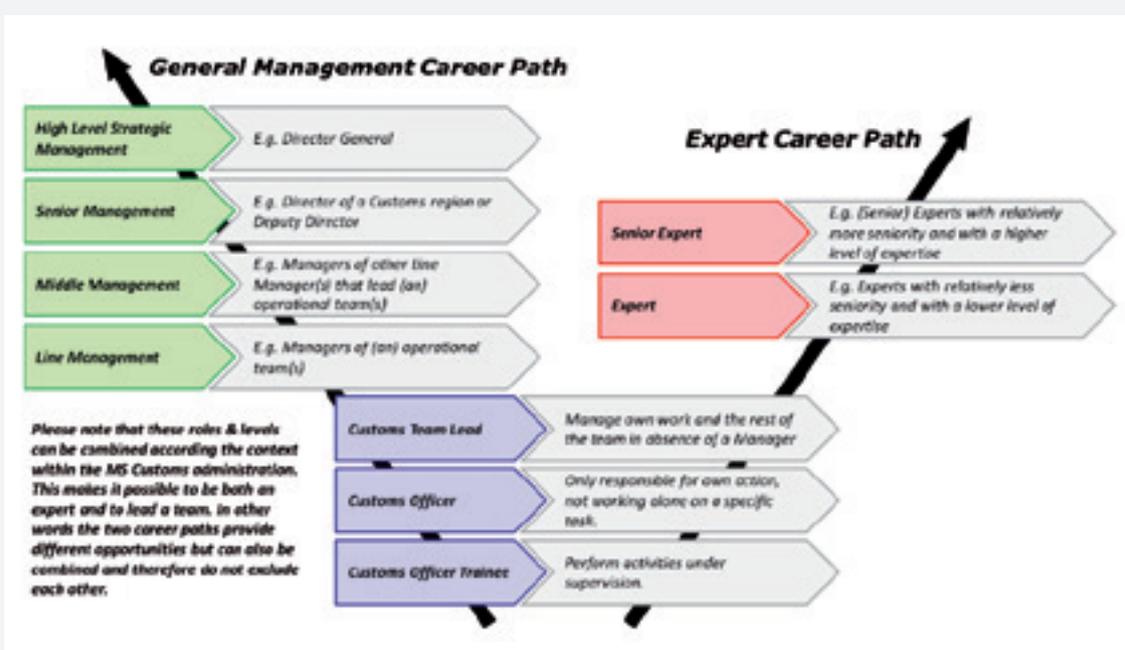
Tax Professional Qualifications – Foundation Level

Select a module for further information.
 Curriculum code - a code for use on online learning that will give you access to all the products you are able to examine for under that module.

Legend: ■ live ■ not live (expected date)

Core Modules	Regime Specific Modules	Common Modules (of relevance to more than one regime specific module)
Basic Skills Curriculum 0011129	Company Tax Curriculum 0012488	Bookkeeping Curriculum 0012041
Interacting with Customers Curriculum 0011143	Stamp Taxes Curriculum 00c (Dec 2011 – Mar 2012)	Employment Income Curriculum 0012222
Legal Matters Curriculum 0011129	Customs Curriculum 00c (Nov 2011 – Oct 2012)	Proceeds of Crime Act Curriculum 0012410
Tax and Risk Awareness Curriculum 0011145	Trusts and Administration Periods Curriculum 0012204	Project and Team Working for Compliance Curriculum 0012208
	VAT Curriculum 0012020	Property Income Curriculum 0012420
	Excise Curriculum 00c (Rev 2011 – Oct 2012)	Capital Allowances Curriculum 0012003
	Inheritance Tax Curriculum 0012391	Capital Gains Tax Curriculum 0012006
	Money Laundering Regulations Curriculum 0012127	Communication Curriculum 0012409
	Self Assessment for Individuals Curriculum 0012004	Construction Industry Scheme Curriculum 0012065
		Directors Issues Curriculum 0012075
		Powers, Deterrents & Safeguards Curriculum 0012164
		National Insurance Contributions Curriculum 0012214
		Employment Status Curriculum 0012221
		Employment Related Securities Curriculum 0012232
		Information Technology Curriculum 0012021
		Risk – Cross Regime Awareness Curriculum 0012108
		Residence & Foreign Income Curriculum 0012200
		Solo Traders and Partnerships Curriculum 0012152
		PAYE Curriculum 0012700

ANNEX 5: Dual Career Path - European Union Customs Competency Framework: Roles and Levels in European Role Mapping Matrix

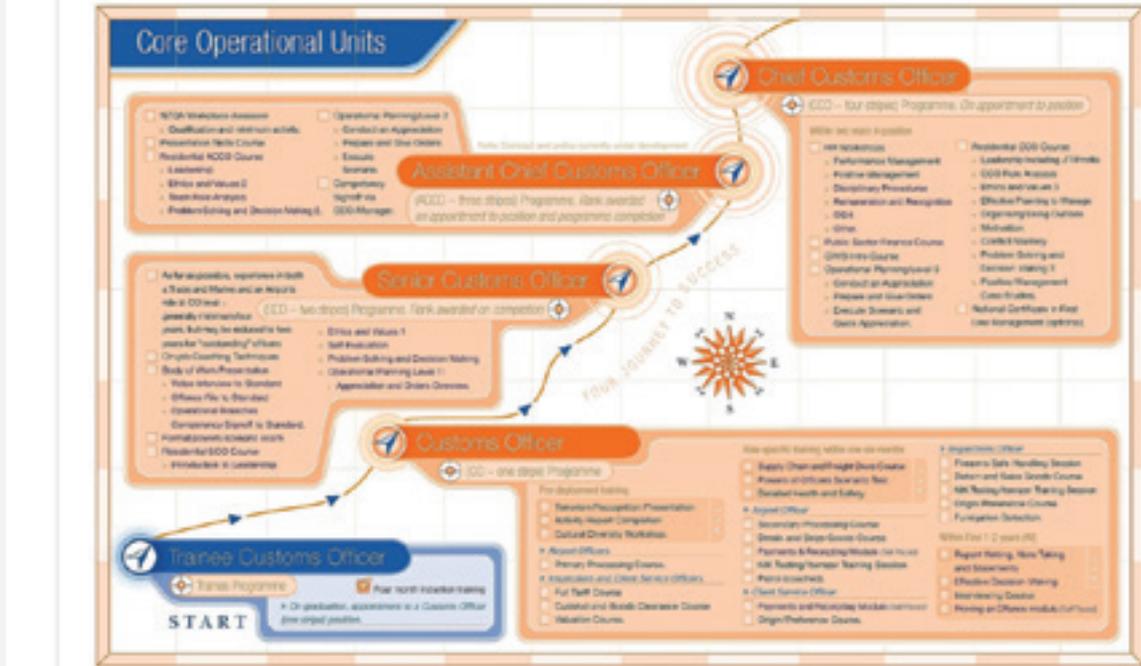


ANNEX 6: New Zealand Customs Service: Career Mapping for Core Operational Units



CAREER PATH

Technical Development



Improving Career and Talent Mobility drives
Performance and Engagement.

Customs Professionalism and Career Paths Development

Benefits for the Administration	Benefits for the Employees
Translates organizational strategy into people needs	Makes available information and tools for development and progression
Identifies gaps in competencies	Sets accurate expectations
Helps leaders to decide staff progression	Motivates and Engages
Enables talent management	Enables Employees' Ownership and Empowerment
Implementation Steps	Tools and Practices
1. Define your HRM Policy and Career Development Philosophy	Strategic Goals Review
2. Map out the career levels and roles	Transparent Career Frameworks <ul style="list-style-type: none"> • Job Classification and Salary System • Organization-wide Competency Framework and Job Descriptions • Training Frameworks
3. Define the Career Progression principles and criteria	Predictable yet Flexible Career opportunities
4. Use the Dual Career Paths	Management/Specialists Paths
5. Match organizational needs and individual interests - Optimize talents	Performance appraisal & Performance Development Planning

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