

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
M/O PLANNING, DEVELOPMENT & REFORM**

DRAFT

**Draft Report of the Committee on
Performance-Based Remuneration**

Governance Section

Draft Report

Introduction

On 30th October, 2013, subject of 'Reform' was assigned to the Planning & Development Division, also designated *for promoting and coordinating reform and innovation in government in partnership with relevant Ministries/ Divisions and Organizations (Annex I)*. By another order of 18th February, 2015(Annex II), thus named Planning, Development and Reform Division (PD&R) was mandated by the Prime Minister to constitute a committee for formulation of recommendations for transparent award of Performance-Based Remunerations for rendering outsourcing services. Pursuant thereof, on 19th February, 2015, the Division vide Notification No.1(148)G/PC-2015 (Annex-III) notified composition of this Committee with following Terms of Reference (ToRs), namely:-

- I. Prepare objective and transparent criteria for Performance-Based Remuneration
- II. Formulate proposals for Performance-Based Remuneration
- III. Determination of criteria for posting of officers in Ministries where such Remuneration is recommended.

Mr. Javed Sikander, Chief (Governance), Ministry of Planning, Development and Reform was designated to act as Secretary to the Committee and provide secretariat support. Mr. Dr. Abid Javed Burki, and Dr. Mushtaq Ahmed from LUMS, M/S Hasan Khawar and Niaz Akbar from Corporate Sector (i.e. PTC) were invited to facilitate the Committee's task; however, Dr. Abid Javed Burki, and Dr. Mushtaq Ahmed from LUMS disregarded the invites.

2. The Committee held three sittings (3) on 6th March, 2nd April and 25th May, 2015. Minutes of its deliberations are placed at Annex IV, V and VI respectively. During course of these sittings, it noted that Democratic Governance, Institutional Reform and Modernization of Public Sector constitute an integral part of the seven pillars of the Vision

2025 development and growth framework of the Government. The Committee examined a wide range of related issues having a direct bearing on the morale of the work force in general and high-performing professionals, in particular. It opined that to respond to the key challenge for orderly development, an effective performance management system aligned with an equitable compensation scheme was a pre-requisite. Any major disequilibrium in the two adversely impedes effective delivery of public services. The Committee further observed that:-

- a) The Federal Government Rules of Business 1973 [RoB] assign policy formulation functions for the subjects assigned in the Second Schedule to all Ministries/Divisions in consultations with specified stakeholders, where necessary besides execution of PSRP projects designed and executed for socio-economic wellbeing.
- b) Politically, Federal Government is accountable to Parliament; a federal secretary is designated as the Principal Accounting Officer (PAO) for a Division and its organizations, answerable to the Public Accounts Committee of the National Assembly as well.
- c) The RoB also provides an umbrella framework under which 'a federal Secretary is responsible for efficient administration and discipline, and for the proper conduct of the official business assigned to the Division and for due execution of the sanctioned policies' oversee the work of assigned Division.
- d) For formulation of policies, with or without fresh legislation, and for execution of development projects, all Divisions are charged to ensure under overall political oversight budgetary discipline and economy etc, for timely implementation of approved policy by its line departments/ organizations. Efficient execution, by and through individual employees requires optimization of team output where each member has to reinforce effort for collective wellbeing of the people.

- e) With respect to individuals, the RoB obligate a Federal Secretary to formally *'organize the Division into a number of working units to be known as Sections'* and to assign to every unit specific functions listed in the Schedule II.
- f) All federal secretaries are ex-officio members of the Secretaries' Committee to *discuss matters referred to it by a Division, a Minister or the Prime Minister, in which the experience and collective wisdom of the senior officers could be consulted, to the benefit of the subject under consideration*".
- g) After close of a year, every Division has to submit a **Year Book** on its organizational performance viz a viz Principles of Policy enshrined in Chapter 3 of Part I of the Constitution.
- h) Induction of best minds in the public service and their retention via introduction of competitive and attractive market based incentive package is a critical pre-requisite of good governance.

Governments engage persons under due process to discharge assigned functions as per law; except as provided in the Constitution, terms & conditions, including pay and remunerations of all persons in the *Service of Pakistan* (Article 25) are regulated by organic laws, with due regard for principles of equality before law (**Article 25**), due process of law (**Article 4**) and *'from each according to his ability and to each according to his needs'* (**Article 3**) with a command to *'reduce disparity in income and earnings of individuals including persons in various classes of persons in service of Pakistan'* (**Article 38e**). These principles are embedded in the constitutional scheme; absolute equality is, however, not contemplated.

- j) The nature of governmental functions in most office units ordinarily do not conform to quantitative targets, except FBR, NADRA, Passport etc, and with respect to execution of PSDP Projects in a time line.
- k) Private sector employs two sets of Annual performance plans namely: a plan with minimum specified goals and targets, and the other with an ambitious plan; usually most staff fall somewhere in-between the two points.
- l) Pre-1972 Federal Secretariat was organized in two sub-sets: Economic Ministries and Organizations, and other Ministries. Senior positions in the former sub-set were manned by membership of the Economic Pool composed of government servants of requisite skills, selected from various services and sources for its membership, without assurance of service rights in their respective parent services.
- m) In 1973, structural changes were enacted for lateral entry with far reaching impact on working of government machinery in general, and federal secretariat in particular. With the unfolding of Secretariat Group II in February 1975, Pool was rendered virtually dysfunctional, sans formal orders.
- n) At the relevant time, Ministries employed Economic and Planning Officers to assist in formulation and execution of PSDP projects. In 1976, these scattered posts were integrated as Economists and Planners Group placed under the administrative control of P & D Division; in November 1984, rules for regulation of service matters of this Group membership were notified after FPSC consultations. This addressed the prospects of their advancement, but initial appointments are not made through annual combined competitive examinations of the FPSC. To assist them in the

Development agenda, other Ministries now borrow Group officers for project management. Whether the 1976 initiative contributed in achieving the intended objectives of creation of this Group needs review?

- p) On commencement of the 1973 Constitution, Pay and allowances of high constitutional offices were co-relatable to the general scheme of pays applicable to senior most civil servants. However, after successive pay revisions, significant distortions crept in pay, allowances and pension framework.
- q) At the relevant time, hundreds of departmental pay scales were in-force; however Secretariat appointments (below and above) carried substantial Special pays. In 1972, under a general policy many scores of prevalent pay scales were amalgamated into 23 Basic Pay Scales, later reduced to 22 in April 1976 after abolition of the post of Secretary General by Secretariat Group III. Beyond improved budgeting and accounting requirements and reduction of the band between minimum-maximum in pay scales, these did not yield expected improvements in the service delivery on ground. During last two decades or so, not only large disparity in relative remunerations of public and private sectors multiplied, this gap was significantly pronounced within various branches of the Constitution, despite Article 38(e) policy imperatives.
- r) The performance management component obviously forms the crux of the proposed reform measures. While that envisage various innovative interventions, the foundation of the component rests on institutional measures aimed at retaining high performing civil servants without converting rest of the force into a disinterested oxen.
- s) Under such limiting conditions, qualified officials prefer to opt out of public service to explore beneficial opportunities in the private sector or International

Organizations, at home and abroad. Various programs instituted from time to time [non-competitive Pay, Allowances and Pensions with periodical increases and grant of Honoraria in addition to eligibility for enrolment with Housing Foundation for post-retirement incentives] were deemed ineffective, and/or unattractive; periodic deliberations for improving the pay & pension package across the board did not ensure substantial advantage in favour of high performing staff. Many officials continued to prefer working in provinces, state-owned enterprises or donor-funded projects rather than a challenging job in federal secretariat. Realizing the dearth of quality talent in key Ministries, to attract outstanding officials, cash incentives were a prerequisite.

- s) Employment was essentially contractual in nature; efficient staff of integrity was/is a core asset of an organization. However, the need to establish mutually agreed employer-employee obligations was also necessary. It was imperative that incentive packages be instituted to retain such human resource, and to reward consistently outstanding work. Packages periodically reviewed for upward revisions. In this scheme, flexible incentivized packages are required to be designed to match with the degree of expectations and performance which in turn oblige sequential dovetailing as imperatives of a healthy competitive environment.
- t) Inadequate remuneration structures tend to impede performance especially for professional positions, where compensation was deemed significantly and unfavorably skewed compared with corresponding skill levels in private sector.
- u) Despite honorable exceptions, growing public concerns regarding overall performance of the public sector officials and organizations pose serious challenges about the adequacy, efficacy and capacity of public sector to deliver.

- v) In the normal course, the State, like any other benevolent employer, is expected to provide adequate means for subsistence needs of its employees besides facilitating their socially legitimate expectations for family reproduction and growth, in due course.
- w) Reward and punishment being two sides of the same coin, constituted an integral part of the personnel management system, wherein on the basis of pre-determined objective performance criteria, supervisory tiers have a duty to discharge by objective judgment of the suitability, constitute innovative measures as on-going agenda, for upgrading employee's skills, where needed, upgrading skills, through appropriate training, special incentives/Bonus become handy prime management tools in all systems public or private. For obvious reasons, below par work-force needs justification for retention through regular spring-cleaning after due process.
- x) An objective and effective evaluation system requires regular monitoring and evaluation of the 'Key Performance Indicators' (KPIs), through performance dashboards. Besides taking inputs such as staff-time and role of external stakeholders having a direct bearing on quality of service delivery of team members indicated KPIs have to focus on tracking results.
- y) To enable a Secretary to motivate his officers and staff to produce quality team work, performance assessment requires evaluation for an accountable management system.

3. The most important single theme for reform, across all areas, is promotion of institutional efficiency through Performance Management and Compensation System at individual, departmental or collective levels. Evaluation of Performance, whether on an individual or aggregate level or in combination thereof, has to be a central pillar of any

reform. Without clear distinction between high and low performers and instituting tools for rewarding higher compensation to better performers in a transparent competitive framework, effective delivery of service may not be a realistic expectation? A clear distinction has to be drawn between good and bad performance and its correlative reward and punishment system, otherwise most efforts will operate at less than optimal levels.

4. The PERs assumes pivotal position of a basic building block of any objective task evaluation scheme. It was noted that the existing ACR Form is general in nature, and formal in substance. Introduced during early 60's after discarding the time-tested department-specific evaluation systems, it is highly subjective without being conducive for objective assessment or meaningful evaluation in line with the job description of each working unit. It has largely become outdated when if the skills associated with the actual practice were ignored. In this scenario, based on job assignment, actual output of an individual official has to be evaluated by lot of Annual Periodic PER Forms through more than one designated supervisors being maintained as individual's general profile. The formal documentation basis in regulating future postings and organizational promotions etc. all intended towards public wellbeing.

5. It was concluded that any proposal for enhancement of remuneration on the basis of abilities and needs has, therefore, to be integrated with realistic review of the existing ACR Form. This was deemed as the first significant step to institute a transparent performance-based incentives, awards, qualification based allowances, honorarium etc.

6. Any meaningful exercise to specify objective criteria and/or to prescribe indicators for judging individuals or in assessing team performance required a careful review. This required analysis of the formal work-distribution within every Ministry/Division, setting and achieving periodical targets and a healthy state of discipline within an organization under its direct watch. A sub-committee under Secretary Establishment with a representation from Cabinet and Finance Division was tasked by the Committee to develop an 'Action Plan' as interim measures. Relative merits of the existing personalized system of

generalized Performance Evaluation Report (PER) were thus reviewed. The Committee noted absence of specific nexus with organizational goals, and attainments of pre-determined targets of a team which runs counter to the global trends. Contemporary literature, including case-studies at Harvard Business School, tends to stress greater focus on team-outputs and outcomes in preference to conventional stress on processes and procedures with minimal or no individualized responsibility for the eventual outcomes, one way or the other was noted. In the reviewed context, present conceptual framework was deemed adequate though to plug the loop holes in management practices required focus and attention.

7. Simultaneously, penal provisions have to be strengthened for periodical shaking up of the weaker links in the chain. Every Division has to, in the first instance, review the existing ACR Forms to realign and institute an objective Performance Based Incentives / awards system and punishment based on E&D framework. Meaningful identification of organization-specific KPI's to grant rewards for individual achievements were a pre-requisite as noted in para 5 ante. The Committee referred in para 6 had recommended that:

- Work distribution is specified by every Ministry / Division under RoB.
- ii. Each Ministry / Division be directed to determine KPIs for its staff, in accordance with the functions assigned to it in the RoB. Recent publications (2) of the KPIs by the FBR were noted as a step in the right direction. **(Annex-VII)**
 - iii. Secretaries-in-charge of a Division should institute objective monitoring of the KPIs as per the work distribution for every individual /office unit in accord with the RoB.
 - iv. Historical data of periodical pay scales since 1973 along with the special incentives, where admissible be analyzed afresh to at least restore initial symmetry in line with **Article 38e** of the Constitution.

8. Specific achievements and recent success stories of the federal government, including meeting of concrete and specific goals were noted for studies: Operation Zarb e Azab; National Action Plan; Economic Stability that pre-empted national default; Grant of global GSM Award to IT Ministry; successful acceptance of Pakistan's EEZ claim by the UNCLOS over 50,000 Sq Km with additional coastal belt of 150 Km; and launching of CPEC in record time were cited as significant achievements for reward and recognition. In the Federal Budget 2015-16, Finance Division had agreed to allocate a lump sum amount of Rs. 1.0 billion for rewarding flagship achievements of the Ministries/ Divisions and their lead performers.

Recommendations

9. The Committee stressed that, in the next phase differentiated measures proposed in para 7 ante be specified and enforced immediately and objectively. Following further proposals were formulated accordingly for consideration:-

- a) Establishment Division, in coordination with Secretaries Committee, initiate consultations with each Ministry / Division to incorporate organization-specific issues in the PER Forms to generate PER Forms within a time line.
- b) A proper e-performance evaluation system for every set of posts may be instituted for objective assessment to incentivize the best performers.
- c) While devising incentives, requisite skill-mix must be ensured in line with emerging national needs to upgrade the core-competencies among the services and organizations.
- d) Ministry of Planning, Development and Reform may likewise coordinate with each Ministry/Division to review progress with respect to policy commitments in the electoral manifestos for deliverables in a time line.
- e) All government servants be given tangible benefits on successful completion of 25 years of unblemished service.
- f) Block allocations may be made a regular feature of the budget in future. For 2015-16, a Cabinet Committee may determine and prioritize apportionment of the proposed budgetary allocations among Ministries and their individual staff members before June 2016.

TO BE PUBLISHED IN THE GAZETTE OF PAKISTAN, EXTRAORDINARY

GOVERNMENT OF PAKISTAN
CABINET SECRETARIAT
(CABINET DIVISION)
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RESOLUTION

Islamabad, the 30th October, 2013.

No. 4-6/2006-Min-I - Government has decided to revamp and restructure the Planning Commission to enable it to effectively plan for the economic and social development of the country and to act as the apex *Think Tank* for the Government in the context of adjusting to the new realities and challenges including the recognition that without reforms high and sustainable growth is not achievable, the increased role of private sector, civil society, media, information technology, impact of globalization, devolution and NFC award on economic policy, design and formulation. Planning Commission will move to a new paradigm of "*Participatory and Collaborative Planning*" involving Parliament, Ministries / Divisions, Provinces, Special Areas, Private Sector, Academia, Civil Society and Diaspora, to play the role of facilitator and stewardship as well as an integrator in the areas of economic policy and reforms in post devolution scenario.

2. The Planning Commission will be responsible to perform the functions as indicated in Schedule II of the Rules of Business 1973 under the heading of Planning, Development and Reform Division, which inter-alia include:-

- (i) Preparing the National Plan and review and evaluating its implementation;
- (ii) Formulating annual plan and ADP;
- (iii) Monitoring and evaluating implementation of major development projects and programmes;
- (iv) Stimulating preparation of sound projects in regions and sectors lacking adequate portfolio;
- (v) Continuously evaluating the economic situation and coordinate economic policies; and
- (vi) Organizing research and analytical studies for economic decision making.

The Planning Commission shall also discharge the following functions:-

- i) Assisting in defining the national vision, and undertaking strategic planning;

Contd. P/2

- ii) Assessing the material, capital and human resources of the country and formulating proposals for augmenting such resources;
- iii) Assisting the Government in providing a conducive macroeconomic and regulatory framework, improved resource mobilization, an institutional framework and efficient public investment;
- iv) Promoting and developing role of the private sector as engine of growth by co-opting it as a partner in development process through institutionalized effective consultative process;
- v) Promoting and coordinating reform and innovation in government in partnership with relevant Ministries / Divisions and Organizations;
- vi) Promoting and developing social capital for development with stakeholders (MDGs, poverty alleviation, social harmony);
- vii) Promoting and coordinating economic and infrastructure initiatives towards developing regional economic integration;
- viii) Monitoring Pakistan's economic competitiveness and developing strategies for its enhancement with relevant Ministries / Divisions and Organizations;
- ix) Promoting development discourse in the country towards participatory and collaborative planning and development;
- x) Study trends and evaluate impact of globalization and develop appropriate national responses in coordination with relevant Ministries / Divisions and Organizations;
- xi) Study and evaluate impact of new technologies on development and develop appropriate national responses in coordination with relevant Ministries / Divisions and Organizations;
- xii) Facilitating capacity building of agencies involved in development and;
- xiii) Any other function assigned by the Prime Minister.

4. The Prime Minister will be the Chairman of the Planning Commission which apart from the Deputy Chairman will comprise the following twelve members:

- Secretary, Planning, Development and Reform Division / Member (Coordination).
- Chief Economist / Member (Economic Policy / Planning)
- Member (Energy)
- Member (Implementation & Monitoring)
- Member (Private Sector Development & Competitiveness)
- Member (Development Communication)
- Member (Food Security & Climate Change)
- Member (Science & Technology and ICT)
- Member Infrastructure & Regional Connectivity)
- Member (Social Sector & Devolution)
- Member (Governance, Innovation & Reforms)
- Vice Chancellor Pakistan Institute of Development Economic (PIDE) /
- Member (Research)

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5. Members will be appointed through the following modes in accordance with the prescribe procedure:

- i) Open competition on merit from the market (national and international) in MP-1 scale.
- ii) Deputation with relevant required qualification and professional experience.
- iii) Hiring of temporary services of a qualified person (against position of member vacant for 3 months).

6. Qualification of Members:

- i) Minimum Masters Degree preferably PhD in the relevant field from internationally reputed / HEC recognized university;
- ii) Preferably internationally recognized publications / policy papers in the relevant field;
- iii) Minimum 15 years distinguished professional career at national / international level including 5-10 years of managerial experience at policy making level with focus in the relevant field and having the expertise to lead / advise the planning process.

7. An Advisory Committee under Deputy Chairman Planning Commission and comprising Federal Secretaries of Finance, Economic Affairs, Statistics, Water and Power, Petroleum and Natural Resources, Communications, Commerce, Railways, Ports and Shipping, Information Technology, National Health Services, Regulation and Coordination, Education, Trainings and Standards in Higher Education, Board of Investment and Executive Director Infrastructure Project Development Facility (IPDF) and heads of provincial P&D bodies, experts, academicians and private sector representatives as its members will assist the Planning Commission in plan and policy formulation. The Advisory Committee will hold quarterly meetings. Planning, Development and Reform Division will be the secretariat of the Committee.

8. An organogram of the restructured Planning Commission is annexed.

9. The Planning Commission may also hire / engage, for specific assignments / advice, services of professional advisors / consultants on short term / part time, long term basis including honorary assignments from public and private sector with over 25 years experience in the relevant field. These appointments/hiring will be made in accordance with the prescribed procedure.

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10. Meeting of the Planning Commission will be held under the Chairmanship of the Prime Minister on bi-annual basis to monitor the progress of economic policies and for future guidance.

11. The Secretary, Planning, Development and Reform Division / Member Coordination will be assigned the role of Principal Accounting Officer of the Planning Commission. The Planning, Development and Reform Division will act as the secretariat of the Planning Commission.

12. This supersedes Cabinet Division's Resolution No. 4-6/2006-Min.I dated 20th April, 2006.


(Syed Arshad Ali)

Additional Secretary (Cabinet)

The Manager,
Printing Corporation of Pakistan Press,
Islamabad.

Copy forwarded to:-

1. Secretary to the President, President's Secretariat, Islamabad.
2. Secretary to the Prime Minister, Prime Minister's Office, Islamabad.
3. Minister for Planning, Development and Reforms / Deputy Chairman, Planning Commission.
4. Secretary, Planning, Development and Reform Division.
5. All Secretaries / Additional Secretaries In-charge of Ministries / Divisions
6. Chief Secretaries of all the Provincial Governments.
7. Chief Secretaries Govt. of Azad Jammu & Kashmir and Gilgit-Baltistan.
8. ACS (Development) FATA, FATA Secretariat, Peshawar.


(Syed Arshad Ali)

Additional Secretary (Cabinet)

GOVERNMENT OF PAKISTAN
CABINET SECRETARIAT
CABINET DIVISION

No.4-5/2013-Min-I,

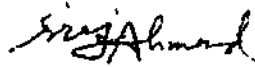
Islamabad, the 30th October, 2013.

M E M O R A N D U M

Subject: RE-NAMING OF MINISTRY OF PLANNING AND DEVELOPMENT.

In terms of rule 3(2) of the Rules of Business, 1973, the Prime Minister has been pleased to approve re-naming of "Ministry of Planning and Development" as "Ministry of Planning, Development and Reform". Consequently, the nomenclature of "Planning and Development Division" has also been changed as "Planning, Development and Reform Division".

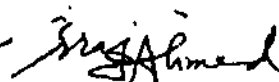
2. Necessary amendments in the Rules of Business, 1973, will be made in due course.


(SIRAJ AHMAD)
Deputy Secretary to the
Government of Pakistan
Ph: 9208078

Secretaries/Additional Secretaries in-charge of Ministries/Divisions

Copy forwarded to:-

1. Secretary to the President, Islamabad.
2. Secretary to the Prime Minister, Islamabad.
3. Secretaries Senate/National Assembly Secretariats.
4. Chief Secretaries of all the Provincial Governments


(SIRAJ AHMAD)
Deputy Secretary to the
Government of Pakistan

MOST IMMEDIATE

Government of Pakistan
Prime Minister's Office

Subject: Meeting on Civil Service Reforms held on 12th February 2015

I am directed to enclose the record note of the decisions taken in the meeting on Civil Service Reforms held on 12th February 2015 under the chairmanship of the Prime Minister for immediate necessary action, please.


(Kamran Ali Afzal)
Joint Secretary

1. ✓ Minister for Finance, Government of Pakistan, Islamabad
2. Minister for Planning, Development & Reform, Government of Pakistan, Islamabad
3. Minister of State for Information Technology
4. Mr. Tariq Fatemi, SAPM, Islamabad
5. Khawaja Zaheer Ahmad, SAPM
6. Mr. Daniyal Aziz, MNA, Islamabad
7. Dr. Waqar Masood Khan, Secretary Finance, Government of Pakistan, Islamabad
8. Mr. Zubair Bhatti, World Bank, Islamabad

No. 641(M)/SPM-1/2015, Islamabad, 18th February, 2015

Record Note of the Meeting on Civil Service Reforms held under the
Chairmanship of the Prime Minister on 12th February 2015

Decisions:

1. Consultant for study on civil service reform will be hired and report submitted for information of the Prime Minister within 4 months (i.e., by 12th June 2015)
 2. Four-Point National agenda will be adopted in line with the PML(N) manifesto: Economy, Energy, Security, and Social Change (Education, Health etc.) 4E,
 3. Redundant organisations will be abolished: their employees will be given pay for 5 years and allowed to also take private jobs, do business etc or whatever they wish, but they will not come to office. This will save expenses incurred on subsidies and operating these organisations. Vacant positions will also be included in this review.
 4. IT Experts will be posted in ministries
 5. Performance-based remuneration will be made very objective and transparent. The following committee will be responsible to formulate proposals and develop criteria for performance based remunerations, which will also include determination of criteria for posting of officers in ministries where such remunerations are recommended to be higher:
 - (i) Kh Zaheer Ahmed, SAPM
 - (ii) Secretary, Cabinet Division
 - (iii) Secretary, Establishment Division
 - (iv) Secretary, Finance Division
 - (v) Secretary, PD&R Division
 - (vi) Additional Secretary to Prime Minister
 - (vii) Mr. Zubair Bhatti, World Bank
 - (viii) A professor from the Lahore University of Management Sciences
 - (ix) A Member from the Corporate Sector
- Ministry of PD&R will coordinate and notify the committee.
6. Financial implications will be worked out in consultation with the Finance Ministry.
 7. Minister for PD&R will constitute a team of experts (including members from the private sector) for identifying organisations that have become redundant; politicians and bureaucrats will not be included in these

teams. The exercise will be completed and a report submitted to the Prime Minister within three months (i.e. 12th May 2015)

8. Specific actions proposed by MoPD&R:

S.No	Action	Timeline	Decision	Responsibility
(1)	Convene National Workshop on Civil Service Reform chaired by PM	30 Days	National Workshop will be organised by Minister PD&R	MoPD&R
(2)	Set objectives for every organization through 5 Step approach	90 Days	Visions, missions, goals and KPIs for all ministries to be developed by MoPD&R in consultation with Ministry of Finance and concerned ministries within 3 months (i.e. by 12 th May 2015)	MoPD&R, relevant ministry / organization; Cabinet Division. <i>To run parallel with other actions</i>
(3)	Appointment of a professionally competent Heads of organizations (Relevant qualification & experience) Right person at right job	30 days	-	-
(4)	Develop Key Performance Indicators for Each Officers / officials and Ministry / Division	90 Days	As at S.No. 2	MoPD&R; relevant ministry / organization; Cabinet Division. <i>To run parallel with other actions</i>
(5)	Replace obsolete ACR system with an Effective Performance Management System (IT based 360 degree performance evaluation system where each employee is evaluated by 7 people including his / her immediate	120 Days	Minister for PD&R to formulate and submit proposals to the Prime Minister	Ministry of PD&R <i>To run parallel with other actions</i>

S.No	Action	Timeline	Decision	Responsibility
	supervisor) with forced ranking.			
(6)	Introduction of Citizen Client Charter (Time bound Service) & Grievance redress system	120 Days	-	-
(7)	Review of Rules of Business and core instrument of day to day functioning of government especially Efficiency and Discipline Rules of 1973	120 Days	Rules of Business 1973 will be reviewed by Minister for PD&R with the help of SAPM on Law. Report for the Prime Minister to be submitted by 12 th June 2015	Minister for PD&R; SAPM on Law <i>To run parallel with other actions</i>
(8)	Disclosing performance information by introducing / promulgating federal right to information law	180 days	-	-
(9)	Engagement of Civil society, academia and citizens for the monitoring the performance of organization with availability of online data on performance of various organizations.	180 Days	Engagement of civil society after KPIs are settled	Relevant ministry/organization; Establishment Division
(10)	Third party audits, mystery shoppers, citizen opinion surveys, need to be used regularly to track performance and identify pockets of poor delivery	120 days	Will be initiated once KPIs are settled	Relevant ministry/Establishment Division / Cabinet Division

9. The functions/establishments/bodies which had been placed in the Cabinet and CADD following devolution under the 18th Constitutional Amendment (esp health and educational institutions), will be restored to

the appropriate ministries. MoP&R will move a summary for formal approval.

10. A committee comprising:

- (i) Minister for Planning, Development & Reform
- (ii) Minister for Information Technology
- (iii) Mrs. Maryam Nawaz Sharif
- (iv) Secretary to Prime Minister
- (v) Mr. Zubair Bhatti, World Bank

Will review and formulate proposals for restructuring the core functions of the Prime Minister's Office. They will submit their report to the Prime Minister within 7 days (i.e. by 19th February 2015). Ministry of PD&R will coordinate and notify the committee.

11. Finance Minister will carry out an exercise for determination of the way forward in respect of Regulatory Bodies. He will submit his recommendations to the Prime Minister within 7 days (i.e. by 19th February 2015).
12. A review of the implementation status of the public sector reforms will be carried out under the chairmanship of the Prime Minister at least once every month.

GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
M/O PLANNING, DEVELOPMENT & REFORM
(GOVERNANCE SECTION)

Islamabad 19th February, 2015

Notification

Subject: Performance-Based Remuneration Committee

No.1(148)G/PC-2015. The Prime Minister has been pleased to constitute a Committee on "Performance-Based Remuneration" with the following composition and Terms of Reference:

- A. Composition
- i. Kh. Zaheer Ahmed, SAPM
 - ii. Secretary, Cabinet Division
 - iii. Secretary, Establishment Division
 - iv. Secretary, Finance Division
 - v. Secretary, MoPD & R
 - vi. Additional Secretary to PM
 - vii. Mr. Zubair Bhatti, World Bank
 - viii. Dr. Abid Javed Burki, LUMS, Lahore
 - ix. Dr. Mustaq Ahmed, LUMS, Lahore
 - x. Mr. Hasan Ali, PTC
 - xi. Mr. Niaz Khan, PTC
- B. Terms of Reference
- i. Review objective and criteria for Performance-Based Remuneration
 - ii. Formulate proposals for Performance-Based Remuneration
 - iii. Determine criteria for posting of officers in ministries where such Remuneration is recommended
2. Ministry of Planning, Development and Reform will coordinate.

(Javed Sikander)
Chief

All Members of the Committee

Copy for Information

- i. Mr. Tariq Fatemi, SAPM, PM's Office, Islamabad
- ii. Khawaja Zaheer Ahmed, SAPM, PM's Office, Islamabad
- iii. Mr. Daniyal Aziz, MNA, Islamabad
- iv. Secretary, Finance Division, Islamabad
- v. Mr. Zubair Bhatti, World Bank, Islamabad

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19-20
21-22
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100

- vi. Mr. Kmrn Ali Afzal, Joint Secretary, PM's Office, Islamabad with reference to letter No. 641/(M)/SPM/2015 dated 18th February, 2015
- vii. SPS to Minister for Planning, Development and Reform/ DCPC, Islamabad
- viii. SPS to Minister for Finance, Islamabad
- ix. SPS to Minister of State for Information Technology, Islamabad
- x. SPS to Secretary, MoPDR, Islamabad
- xi. SPS's to Members, Planning Commission, Islamabad
- xii. SPS to Additional Secretary, MOPDR, Islamabad
- xiii. Joint Secretary, MOPDR, Islamabad

DRAFT

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
M/O PLANNING, DEVELOPMENT & REFORM
(GOVERNANCE SECTION)**

Subject: PERFORMANCE-BASED REMUNERATIONS: FIRST MEETING OF THE COMMITTEE

The First meeting of the 11-member subject Committee held on 6th March, 2015 was attended by the following:-

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| 1. | Kh. Zaheer Ahmed, Special Assistant to the Prime Minister | In Chair |
| 2. | Mr. Babar Yaqoob Fateh Muhammad, Cabinet Secretary: | Member |
| 3. | Mr. Nadeem Hussain Asif, Establishment Secretary: | Member |
| 4. | Mr. Hassan Nawaz Tahir, Secretary Planning, Development & Reform Division: | Member |
| 5. | Mr. Hassan Khawar, PTD | Member |

Six Members did not attend despite notice. The Committee felt limited by the non-attendance of non-official members. Mr. Iqbal Sikanwar, Chief, Governance Section, MoPDR acted as Secretary to the Committee.

Dr. Shuja Haq, Additional Secretary, Finance Division attended for the Finance Secretary. M/s Razaan Bashir, Additional Secretary, MoPDR and Syed Tahir Hijazi, Member (Governance & Reforms), Planning Commission were also present.

Prof. Safdar A. Butt, M.A. Jinna University, Islamabad attended on special invitation.

2. The Chair welcomed the participants and tabled the below cited mandate of the Committee, notified by MoPDR, for preliminary deliberations:-

- i. Prepare objective and transparent criteria for Performance-Based Remuneration;
- ii. Formulate proposals for Performance-Based Remuneration; and

- iii. Determination of criteria for posting of officers in Ministries where such remuneration is recommended."

In his opening remarks, the Chair pointed out that in the normal course the State, like any other benevolent employer, is expected to provide to its employees adequate means to meet their subsistence needs besides facilitating natural reproduction and growth needs in due course and relate these in that context with periodical upward revisions of the emoluments as a legitimate expectation. In the like manner, a system of reward and punishment is instituted as an integral part of the personnel management system. Supervisory tiers have to continuously judge the contribution of their individual employee under respective charge, on the basis of the pre-determined objective performance criteria which become an essential pre-requisite. Upgrading the performance of individuals/institutions by training and special incentives/Bonus are their management tools in all systems private or public.

3. The Federal Government Rules of Business, 1973 specify that as official head of the Division, 'a federal secretary is responsible for efficient administration and discipline, and for the proper conduct of the official business assigned to the Division and for due execution of the sanctioned work' (Rule 3). A Secretary is further expected, with approval of the Minister, to organize the Division into a number of working units to be known as 'Sections' placed under various supervisory tiers. Policy formulation is the prime function, common for every Minister, followed by oversight for timely execution of approved policy by line departments. In this scheme, individual performance has to be evaluated by the supervisors on the basis of the assigned work and actual output, both recorded in the annual periodic PER Forms maintained to prepare individual profiles to regulate postings and organizational promotions etc for public well being. The PERs become the basis of task evaluation. Those with consistently outstanding work output are supported by an incentive-package. Incentivized package to help improve delivery of public services has to be sequentially dovetailed with the imperatives of the above arrangements.

4. In this respect, the question: Whether the existing PER Forms, being generic in nature, facilitate objective evaluation in line with the job description of each position needs serious attention? Existing PER Forms which are general in substance were introduced during early 80's whether these are conducive to promote objective assessment or facilitate any meaningful evaluation in line with the job description of each working unit needs to be examined. Any proposal for enhancement of remuneration on the basis of abilities and needs has to be integrated with realistic review of the existing ACR Forms, to institute a performance-based incentives/ awards, qualification based allowances, honorarium etc. If needed, every Division has to, in the first instance, undertake a careful review of the existing ACR Forms to realign these for instituting a Performance Based Incentives / awards system.

5. Further, under rule of law, terms & conditions, including pay and remunerations of all persons in the *Service of Pakistan* (Article 260), except, as provided in the Constitution, are regulated by organic laws; principles of equality before law (**Article 25**), and due process of law (**Article 4**) are embedded, even if absolute equality is not contemplated. Further and express guidelines in substantive part of the Constitution obligate: '*from each according to his ability and to each according to his needs*' (**Article 3**) with a command to '*reduce disparity in income and earnings of individuals including persons in various classes of persons in service of Pakistan*' (**Article 38e**).

6. In the discussion that ensued:-

- (a) Establishment Secretary observed that major issue was induction of best minds in the civil service and their retention. For the purpose, the Committee has to formulate a strategy of market-based incentives.
- (b) Prof. Safdar A. Butt pointed out that before formulating substantive proposals, the Committee be briefed with relevant historical data and studies of similar nature, conducted in this field, in the past.
- (c) Mr. Hasan Khawar opined that performance evaluation seem to be the main issue that required evaluation for an accountable management systems that

may enable a Secretary to motivate his officers and staff to produce quality work. Private sector employs two sets of Annual performance plans namely, a plan with minimum specified goals and targets, and the other with an ambitious plan; usually most staff fall somewhere in-between the two points.

It was noted that the nature of governmental functions in most office units ordinarily do not conform to quantitative targets, except FBR, NADRA, Passport etc, or with respect to execution of the PSDP Projects in the time line. With respect to disparity in emoluments, Secretariat appointments in pre-1972 era carried substantial special pays in addition to normal salary. In 1972-73, structural changes were enforced. Scores of prevalent pay scales were amalgamated into 23 uniform Basic Pay scales; beyond improved budgeting and accounting requirements and reduction of the gap between minimum-maximum these did not yield any material improvement in the service delivery. The Pay and Allowances of Constitutional offices were also related to the general scheme. Over time, however, after successive pay revisions, significant distortions crept in that framework as MP scales were introduced ostensibly to attract talent despite Article 38e policy principles. In this respect, a review of the periodical upward revisions of the pay structures of government servants since commencement of the 1973 Constitution, may offer some insightful and valuable foundation for a meaningful proposal for remuneration on the basis of 'abilities and needs'.

DECISIONS

7. After detailed deliberations, following decisions were taken:-
 - (a) All Ministries/Divisions be requested to furnish a copy of their formal work distribution notified under Rule 3(3) of Rules of Business.
 - (b) Finance Division will provide historical data of periodical pay scales since 1973 alongwith the special incentives, where admissible. The Secretary of the Committee will send a copy each of the above data to the members.
 - (c) The next meeting will tentatively be held on or around 20th March, 2015 with 3 days advance notice.
8. The meeting ended with a vote of thanks from and to the Chair.

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
M/O PLANNING, DEVELOPMENT & REFORM
(GOVERNANCE SECTION)**

Subject: PERFORMANCE-BASED REMUNERATIONS COMMITTEE: SECOND MEETING

The meeting of subject Committee held on 2nd April, 2015 at the Committee Room of the P&D R Division, and was attended by:-

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| 1. | Kh. Zaheer Ahmed, Special Assistant to the Prime Minister: | In Chair |
| 2. | Mr. Nadeem Hussain Asif, Establishment Secretary: | Member |
| 3. | Mr. Hassan Nawaz Tarrar, Secretary Planning, Development & Reform Division: | Member |
| 4. | Mr. Niaz Akbar, PTC | Member |
| 5. | Mr. Zubair Bhatti, Working Secretary, Islamabad | Member |
| 6. | Mr. Javed Sikander, Chief, Governance Section, MoPDR | Secretary. |

Six non-official members did not attend the meeting despite notice.

Dr. Shujaat Ali, Additional Secretary Finance Division, and Mr. Khusro Pervaiz Khan Additional Secretary Cabinet Division, represented the Finance Secretary and Cabinet Secretary respectively. M/s Razaan Bashir, Additional Secretary, MoPDR, Dr. Syed Tahir Hijazi, Member (Governance & Reforms), Planning Commission, Muhammad Bilal, Joint Secretary, Cabinet Division, and Dr. Iqbal Khan, Joint Secretary, Cabinet Division were also present.

2. After recitation from the Holy Qur'an, the Secretary apprised the meeting about the status of implementation of the decisions taken in the First Meeting circulated vide (Annex I). Thereafter, the Chair reiterated that under the constitutional rule-based scheme, effective policy formulation function and its efficient execution by and through individual employees relies on optimization of team output where each member is expected to reinforce their efforts as a team member for collective good of the people. Federal Government Rules of Business 1973 [RoB] mandate:

- a) All Ministries to formulate innovative policies in consultations with concerned and specified stakeholders; where necessary, via fresh legislation and PSDP projects to be pursued for public wellbeing in terms of subjects in The Second Schedule assigned to a Division.
- b) Under political oversight, a Division has to ensure timely execution of approved policies and projects through regular staff of the line-departments and contractual employees, besides maintenance of discipline therein.
- c) The Federal government is accountable to Parliament, whereas a federal secretary, also designated as the Principal Accounting Officer of the Ministry and its organizations, is made answerable to the Public Accounts Committee of the National Assembly.
- d) Every Division also submits a **Year Book** on its organizational performance viz a viz principles of policy enshrined in Chapter 3 of Part I of the Constitution.
- e) All federal secretaries are ex-officio members of the Secretaries' Committee charged by RoB *'to discuss matters referred to it by a Division, a Minister or the Prime Minister, in which the experience and collective wisdom of the senior officers could be consulted, to the benefit of the subject under consideration'* (Rule 9).
- f) With respect to individuals, the RoB obligate every Federal Secretary concerned to formally *'organize the Division into a number of working units to be known as Sections'* and to assign, with approval of the Minister In-charge, their respective functions under Schedule II [Rule 3(3)].
- g) Annual performance of every officer is assessed as per assigned work.

3. In the discussion that ensued, there was a consensus that while formulation of policies, with or without fresh legislation, and development projects and their executions are assigned to all Divisions charged to ensure budgetary discipline and economy etc, meaningful identification of organization- specific KPI's to grant awards for individual achievements may require in depth consideration. There is a need in the first phase to

specify differentiated measures that may be enforced immediately but objectively. Following specific observations were made by the listed participants:-

- (a) **Mr. Zubair Bhatti** observed that to attract and retain best minds in the civil services, introduction of competitive and attractive market based monetary incentives was a pre-requisite. The need for a professional empirical survey to assess the moral and stratification level of the civil servants was flagged.
 - (b) **Dr. Hijazi** opined that a proper e-performance evaluation system may be instituted for objective assessment to incentivize the best performers.
 - (c) **Mr. Khusro Pervaiz Khan** was of the view that on successful completion of 25 years of unblemished service all government servants be given tangible benefits.
 - (d) **Dr. Shujaat Ali** advised that while deciding incentives in line with emerging needs of the country, requisite skill-mix must be ensured to upgrade the core-competencies among civil servants.
 - (e) **Mr. Asim Hassan Nadeem** was of view that for implementation of the policy in this multi-dimensional subject in the short, medium and long term, a sub-committee may be asked to develop an action plan with an interim report, in view of the time constraint.
4. It was further noted that the contemporary literature, including studies at Harvard Business School, tend to stress greater focus on team-outputs and outcomes in preference to conventional inputs, processes and procedures approach with minimal responsibility for the eventual outcomes. Any meaningful exercise to specify objective criteria and/or to prescribe indicators for assessing performance of the teams and judging individuals. That would require a careful review of the formal work distribution within every Ministry/Division, achievement of periodical targets and discipline within every organization under its direct watch. In this context, existing framework, based on non-competitive Pay, Allowances and Pensions with periodical increases and grant of Honoraria in addition to eligibility for enrolment

with Housing Foundation for post-retirement security incentives was deemed inadequate for subsistence, reproduction and growth needs and expectations of the employees. But these measures were not deemed adequate per-se and required further retooling for strengthening on institutional basis to devise incentives for lead performers by way of cash rewards.

5. Specific flagship achievements of the federal government, including concrete and specific achievements, were noted as recent success stories for studies: Operation Zarb e Azab by Armed forces; National Action Plan by MoI; determined measures for Economic Stability; Grant of global GSM Award to MoIT; and Acceptance of Pakistan's EEZ claim by the UNCLoS over 150 Km of EEZ in the additional coastal belt via MoST.

RECOMMENDATIONS

6.
 - a) Finance Division may be requested to allocate a lump sum amount of Rs. 1.0 billion in the Budget 2015-16 for rewarding flagship achievements of the Ministries, Divisions and their lead performers.
 - b) A sub-committee, under Secretary Establishment with a representation from Finance Division, may devise specific proposals/ criteria for apportionment of budgeted allocations among the Ministries and individuals for further discussion in the Committee.
 - c) The Committee should not benefit from the views of six non-official members for the second consecutive sitting, despite notice. For a meaningful attendance to the Committee, the MPD &R may consider engagement of willing professionals in the field.

The meeting ended with a vote of thanks from and to the Chair.

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
M/O PLANNING, DEVELOPMENT & REFORM
(GOVERNANCE SECTION)**

**Subject: PERFORMANCE-BASED REMUNERATIONS COMMITTEE:
THIRD MEETING**

The meeting of the subject Committee was held on 25th May, 2015 at the Committee Room of the P&D R Division with following in attendance:-

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|----|---|------------|
| 1. | Kh. Zaheer Ahmed, Special Assistant to the Prime Minister: | In Chair |
| 2. | Mr. Nadeem Hussain Asif, Establishment Secretary: | Member |
| 3. | Mr. Hassan Nawaz Tarrar, Secretary Planning, Development & Reform Division: | Member |
| 4. | Mr. Zubair Bhatti, World Bank Islamabad: | Member |
| 5. | Mr. Javed Sikander, Chief Governance Section, MoPDR | Secretary. |

Despite notice, seven non-official members did not attend. Mr Khusro Pervaiz Khan, Additional Secretary, Cabinet Division and Dr. Shujaat Ali, Additional Secretary, Finance Division represented their divisions. Mr. Syed Tahir Hijazi, Member (Governance & Reform) Planning Commission was also invited to attend. The Rector, LUMS, on contact, agreed to deputise Prof. Arif Rana to join and assist the Committee in its next sitting.

3. The Secretary informed that Finance Division proposed certain amendments in the draft Minutes. It was however noted that these were duly reflected in paragraph 3(d) of the draft Minutes, earlier circulated. These were formally approved by the Meeting.

4. Establishment Secretary, Convener of the sub-Committee, constituted in the last meeting, presented following recommendations:-

- a. Each Ministry / Division be directed to determine KPIs for its staff, in accord with the functions assigned to it in the Federal Government Rules of Business 1973 (RoB).
- b. Secretary Incharge of a Division shall institute objective monitoring of the KPIs as per the work distribution for every individual /office unit in accord with the RoB.
- c. A Cabinet Committee may be proposed to determine and prioritize apportionment of the proposed budgeted allocations among Ministries and their individual staff members, if approved.

In the discussion that ensued, there was a broad consensus that while formulation of policies, with or without fresh legislation, and their execution alongside development projects assigned to all Divisions within the budgetary discipline is expected, normally. Devising of meaningful identification of organization-specific KPI's and granting awards for collective and individual achievements required in-depth in-house consideration. For the purpose, in the first phase, differentiated organization specific measures may be developed and enforced urgently, but objectively. Under the constitutional scheme of rule-based mandate, policy formulation function and its efficient execution, by and through individual employees, envisions optimization of team outputs. Under this paradigm, every team member is expected to reinforce collective efforts, all devoted for the eventual well being of the people as the substance of the constitutional oath of leadership in the Executive and Legislative branches.

4. Following observations by the participants, in particular, were noted:-
 - a. **Mr. Asif Hassan Nadeem:** Establishment Division will activate consultations for review of the PER Forms for formulating KPIs for each Ministry / Division.
 - b. **Mr. Hassan Nawaz Tarar:** Electoral Manifesto of each sector, with due regard to convergence with various parties with similar targets, may be reviewed by every Ministry to assess the progress on such commitments for deliverables.

- c. **Mr. Khusro Pervaiz Khan:** Determination of job description for each position is a pre-requisite for proper work distribution with performance based incentives for which Monthly / Quarterly evaluation reports be integrated with annual PER Forms.
- d. **Dr. Shujaat Ali:** Specific criteria and clear modalities may be devised for allocation / grant of performance based remuneration etc.
- e. **Mr. Zubair Bhatti:** To neutralize potential natural resistance to change, reform-process be phased in measured steps. Initially, to institute a sense of responsibility regarding functions of each organization to be clearly defined for raising their awareness level.
- f. **Dr. Tahir Hijazi:** For jump-start, 4 to 5 KPIs may be selected for each Ministry, drawing benefit from the Green Book of the Finance Division.

The Chair appreciated the inputs to reiterate that there is a need for each Division to develop plan of action and performance criteria and targets in accordance with electoral manifestos on the basis of which people periodically entrust governance to a party or a combination thereof. It was also noted that contemporary trends favored rewarding organizational team work but encourage their individual star-performers. A policy paper has to be prepared on that subject. It was emphasized that present PER Forms do not realistically reflect the unique and organization-specific tasks on which individuals or teams are adjudged. FBRs recent initiative to develop KPIs was appreciated as a role model, though nature of its work was unique and quantifiable.

DECISIONS

- a. Establishment Division shall in coordination with Secretaries Committee initiate consultations with each Ministry / Division to incorporate organization-specific KPIs in the PER Forms for every Ministry, organization and their employees within a time line. Recent publications of the KPIs by the FBR was noted as a step in the right direction.

- b. Ministry of Planning, Development and Reform will likewise coordinate with each Ministry / Division to review progress with respect to commitments in the electoral Manifestos for deliverables in a time line.
- c. The Committee's earlier recommendation that urged Finance Division to allocate a lump sum Rs. 1.0 billion in the Federal Budget 2015-16 for rewarding recognized flagship achievements of the Ministries / Divisions and their lead performers be reiterated with the proposal to constitute a Cabinet Committee to prioritize and determine the allocations or rewards.
- d. Prof. Ahsan Rana from LUMS may be co-opted and notified as a Member of the Committee, and invitation may be sent through the Rector LUMS.
- e. A brief report be prepared for submission to the Prime Minister.

The Meeting ended with a vote of thanks from and to the Chair.

Annex-vii

Key Performance Indicators

&

Job Description

of

Customs Officers

(Field formations)

FEDERAL BOARD OF REVENUE

Compiled By

HRM Wing

Federal Board of Revenue, Islamabad

JUNE, 2015

PREFACE

The Exercise for Job Description (JDs) and Key Performance Indicators (KPIs) was initiated by the HRM Wing with the objective to foster better accountability within FBR by providing an objective assessment tool. In the first phase KPIs for Inland Revenue field offices have been developed.

FBR has also decided to develop JDs & KPIs for Customs Officers from BS 17-21 of field formations and to link Performance Evaluation Reports (PER) with KPIs. Accordingly the exercise was started in May, 2015. The JDs/KPI's of the Customs Officers will be a good tool to be used by Customs Wing to track the Customs employees' performance against the stated job requirements and measurable outcomes tied to specific tasks for effective implementation of the JDs and KPIs.

(Khawaja Tanveer Ahmed)

Member (HRM)

ABBREVIATIONS

AFU	Air Freight Unit
AIB	Appraisement Intelligence Branch
CA	Civil Appeal /Clearing Agent
CPF	Common Pool Fund
CPLA	Civil Petition For Leave to Appeal
DAC	Departmental Accounts Committee
DRP	Determination of Reserved Price
FBR	Federal Board of Revenue
FED	Federal Excise Duty
FPCCI	Federation of Pakistan Chamber of Commerce & Industry
GD	Goods Declaration
HCA	High Court Appeal
ICA	Intra Court Appeal
IGM	Import General Manifest
LMS	Legal Management System
MCC	Model Customs Collectorate
MCD	Manifest Clearance Department
MIS	Management Information System
PAC	Public Accounts Committee
PRV	Post Release Verification
PCT	Pakistan Customs Tariff
PDP	Proposed Draft Para
PRAL	Pakistan Revenue Automation Limited
R&D	Research & Development

RMS	Risk Management System
SWH	State Where House
TNA	Training Need Assessment
WeBOC	Web Based One Customs
WHT	Withholding Tax

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KEY PERFORMANCE INDICATORS

Position Title	CHIEF COLLECTOR CUSTOMS, APPRAISEMENT (SOUTH), KARACHI	Grade:	BPS 21
Function	Appraisalment	Location	Custom House, Karachi
Position Reports to	Member (Customs)	Position supervises	MCC Appraisalment (West) MCC Appraisalment (East) MCC Port Qasim

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: Baseline x KPI + 4 Actual: As per MPR
3	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
4	Revenue Collection through detection/audit	Number of cases detected by MCCs in his /her jurisdiction, number of audit conducted by MCCs.	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
5	Review of	Performance viz	Quarterly	

	current standards/ Benchmarks of clearance processes i.e. Dwell time, Documents calling, Lab testing, Examination referrals	standard benchmarks.	review	Baseline: Periodic review of performance Target: The performance viz standards/ benchmarks is reviewed on quarterly basis.
6	Settlement of Audit Paras	(i) Monitor settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure (ii) Submission of working papers to the FBR before PAC/DAC meeting	Within 90 days 5 days	Baseline: Number of audit paras / PDPs received Target: Settlement with KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met – as reported by Internal Audit Function
7	Inter Collectorate coordination initiatives	Monthly meetings duly recorded	One meeting/ per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : At least 2 meetings per quarter are conducted and it is assured that all formations are on the same page on issues under discussion
8	References of Federal Board of Revenue	FBR's references are duly responded	90%	Baseline: to ensure that Board's references/ Other Departments correspondence are responded within given timeline. Target. Board's references/ Other Department's correspondence not responded within given timeline is less than 10% of total.
9	Proposals to FBR to update current procedures / processing	Formulate proposals suggestions for change / modification	Need based	Baseline: Timely submission of comprehensive proposals. Target: Issues are scrutinized in consultation with concerned Section Heads to formulate workable / pragmatic proposals for FBR
10	Coordination grievance redressal of trade/industry	Close liaison with FPCCI, other trade bodies for redressal of their grievances.	100%	Target: Meaningful/ regular communication with trade and industry representatives. Issues to be redressed within 5 working days.

Position Title	CHIEF COLLECTOR CUSTOMS, ENFORCEMENT/CENTRAL/NORTH	Grade:	BPS 21
Function	Monitoring & Enforcement	Location	Countrywide
Position Reports to	Member (Customs)	Position supervises	Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: Baseline x KPI ÷ 4 Actual: As per MPR
3	Revenue Collection through detection by mis-declaration	Number of cases detected by MCCs in his /her jurisdiction, number of audit conducted by MCCs.	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target: Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
4	Anti smuggling measures	Revenue Collected (All taxes and duties)	20%	Baseline: Corresponding quarter of the previous year Target: Baseline + KPI
5	Settlement of	(i) Monitor settlement	Within 90	Baseline: Number of audit paras / PDPs

	Audit Paras	of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure (ii) Submission of working papers to the FBR before PAC/DAC meeting	days 5 days	received Target: Settlement with KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met – as reported by Internal Audit Function
6	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
7	Review of current standards/ Benchmarks of clearance processes i.e. Dwell time, Documents calling, Lab testing, Examination referrals	Performance viz standard benchmarks.	Quarterly review	Baseline: Periodic review of performance Target: The performance viz standards/ benchmarks is reviewed on quarterly basis.
8	Inter Collectorate coordination initiatives	Monthly meetings duly recorded	One meeting/ per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : At least 2 meetings per quarter are conducted and it is assured that all formations are on same page on issues under discussion
9	Anti smuggling coordination with external stakeholders (ANF, Coast Guard, Police etc)	Monthly meetings, duly recorded.	One meeting per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To optimize and synergize efforts of agencies entrusted/involved in Anti-smuggling/ enforcement functions.
10	References of Federal Board of Revenue	FBR's references are duly responded	90%	Baseline: to ensure that Board's references/ Other Departments correspondence are responded within given timeline. Target: Board's references/ Other Department's correspondence not responded within given timeline is less than 10% of total.

11	Proposals to FBR for updating of current procedures / processing	Formulate proposals suggestions for change / modification	Need based	<p>Baseline: Timely submission of comprehensive proposals.</p> <p>Target: Issues are scrutinized in consultation with concerned Section Heads to formulate workable / pragmatic proposals for FBR</p>
12	Grievance redressal of trade/industry	Close liaison with FPCCI, other trade bodies for redressal of their grievances.	100%	<p>Target: Meaningful/ regular communication with trade and industry representatives Issues to be redressed within 5 working days</p>

Position Title	COLLECTOR CUSTOMS, APPRAISEMENT	Grade:	BPS 20
Function	Appraisalment	Location	Karachi & Lahore
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: Baseline x KPI + 4 Actual: As per MPR
3	Revenue Collection through Administrative Measures	Number of cases detected by MCC, numbers of audit, conducted by MCC	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target: Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
4	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
5	Detection of mis-declaration, short assessment,	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year

Position Title	COLLECTOR CUSTOMS, (EXPORT)	Grade:	BPS 20
Function	Export	Location	Custom House, Karachi
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Monitoring of Clearance of export consignments at Ports/Airport	90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days	100%	Target : 90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days
2	Drawback claims	Timely processing of duty drawback claims	100%	Target: 90% of duty drawback claims to be processed within 14 days of filing 6% of duty drawback claims to be processed within 21 days of filing 4% of duty drawback claims to be processed within 30 days of filing
3	Temporary imports, DTRE Scheme, Manufacturing bonds, EPZ	Implementation of DTRE Scheme, Temporary imports, Manufacturing bonds and EPZ facility for export facilitation	100 %	Target: Issuance of licenses/permissions for DTRE Scheme, Temporary imports,, Manufacturing bonds and EPZ within 21 days of application.
4	Narcotics Interdiction	Effective strategy of narcotics interdiction through targeted examination of consignments and risk profiling of exporters; liaison with ANF and Drug Enforcement Cell	Monthly meetings with ANF/DEC and RMU.	Target: One meeting each month with ANF/DEC and RMU with proper agenda and review of progress.
5	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed in an appropriate timeframe.

				Target: Response to all as per given timelines and to maintain 'nil' pendency.
6	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
7	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target: Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
8	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
10	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to the FBR before PAC/DAC meeting	Within 90 days 5 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the FBR 5 days before PAC/DAC meeting
11	Management of manpower resources	Effective placement of officers and staff	-	Placement to be based on matching of skills / competencies with specific position requirements
12	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
13	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business

		traders. Prompt disciplinary action to root out malpractices.		processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
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Position Title	COLLECTOR LAND CUSTOMS/COMPOSITE	Grade:	BPS 20
Function	Land Customs	Location	Countrywide
Position Reports to	Chief Collector /Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: $\text{Baseline} \times \text{KPI} \div 4$ Actual: As per MPR
3	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target: $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year
4	Custom Clearance Time: Time taken by Custom Staff after filing of GD and excluding time taken by other stake holders (e.g. trader for	65% GDs – in one day 10% GDs- in two days 10% GDs- in Three days 10% GDs- after 4-7days	100%	Target : 65% GDs – in one day 10% GDs- in two days 10% GDs- in Three days 10% GDs- after 4-7days 04% GDs after 8-15 days 01% GDs after 15 days.

	responding and time taken by terminal for grounding of container etc)	04% GDs after 8-15 days 01% GDs after 15 days.		
5	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
6	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
7	Anti smuggling measures (Auction+ SWHs)	Revenue Collected (All taxes and duties)	30%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
8	Anti smuggling coordination with external stakeholders (ANF, Coast Guard, Police etc)	Monthly meetings duly recorded.	One meeting per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To optimize and synergize efforts of agencies entrusted/involved in Anti-smuggling/ enforcement functions.
9	Detection of contrabands	Number of cases (Quantity, value) 1. Narcotics (a) Heroin (b) Chars (c) Opium etc 2. Gold and Silver and its Jewelry etc 3. Currency	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
10	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
11	Settlement of Audit Paras	(i) Monitor settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure (ii) Submission of	Within 90 days	Baseline: Number of audit paras / PDPs received Target: Settlement with KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met – as reported by Internal Audit Function

		working papers to the FBR before PAC/DAC meeting	5 days	
12	Coordination with international agencies	Up gradation of enforcement assets and human resource development	One meeting per three months	<p>Baseline: Areas of coordination to be identified and set for agenda of each meeting.</p> <p>Target : To optimize and synergize efforts of international agencies entrusted/involved in Anti-smuggling/enforcement coordination</p>
13	Coordination with border customs authorities	Streamlining of clearance processes at borders, exchange of information and passenger facilitation	One meeting per three months	<p>Baseline: Areas of coordination to be identified and set for agenda of each meeting.</p> <p>Target : To Streamline clearance processes at borders, exchange of information and passenger facilitation</p>
14	Drawback claims	Timely processing of duty drawback claims	100%	<p>Target: 90% of duty drawback claims to be processed within 14 days of filing 6% of duty drawback claims to be processed within 21 days of filing 4% of duty drawback claims to be processed within 30 days of filing</p>
15	Temporary imports, DTRE Scheme, Manufacturing bonds, EPZ	Implementation of DTRE Scheme, Temporary imports, Manufacturing bonds and EPZ facility for export facilitation	100 %	<p>Target: Issuance of licenses/permissions for DTRE Scheme, Temporary imports,, Manufacturing bonds and EPZ within 21 days of application.</p>
16	Human Resource and Discipline Management	Discipline	100%	<p>Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31st of July and to countersign all PERs by 31st August (iii) Completion of enquiries by 1st of July (iv).Completion of Asset declaration by 15th of August each year</p>

Position Title	COLLECTOR CUSTOMS, PREVENTIVE	Grade:	BPS 20
Function	Preventive	Location	Karachi & Lahore
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: $\text{Baseline} \times \text{KPI} \div 4$ Actual: As per MPR
3	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target: $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year
4	Anti smuggling measures (Auction+ SWHs)	Revenue Collected (All taxes and duties)	30%	Baseline: Corresponding quarter of previous year Target: $\text{Baseline} + \text{KPI}$
5	Anti smuggling coordination with external stakeholders	Monthly meetings duly recorded.	One meeting per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting.

	(ANF, Coast Guard, Police etc)			Target : To optimize and synergize efforts of agencies entrusted/involved in Anti-smuggling/ enforcement functions.
6	Detection of contrabands	Number of cases (Quantity, value) 3. Narcotics (d) Heroin (e) Chars (f) Opium etc 4. Gold and Silver and its Jewelry etc 3. Currency	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
7	Passenger Facilitation	Effective implementation of Green Channel facility, expeditious clearance of baggage	100%	Target: Close monitoring of Departure/Arrival Lounges to ensure hassle free customs facilitation to passengers. Immediate clearance of bonafide accompanied baggage ; clearance of bonafide unaccompanied baggage within one day.
8	Monitoring of Clearance of import /export consignments at Ports/Airport	90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days	100%	Target : 90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days
9	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
10	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
11	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
12	Settlement of Audit Paras	(i) Monitor settlement of audit paras /PDPs after receipt of Report of	Within 90 days	Baseline: Number of audit paras / PDPs received Target: Settlement with KPI limit Actual: If time limit is exceeded on more than

		Revenue Receipts and Expenditure (ii) Submission of working papers to the FBR before PAC/DAC meeting	5 days	5%cases then target not met – as reported by Internal Audit Function
13	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year

Position Title	COLLECTOR (ADJUDICATION)		Grade: 20	
Function:	Adjudication		Location:	Countrywide
Position Reports To:	Member (Customs)		Position Supervises: Additional / Deputy/ Assistant Collector	
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance				
S.No.	Task	Key performance Indicator	KPI	Guidelines
1	Interpretation and application of law	Judicious interpretation and application of law; independent evaluation of facts of the case.	100%	The order in original passed should legally be sustainable without any impropriety.
2	Disposal/sustainability of Adjudication cases.	All Adjudication cases should be decided one hundred and twenty days of the issuance of show cause notice or within such period extended by the Collector for which reasons shall be recorded in writing, but such extended period shall in no case exceed sixty days.	100%	At least 60% of the decision should be up held in first appeal.
3	Facilitation	Complaints filed by the taxpayers are decided within a week time.	60%	
4	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year

Position Title	ADDITIONAL COLLECTOR	Grade:	19
Function	ASSESSMENT	Location	Posted in an MCC
Position Reports to	Collector of Customs	Position supervises	Deputy Collectors In charge Group/Section Assistant Collectors In charge Group/Section

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: $\text{Baseline} \times \text{KPI} \div 4$ Actual: As per MPR
3	Revenue Collection through Administrative Measures	Number of cases detected by MCC, Number of audit conducted by MCC,	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target: $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year
4	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target: $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year
5	Custom Clearance Time: Time taken	65% GDs – in one day 10% GDs- in two days	100%	Target : 65% GDs – in one day 10% GDs- in two days

	by Custom Staff after filing of GD and excluding time taken by other stake holders (e.g. trader for responding and time taken by terminal for grounding of container etc)	10% GDs- in Three days 10% GDs- after 4-7days 04% GDs after 8-15 days 01% GDs after 15 days.		10% GDs- in Three days 10% GDs- after 4-7days 04% GDs after 8-15 days 01% GDs after 15 days.
6	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed in an appropriate timeframe. Target: Response to all as per given timelines and to maintain 'nil' pendency.
7	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
8	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Collector for sending to the FBR before PAC/DAC meeting	Within 90 days 7 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Collector 7 days before PAC/DAC meeting
9	Management of manpower resources	Effective placement of officers and staff	-	Placement to be based on matching of skills / competencies with specific position requirements
10	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year

Position Title	Additional Collector	Grade:	19
Function	EXAMINATION	Location	All over Pakistan.
Position Reports to	Collector of Customs	Position supervises	Deputy / Assistant Collectors Examination
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance			

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2.	Disposal	Timely examination of imported / exported consignment.	100%	Baseline: To ensure that containers marked for examination are examined expeditiously. Target: To ensure that single items and multiple items containers examined within 24 hours and 48 hours respectively. On average 90% of the grounded containers are examined the same day.
3	Physical Examination	Personal examination of consignments	Three high risk consignments per day	Target: At least three high risk consignments are personally examined per day
4	Supervised Examination	Examination reports through the user ID of AC/DC examination	98%	Baseline: Monitoring that AC/DC to examine the items required to be examined by them. Target: To ensure that examination reports of goods required to be examined by AC/DC are sent through his/her own user ID.
5	Dwell time in examination of import/ export goods	Timely examination of import / export goods	95%	Baseline: Close monitoring to ensure real time feeding of examination reports all along the day. Target: To ensure reports are fed on real time basis and the examining

				officers complete 95% of the assigned examinations before the close of day
6	Quality of examination reports	Monitoring quality of examination reports.	100%	Baseline: Monitoring that queries of examination order and structural description are fully answered. Target: To ensure that examination reports cover all aspects and images show all specifications.
7	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected through Examination in his/her jurisdiction	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
8	Detection of Misdeclarations	Early report of misdeclarations	95%	Baseline: Monitoring that instance of misdeclarations is reported timely and correctly. Target: To ensure that misdeclarations are duly reported fulfilling all codal formalities
9	Facilitation, Complaint redressal	Traders grievances are timely addressed	95%	Target: The instances of traders disagreeing with examination reports are kept at minimum and promptly attended within 24 hrs as and when arrived
10	Liaison with Terminal operator	Close liaison with the Terminal operator for matters relating to the customs matters	10%	Baseline: liaison with terminal operator for removal of bottlenecks, effective implementation of Collectorate's policies Target: Fortnight performance appraisal of Terminal Operators.
11	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year

Position Title	Additional Collector Customs (Export)	Grade:	BPS 19
Function	EXPORT	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Monitoring of Clearance of export consignments at Ports/Airport	90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days	100%	Target : 90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days
2	Drawback claims	Timely processing of duty drawback claims	100%	Target: 90% of duty drawback claims to be processed within 14 days of filing 6% of duty drawback claims to be processed within 21 days of filing 4% of duty drawback claims to be processed within 30 days of filing
3	Temporary imports, DTRE Scheme, Manufacturing bonds, EPZ	Implementation of DTRE Scheme, Temporary imports, Manufacturing bonds and EPZ facility for export facilitation	100 %	Target: Issuance of licenses/permissions for DTRE Scheme, Temporary imports,, Manufacturing bonds and EPZ within 21 days of application.
4	Narcotics Interdiction	Effective strategy of narcotics interdiction through targeted examination of consignments and risk profiling of exporters; liaison with ANF and Drug Enforcement Cell	Monthly meetings with ANF/DEC and RMU.	Target: One meeting each month with ANF/DEC and RMU with proper agenda and review of progress.
5	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given

				timelines and to maintain 'nil' pendency.
6	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
7	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected in his/her jurisdiction.	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
8	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
9	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Collector for sending to the FBR before PAC/DAC meeting	Within 90 days 7 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Collector 7 days before PAC/DAC meeting
10	Management of manpower resources	Effective placement of officers and staff	-	Placement to be based on matching of skills / competencies with specific position requirements
11	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st of August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
12	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by

		disciplinary action to root out malpractices.		curtailing undue interaction with trade and minimizing unnecessary delays.
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Position Title	Additional Collector Customs (Land Customs/Composite)	Grade:	BPS 19
Function	LAND CUSTOMS/COMPOSITE	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance			
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S. No	Task	Key performance Indicator	KPI	Guidelines
1	Revenue Targets	Achieving Collection targets as set by FBR Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by FBR Target Q1, Q2, Q3 and Q4: Baseline x KPI + 4 Actual: As per MPR
2	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by MCC	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Target: Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
3	Anti smuggling measures (Auction+ SWHs)	Revenue Collected (All taxes and duties)	30%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
4	Anti smuggling coordination with external stakeholders (ANF, Coast Guard, Police etc)	Monthly meetings duly recorded.	One meeting per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To optimize and synergize efforts of agencies entrusted/involved in Anti-smuggling/ enforcement functions.
5	Detection of contrabands	Number of cases (Quantity, value) 5. Narcotics (g) Heroin (h) Chars (i) Opium etc 6. Gold and	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI

		Silver and its Jewelry etc 3. Currency		
6	Coordination with international agencies	Up gradation of enforcement assets and human resource development	One meeting per three months	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To optimize and synergize efforts of international agencies entrusted/involved in Anti-smuggling/enforcement coordination
7	Coordination with border customs authorities	Streamlining of clearance processes at borders, exchange of information and passenger facilitation	One meeting per three months	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To Streamline clearance processes at borders, exchange of information and passenger facilitation
8	Drawback claims	Timely processing of duty drawback claims	100%	Target: 90% of duty drawback claims to be processed within 14 days of filing 6% of duty drawback claims to be processed within 21 days of filing 4% of duty drawback claims to be processed within 30 days of filing
9	Temporary imports, DTRE Scheme, Manufacturing bonds, EPZ	Implementation of DTRE Scheme, Temporary imports, Manufacturing bonds and EPZ facility for export facilitation	100 %	Target: Issuance of licenses/permissions for DTRE Scheme, Temporary imports,, Manufacturing bonds and EPZ within 21 days of application.
10	Custom Clearance Time: Time taken by Custom Staff after filing of GD and excluding time taken by other stake holders (e.g. trader for responding and time taken by terminal for grounding of container etc)	65% GDs – in one day 10% GDs- in two days 10% GDs- in Three days 10% GDs- after 4-7days 04% GDs after 8-15 days 01% GDs after 15 days.	100%	Target : 65% GDs – in one day 10% GDs- in two days 10% GDs- in Three days 10% GDs- after 4-7days 04% GDs after 8-15 days 01% GDs after 15 days.
11	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.

12	Responsiveness	Addressing taxpayers grievances response/feedback to FBR and other concerned quarters	95%	<p>Baseline: No of complaints/requests received during corresponding period of last year and references received from other concerned quarters.</p> <p>Target: Response to all as per given timelines and to maintain 'nil' pendency.</p>
13	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	<p>Baseline: Amount involved in undisputed arrears/encashable instruments.</p> <p>Target: 50 % of Baseline.</p>
14	Settlement of Audit Paras	<p>Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure</p> <p>Submission of working papers to Collector for sending to the FBR before PAC/DAC meeting</p>	<p>Within 90 days</p> <p>7 days before PAC/DAC meeting</p>	<p>Baseline: Number of audit paras / PDPs received</p> <p>Target: Settlement within KPI limit</p> <p>Actual: If time limit is exceeded on more than 5%cases then target not met</p> <p>Submission of working papers to the Collector 7 days before PAC/DAC meeting</p>
15	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	<p>Baseline: to ensure that all complaints are redressed within 5 working days.</p> <p>Target: Response to all as per given timelines and to maintain 'nil' pendency.</p>
16	Human Resource and Discipline Management	Discipline	100%	<p>Target: (i) Presence of Officers/Officials at 9:00 A.M</p> <p>(ii) To initiate all due PERs by 31st of July and to countersign all PERs by 31st August</p> <p>(iii) Completion of enquiries by 1st of July</p> <p>(iv).Completion of Asset declaration by 15th of August each year</p>
17	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	<p>Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.</p>

Position Title	Additional Collector Customs	Grade	19
Function	AIR PORT TRAFFIC / AFU	Location	Preventive Collectorates
Position reports to	Collector Customs (Preventive)	Position supervises	Assistant Collectors /Deputy (Air Port Traffic)

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Revenue Targets	Achieving Collection targets as set by Collector Customs, Sales Tax, FED and WHT.	100%	<p>Baseline: Target for revenue collection as set by FBR</p> <p>Target Q1, Q2, Q3 and Q4: Baseline x KPI ÷ 4</p> <p>Actual: As per MPR</p>
2	Passenger Facilitation	Effective implementation of Green Channel facility, expeditious clearance of baggage	100%	<p>Target: Close monitoring of Departure/Arrival Lounges to ensure hassle free customs facilitation to passengers. Immediate clearance of bonafide accompanied baggage ; clearance of bonafide unaccompanied baggage within one day.</p>
3	Monitoring of Clearance of import/export consignments at Ports/Airport	90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days	100%	<p>Target : 90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days</p>
4	Detection of mis-declaration, short assessment, violation of baggage rules etc in respect of accompanied / unaccompanied baggage /import and	Number of cases detected	10%	<p>Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year</p> <p>Target. Baseline x KPI</p> <p>Actual: Cases detected and framed / proceedings started within the</p>

	export			financial year
5	Detection of contrabands	Number of cases (Quantity, value) 7. Narcotics (j) Heroin (k) Chars (l) Opium etc 8. Gold and Silver and its Jewelry etc 3. Currency	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
6	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
7	Responsiveness	Addressing taxpayers grievances, response/feedback to FBR and other concerned quarters	95%	Baseline: No of complaints/requests received during corresponding period of last year and references received from other concerned quarters. Target: Response to all as per given timelines and to maintain 'nil' pendency.
9	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
8	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Collector for sending to the FBR before PAC/DAC meeting	Within 90 days 7 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Collector 7 days before PAC/DAC meeting
9	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
10	Coordination with other stakeholders	Meetings with other agencies operating at the Air Port	100%	Target: Meetings with the officers of ASF, ANF, FLA and Port Authorities every month

11	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
12	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.

Position Title	Additional Collector Customs, Preventive /Anti-smuggling	Grade:	BPS 19
Function	PREVENTIVE/ ANTI-SMUGGLING	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Anti smuggling measures (Auction+ SWHs)	Revenue Collected (All taxes and duties)	30%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
2	Anti smuggling coordination with external stakeholders (ANF, Coast Guard, Police etc)	Monthly meetings duly recorded.	One meeting per month	Baseline: Areas of coordination to be identified and set for agenda of each meeting. Target : To optimize and synergize efforts of agencies entrusted/involved in Anti-smuggling/ enforcement functions.
3	Detection of contrabands	Number of cases (Quantity, value) 9. Narcotics (m) Heroin (n) Chars (o) Opium etc 10. Gold and Silver and its Jewelry etc 3. Currency	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
4	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
5	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts	Within 90 days	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met

		and Expenditure Submission of working papers to Collector for sending to the FBR before PAC/DAC meeting	7 days before PAC/DAC meeting	Submission of working papers to the Collector 7 days before PAC/DAC meeting
6	Prosecution cases against smugglers / Narcotics dealers etc	Number of persons arrested and FIR registered	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
7	Successful defense of adjudication cases	Number of cases won	90%	Baseline: Number of cases decided in the period. Target: Number of cases won by the department
8	Investigations	Supervising investigations as assigned to officers on case to case basis.	90%	Baseline: Ensure timely completion of investigations and submission of challan / execution of warrants and specific Court's order within the specified period. Target: Within specified time.
9	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
10	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.

Position Title	Additional Collector Customs	Grade:	19
Function	ADMINISTRATION / ESTABLISHMENT /	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant Collector Deputy Collector

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key performance Indicator	KPI	Guidelines
1	Correspondence	Timely submission of all statements to FBR, DG I&I (Customs) etc	98%	Baseline: Board's references/ Other correspondence duly responded within given timeline. Target: Number of Board's references/ Other correspondence not responded within given timeline not to exceed 2% of total number.
2	Expenditure budget	Expenditure of budget grant strictly in accordance with PPRA Rules Meeting all the deadlines of expenditure budget i.e. submission of monthly expenditure statements duly reconciled with AGPR., submission of re-appropriation, request for additional grant etc.	98%	Target: All statements/correspondence within the given timeline and 98% transactions to be cleared by RRA.
3	General Administration	Assets management, procurements, attending treasury matters,	Smooth operation of Collectorate	Target: Development and enforcement of self-sustaining procedures & SOPs requiring least intervention
4	Common Pool Fund	Management of Common Pool Fund affairs	Optimal use of man and material resources of CPF	Target: No adverse audit observations.
5	Service Matters of Officers, staff	Leave, Pension, Gratuity, Promotions, Up gradation, Medical, Hiring etc		Target: Efficient, Indiscriminate and Transparent treatment of request
6	Coordination with CPF, SR Cells, Accounts, Cash Section	Timely monitoring and supervision of the matters relating to Common Pool Funds, SR Cell, Accounts - Cash Section.		Baseline: Proper allocation / deployment of man and material resources. Target: Processing of Reward cases, medical bills, housing etc

				within time line.
7	Revenue reconciliation process	Submission of prescribed periodic revenue statements to FBR.		Baseline: Timely submission of statements. Target: Submission of statements within given timeline.
8	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
9	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.

Position Title	Additional Collector Customs	Grade:	19
Function	AUCTION	Location	All over Pakistan.
Position Reports to	Collector of Customs	Position supervises	Assistant Collector Deputy Collector

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1.	Preparation of auction able lots	To monitor proper issuance of auction notices	98%	Baseline: Ensuring Notices under Section 82 are issued and lot numbers allotted within stipulated period Target: Monitor that Sec. 82 notices are issued within 20 days and lot number allotted within 30 days after expiry of stipulated time period in 98% cases.
2.	Examination of auction able lots	Expeditious completion of examination of all auction able lots after allotting lot number	95%	Baseline: Ensuring that examination of the auction able lots is completed expeditiously. Target: Examination is completed within 10 days after issuance of notice under section 82 in 95% cases..
3.	Determination of Reserved Price (DRP)	Liaison with the Assessment Groups for expeditious determination of Reserved Price (RP)	Within 15 days	Baseline: Timely fixation of reserve prices from respective Groups. Target: Ensuring R.Ps fixation from the concerned assessment groups within 15 days of examination in 95% cases.
4.	Liaison with Terminal Operator	Close liaison with the Terminal Operator / auctioneer for matters relating to the customs auction.	Within 1 st week of the month	Baseline: Provision of B-Book and allotment of lot numbers to auction able cargo by Terminal Operators (T.O). Target: B-Books and lot numbers are provided by T.O within the 1 st week of the month.
5.	Auction schedules	Issuance of Auction schedules in consultation with the Terminal Operators.	100%	Baseline: Ensure publication of Auction schedules in news papers, dispatching to chambers of commerce and uploading on FBR's website. Target: Issuance of Auction schedule advertisement, dispatch to respective chamber of commerce and FBR's website updating at

				least 7 days before commencement of auction.
6	Auction Process	Timely and transparent auction proceedings	10%	Baseline: No. of lots auctioned during the previous auction schedule. Target: lots disposed off vis-à-vis total auctionable lots may indicate an increase of 10% as compared to previous auction schedule.
7.	Approval / Rejection	Timely and clear recommendations.	97%	Baseline: Timely disposal, recommendation for auctioned cases. Target: Disposal, recommendation within 10 days of auction in 99% cases
8.	Re-assessment	Re-assessment and Re-appraisal of Reserved Prices of damaged, deteriorated goods.	Every month	Baseline: Ensure that revision, re-assessment cases are timely concluded. Target: Ensure that all such lots identified on monthly basis and prices be revised before issuance of next auction schedule.
9.	Destruction	Goods /Lots liable to destruction after fulfilling all legal formalities	Twice a year	Baseline: Ensure d timely destruction of expired goods. Target: Destruction of expired goods on quarterly basis
10.	Sales Proceeds to owners of goods	Disbursement of Sales Proceeds in terms of Section 201 of the Customs Act, 1969	Within 45 days	Baseline: Swift disposal of sales proceeds cases. Target: Approval or rejection of sales proceeds cases within 30 days.
11.	Sales Proceeds to Terminal Operators	Disbursement of Sales Proceeds in terms of Section 201 of the Customs Act, 1969	After every 3 month	Baseline: Disposal of sales proceeds cases of T.Os. Target: Quarterly payment of sales proceeds claim of T.Os
12.	Correspondence with HQ/FBR	Timely submission of requisite reports and correspondence with the HQ/FBR	By 5 th day of every month	Baseline: Timely submission of auction statements to FBR. Target: Submission of auction statement to FBR by 5 th day of every month.
13	Redressal of grievance/ complaints	Addressing grievances of auction participants	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.

Position Title	Additional Collector	Grade:	19
Function	R & D / AIB	Location	All over Pakistan
Position Reports to	Collector of Customs.	Position supervises	Deputy / Assistant Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI

2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set

3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1.	Green Channel clearances	To monitor that Green Channel clearances are in accordance with law	100%	Baseline: Ensure that GDs cleared through Green Channels do not involve mis-declaration or avoidance of import regulations Target: Ensure that all Green Channel clearances are complete in all respect and do not involve leakage of revenue .At least 5% GDs are checked thoroughly by AIB/R&D every month..
2.	Sectoral Analysis	Supervising analysis of various sectors of economy, class of traders, origin etc	95%	Baseline: Number of sectoral analysis in corresponding previous period. Target: At least one sector is scrutinized every month.
3.	Informants	Cultivating Informers for improving effectiveness of operations	20%	Baseline: Number of information based detections during the corresponding period Target: The number of information based detections to increase by 20%
4	Over all detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by R&D	20%	Baseline: Number of case, quantity and value etc s in corresponding quarter of previous year Target. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
5	Market Surveys	Getting conducted market surveys of various commodities.	95%	Baseline: Periodic surveys to know ground facts/trends of sensitive commodities Target: At least one survey per week
6.	Workflow Analysis	Scrutiny of the process flows under various Modules to identify	98%	Baseline: Periodic reviews/scrutiny Target: At least one analysis per month

		potential weaknesses		
7	Issuance of Demand Notices	Preparation and issuance of Demands for short realized amount of duty / taxes on account of Post Release Scrutiny of the GDs.	100%	Baseline: Timely issuance of demand notices. Target: Within 24 hours of the detection.
8	Coordination with assessment groups	Overall coordination within the different assessment groups and sharing information on account of under invoiced items, wrong classifications, and any other matter relating to assessment / PRV / levy of duty / taxes. Statistical analysis thereof. Periodic scrutiny to major revenue spinners / high value / risky commodities	100%	Baseline: Regular issuance of assessment alerts to the groups. Target: Within 24 hours of the detection of phenomena of tax evasion.
9	Monthly statements	Preparation and submission of monthly statements showing performance of the PRV section and recovery made thereof.	98%	Baseline: Timely submission of reports. Target: By 7 th of each subsequent month.
10	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv). Completion of Asset declaration by 15 th of August each year
11	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.

Position Title	Additional Collector Customs	Grade:	19
Function	LICENSING	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors Licensing

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1.	Awareness	To liaise with Directorate of Training for arranging workshops, seminars for customs agents.	At least one seminar per quarter	Baseline: Ensure that awareness seminars and workshops are conducted frequently Target: Ensure that at least one seminar/workshop is held quarterly.
2.	Ensure fulfillment of formalities by applicants	Dissemination of requirements of licensing to all applicants	100%	Target: To review applications and advice applicants, staff about any shortcomings in the application for corrective action at least 15 days before test.
3.	Overseeing the Licensing Exams	Liaison with Directorate for conducting examination	100%	Target: To ensure smooth and transparent examination is conducted duly attended by all potential candidates
4	License Renewal	To ensure fulfillment of all codal formalities	100%	Target: To ensure applicants are briefed advised about the Rules and Procedures/ requirement of codal formalities
5	Suspension of License	In case of violation of Licensing Rules	100%	Baseline: Expeditious suspension of licenses Target: Suspension proceedings be initiated within 24 hours of receipt of information of offence.
6	Violation of Licensing Rules	Initiation of penal provision under Rules for violation of provisions thereof	100%	Baseline: The delinquent licensee is proceeded against under the Rules Target: To ensure that show cause notice is issued to the licensee in case of violation of rules and proceedings finalized within 120 days.
7	Amendment in License Particulars	Approve Changes in License Particulars upon request of licensee	96%	Baseline: Timely approval of requests for changes in License details Target: Approval granted within 24 hours of fulfillment of requisite formalities
8	Liaison with the Association	Close Coordination with Representative Associations for quick implementation	100%	Baseline: Periodic meetings with the Office Bearers of the Representative Associations Target: At least one meeting each month.

Position Title	Additional Collector	Grade:	19	
Function	MIS (WEBOC)	Location	All Over Pakistan	
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors	
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance				
S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 2 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
2	Liaison with PRAL / WeBOC Development Team of Directorate of R & A	Effective liaison with PRAL team for all system related matters, including generation and implementation of CRFs, retrieval of data, troubleshooting, user acceptance test etc.	100%	Baseline: As and when required. Target: KPI
3	Monitoring of disposal of requests for Amendments, Re-examinations, Un-sticking of GDs, Cancellation of TP / GD etc.	Effective monitoring of disposal of requests received by DC/AC MIS regarding amendments, Re-examinations, Un-sticking of GDs, Cancellation of TP / GD etc.	100%	Baseline: Timely review of the disposal of requests submitted by assessing officers / importers / clearing and shipping agents. Target: Within 24 hrs of receipt of MIS request
4	MIS Reports Review	To ensure that all MIS reports are reviewed on daily basis and anomalies reported to Collector.	100%	Target: Daily reviews.
5	RMS	To ensure that the risky PCTs are configured as per RMS settings in light of directives of competent authorities.		Baseline: Timely review. Target: Weekly reviews.

Position Title	Additional Collector Customs	Grade:	19
Function	LAW BRANCH /FTO / ADRC SUPERIOR COURTS/ TRIBUNAL	Location	All over Pakistan
Position Reports to	Collector of Customs MCC-Appraisalment-West	Position supervises	Assistant/Deputy Collectors
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance			

S.No.	Task	Key Performance Indicator	KPI	Guidelines
1	Nomination of lawyers	Recommendations for appointment of suitable lawyers to defend the departmental cases.	100%	Baseline: Timely recommendations for appointment of lawyer. Target: Within one day of receipt of case intimation.
2	LMS System	Supervision of the feeding of cases in the LMS system.	95%	Baseline: Ensure timely feeding. Target: LMS is timely updated on weekly basis.
3	Reply in Court cases.	Monitoring and signing of replies in court cases, duly approved by the concerned Additional Collector, well within the stipulated time period.	96%	Baseline: Timely forwarding of case and receipt of comments. Target: Petitions / Appeals / Civil Suits etc. are forwarded within 48 hours of receipt to the concerned Section / Group and Para wise comments thereon are submitted before Court within time.
4	Filing of SCRA, HCA, ICA, CPLAs, CAs etc.	Submission of SCRA, HCA, ICA, CPLAs, CAs etc. before competent forum.	100%	Baseline: To ensure submission of SCRA, HCA, ICA, CPLAs, CAs etc Target: Submission of cases within legal timeframe.
5	Disposal of hearing notices	Disposal of hearing notices received from Honorable High Court, Collector Appeal, FTO Notices.	100%	Baseline: Ensure appropriate disposal of hearing notices. Target: To ensure that all hearing notices are forwarded to concerned group / section within 24 hours of receipt thereof.
6	Liaison with Lawyers	Close liaison with the lawyers nominated in major cases and pursuing of the same diligently.	95%	Baseline: Timely and effective communication with lawyers Target: Monthly meeting with leading lawyers representing Collectorate in major cases
7	Attendance in	Attendance before the High	90%	Baseline: To ensure timely and

	Courts	Court		proper attendance. Target: To ensure that no case is disposed of for non-prosecution on the part of Collectorate.
8	Periodic Statements / correspondences with Board	Reponses to the General correspondence, Court's notices, Standing Counsel's letters	98%	Baseline: Board's references/ Other correspondence duly responded within given timeline. Target: Number of Board's references/ Other correspondence not responded within given timeline not to exceed 2% of total number.
9.	Performance Appraisal, Updating of advocate panel	Individual performance of each advocate	90%	Baseline: Annual performance review. Target: By 31 st July

Position Title	Additional Collector Customs	Grade:	19	
Function	EXTERNAL – INTERNAL AUDIT	Location	All over Pakistan	
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors Audit	
Guidelines: 1.Baseline: Denominator set for the measurement of KPI 2.Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3.Actual: Actual performance measure – to be compared with target set to identify performance				
S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Distribution of Schedules, Audit Reports, Paras.	Monitoring of the functioning of Internal/ External Audit Section	100%	Baseline: Coordination with Groups/ Sections/Branches for scheduled audits and timely dispatch of Audit observations/ reports Target: Within 3 days of receipt of Audit Report
2	Submission of working papers, annotated replies, settlement and verification	Supervision of consolidation of replies, working papers	100%	Baseline: Timely dispatch of replies to Internal Audit / CRA. Target: Consolidated replies should be sent within 48 hours of receipt of replies from relevant section / group and before the timeline set by Audit/FBR
3	Representation in the meetings	To ensure effective representation of the Collectorate in the meetings.	95%	Baseline: To ensure that Collectorate is effectively represented / defended. Target: 95% Audit Observations / Paras are settled in the meeting.
4	Follow up of Audit directives.	Follow up to ensure the DAC, Pre-MAC, PAC directives are duly responded by respective Groups, Branches	100%	Baseline: Timely circulation of DAC, Pre-MAC, PAC directives to the group / section and compilation of replies. Target: All un-attended/un-replied cases to be reported to Collector on weekly basis.
5	Submission of Monthly Reports/ replies etc	All reports are submitted in line with Board's directions	95%	Target: Monthly reports are submitted by the 5 th of every month.

Position Title	Additional Collector Customs	Grade:	19
Function	IMPORT SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Revenue Targets	Achieving Collection targets as set by Collector Customs, Sales Tax, FED and WHT.	100%	Baseline: Target for revenue collection as set by Collector Target Q1, Q2 & Q3: $\text{Baseline} \times \text{KPI} \div 4$ Target Q4: Annual Target – 9 Months' Collection Actual: As per MPR
2	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by Additional Collector in his / her jurisdiction.	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Annual Target*. $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year *Round up to nearest whole number
3	Post clearance Audit	Number of audit conducted by Additional Collector in his / her jurisdiction.	10%	Baseline: Number of Post clearance audit conducted over the previous financial year Target Q1, Q2, Q3: $\text{Baseline} \times (1 + \text{KPI}) \div 4$ Target Q4*: $(\text{Baseline} \times (1 + \text{KPI}) - \text{Audits conducted in Q1, Q2, Q3})$ *Target for Q4 will be balance of audit target for the year $(\text{Baseline} \times (1 + \text{KPI}))$
4	Settlement of Audit Paras	Ensure settlement of audit paras / PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Collector for	Within 90 days	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5% cases then target not met

		sending to the FBR before PAC/DAC meeting	7 days before PAC/DAC meeting	Submission of working papers to the Collector 7 days before PAC/DAC meeting
5	Management of manpower resources	Recommendations / advice to Collector for placement of officers and staff	-	Placement to be based on matching of skills / competencies with specific position requirements
6	Taxpayers Facilitation, Dispute Resolution/ Complaint Redressal etc	The grievances of the stakeholders are addressed in time and no issues are kept pending.	95%	Baseline: Timely resolution of complaints / day to day problems. Target: Resolution of complaints within 24 hours.
7	Monitoring of Imports related issues.	Ensuring appropriate and timely IGM filing, GD filing, Amendments, Reconciliation.	95%	Baseline: Timely action. Target: Daily disposal.
8	Monthly performance	Compilation / submission of monthly performance of Import Section	90%	Baseline: Timely submission of monthly reports. Target: Submission of monthly reports by 5 th day of subsequent month.
9	Liaison with Shipping Cos, Terminal Operators	Coordination to resolve matters regarding IGM filing, amendments thereof, reconciliation etc	95%	Baseline: Quarterly interaction. Target: Daily disposal
10	Correspondence with HQ / FBR	Timely submission of the correspondences received from FBR, Other Departments	95%	Baseline: Board's references/ Other correspondence duly responded within given timeline. Target: Number of Board's references/ Other correspondence not responded within given timeline not to exceed 2% of total number.

Position Title	Additional Collector Customs	Grade:	19
Function	RECOVERY	Location	All over Pakistan
Position Reports to	Collector of Customs.	Position supervises	Deputy / Assistant Collectors
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance			

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Maintenance of recovery records as per Recovery Rules	Updating recovery register showing pending arrears at the end of financial year	100%	
2	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
3	Coordination with Bank Guarantee and Law section.	Keep close liaison with Deputy / Assistant Collector In charge Bank Guarantee / Insurance Guarantee etc for encashment of the instruments in case of violation of the terms and conditions. close liaison with Law Branch to get update of stay orders by Courts.	Weekly meetings	Target: One weekly meeting with BG and Law Branch
4	Supervision of Recovery Proceedings.	To ensure practices followed in Recovery Section conforms with law, SOPs	100%	Target: Weekly meeting with AC/DC Recovery and PA Recovery to monitor progress of recoveries and to formulate strategy in all major cases.
5	Formulation of strategies for expediting recoveries	The strategies result into marked improvement over corresponding period	Weekly meetings	Target: One weekly meeting with Groups/ MIS/User ID
6	Coordination with Groups/ Branches		95%	Ensure that Collectorate works as a cohesive unit and various Sections/Branches/Groups play their role towards liquidation of arrears
7	Recovery Notices	To issue Recovery Notices in sequential order as	95%	Baseline: Timely issuance of Recovery Notices and initiation of

		provided under section 202 of the Customs Act, 1969.		next step of Recovery proceedings. Target: Within specified period.
8	Nomination of Attachment Officer	To nominate Attachment Officers wherever warranted.	90%	Baseline: Timely nomination of Attachment Officers, for recovery of due amount. Target: Submission of monthly progress report on actions taken by Attachment Officers.
9	Warrant of attachment	Issuance of warrant of attachment upon recommendation of Attachment Officer	95%	Target: Within one day of receipt of recommendation
10	Blocking / De-blocking	Recommendations to the section / group concerned for blocking – de-blocking of defaulting importers / clearing agents	95%	Baseline: Timely issuance of notices and completion of proceedings. Target: Weekly disposal of 95 % cases
11	Maintenance of Record	All record pertaining to the Recovery be maintained in presentable manners.	100%	Baseline: Prescribed recovery register be maintained. Target: All entries in the register be completed on weekly basis.
12	Submission of Monthly Reports/ replies etc	All reports are submitted in line with Board's directions	95%	Baseline: Timely submission Target: Monthly reports are submitted by the 5 th of every month.

Position Title	Additional Collector Customs (Adjudication)	Grade: 19		
Function:	CUSTOMS ADJUDICATION	Location:	Countrywide	
Position Reports To:	Collector Adjudication.	Position Supervises: Additional / Deputy/ Assistant Collector		
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance				
S.No.	Task	Key performance Indicator	KPI	Guidelines
1	Interpretation and application of law	Judicious interpretation and application of law; independent evaluation of facts of the case. At least 60% of the decision should be up held in second appeal.	100%	
2	Disposal/sustainability of Adjudication cases.	All Adjudication cases should be decided one hundred and twenty days of the issuance of show cause notice or within such period extended by the Collector for which reasons shall be recorded in writing, but such extended period shall in no case exceed sixty days.	100%	At least 60% of the decision should be up held in first appeal.
3	Decision in appeals	Decision in appeals filed against the Order in original passed by the Deputy Collector Adjudication.	60%	
4	Facilitation	Complaints filed by the taxpayers are decided within a week time.	60%	
5	Human Resource.	Effective utilization of Human Resource. by monitoring of capacity building Targets met by the subordinates and performing objective performance appraisals of subordinate officers.	40%	

	COLLECTOR CUSTOMS		
Function	ASSESSMENT	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser / Appraiser

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key performance Indicator	KPI	Guidelines
1	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2	Revenue Targets	Achieving Collection targets as set by Collector regarding CD, Sales Tax, FED and WHT at import stage.	100%	Baseline: Target for revenue collection as set by Collector Target Q1, Q2, Q3 & Q4: $\text{Baseline} \times \text{KPI} \div 4$ Actual: As per MPR
3	Revenue Collection through Administrative Measures	Number of cases detected by MCC, Number of audit conducted and valuation cases finalized	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target: $\text{Baseline} \times \text{KPI}$ Actual: Cases detected and framed / proceedings started within the financial year
4	Approval / Rejection of Examination requests.	Timely approval / rejection of the examination requests initiated by Assessment Staff.	Two hours	Baseline: Time taken in deciding request for examination by assessment staff. Target: Each request is decided within two hours.
5.	Calling Documents.	Timely Approval / Rejection of	Within two	Baseline: Time taken in deciding request for calling documents by

		documents calling requests initiated by Assessment Staff.	hour	assessment staff. Target: Each request is decided within one hour.
7.	Assessments / Second Reviews	All Second Reviews are timely disposed of.	95%	Baseline: Except in cases where personal hearing is necessary, number of Second Reviews disposed of within 24 hours. Target: Number of Second Reviews not disposed of within 24 hours not to exceed 5% of total number of Second Reviews filed
8.	Detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by the Group / Division / Section / Branch.	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Annual Target. Baseline x (1+KPI) Actual: Cases detected and framed / proceedings started within the financial year
9.	Scrutiny/ Audit of Clearances	Scrutiny/Audit conducted	10%	Baseline: No of clearances scrutinized/audited Target: In at least 5% cases, more revenue is collected than originally assessed
10.	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
11.	Sanction of Refund claims	Disposal of refund claim in respect of his / her jurisdiction	Within the prescribed limit	Baseline: Discouraging pendency. Target: Monthly closure.
12.	Provisional Assessments	Timely completion of provisional assessments	100%	Baseline: Number of Provisional Assessments finalized within the prescribed time limit. Target: 100% of Provisional Assessments (excluding Court cases or PCT classification, Board's references etc) are finalized within the prescribed time limit.
13.	Correspondence with FBR & other departments	Timely submission of replies.	98%	Baseline: Number of Board's references/ Other Departments correspondence duly responded within given timeline. Target: Number of Board's references/ Other Department's correspondence not responded within given timeline not to exceed 2% of total number.
14.	Settlement of Audit	Ensure settlement of	Within	Baseline: Number of audit paras /

	Paras	<p>audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure</p> <p>Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting</p>	<p>90 days</p> <p>8 days before PAC/DAC meeting</p>	<p>PDPs received</p> <p>Target: Settlement within KPI limit</p> <p>Actual: If time limit is exceeded on more than 5%cases then target not met</p> <p>Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting</p>
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Position	Deputy/Assistant Collector Customs	Grade	BPS-18/17
Function	AIR PORT (TRAFFIC/AFU)	Location	Air Ports Preventive Collectorates
Position reports to	Additional Collector Customs Air Port	Position Supervises	Superintendents/ Dy. Superintendents / Inspectors/ Sepoys

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Revenue Targets	Achieving Collection targets as set by Collector Customs, Sales Tax, FED and WHT.	100%	<p>Baseline: Target for revenue collection as set by FBR</p> <p>Target Q1, Q2, Q3 and Q4: Baseline x KPI ÷ 4</p> <p>Actual: As per MPR</p>
2	Passenger Facilitation	Effective implementation of Green Channel facility, expeditious clearance of baggage	100%	<p>Target: Close monitoring of Departure/Arrival Lounges to ensure hassle free customs facilitation to passengers. Immediate clearance of bonafide accompanied baggage ; clearance of bonafide unaccompanied baggage within one day.</p>
3	Detection of mis-declaration, short assessment, violation of baggage rules etc in respect of accompanied / unaccompanied baggage /import and export	Number of cases detected	10%	<p>Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year</p> <p>Target: Baseline x KPI</p> <p>Actual: Cases detected and framed / proceedings started within the financial year</p>
4	Detection of contrabands	<p>Number of cases (Quantity, value)</p> <p>11. Narcotics (p) Heroin (q) Chars (r) Opium etc 12. Gold and Silver and</p>	10%	<p>Baseline: Corresponding quarter of previous year</p> <p>Target: Baseline + KPI</p>

		its Jewelry etc 3. Currency		
5	Refund claims in respect of Airport/AFU	Disposal of refund claim	Within prescribed time	Baseline: Number of refund claims received Target: Finalization within KPI
6	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
7	Responsiveness	Addressing taxpayers grievances, response/feedback to FBR and other concerned quarters	95%	Baseline: No of complaints/requests received during corresponding period of last year and references received from other concerned quarters. Target: Response to all as per given timelines and to maintain 'nil' pendency.
8	Recovery (Arrears, encashment of Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	Liquidation of undisputed arrears and recovery of encashable instruments.	50%	Baseline: Amount involved in undisputed arrears/encashable instruments. Target: 50 % of Baseline.
10	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting
11	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
12	Coordination with other stakeholders	Meetings with other agencies operating at the Air Port	100%	Target: Meetings with the officers of ASF, ANF, FIA and Port Authorities every month
13	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August

				(iii) Completion of enquiries by 1 st of July (iv).Completion of Asset declaration by 15 th of August each year
14	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.

Position	Deputy/Assistant Collector Customs	Grade	18/17
Function	BAGGAGE	Location	Preventive Collectorates of Customs
Position reports to	Additional Collector Customs	Position Supervises	Superintendent Baggage

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No.	Task	Key performance Indicator	KPI	Guidelines
1	Clearance of B.Ds	Timely processing and clearance of B.Ds	20%	Target: Average dwell time of total B.Ds during corresponding quarter of the previous year Baseline + KPI
2	Baggage examination	B.Ds are randomly examined by AC/DC baggage	20%	Target: 20% of the B.Ds filed every month are examined by AC/DC (Baggage)
3	Facilitation and redressal of complaints	Complaints are redressed within working hours	80%	Target: 80% of the complaints received are redressed within the same working day
4	Post-baggage clearance audit	No. of cases reviewed for audit	100%	Target: 50% cases of baggage clearance are reviewed/audited on monthly basis
5	Adjudication of the cases related to baggage violations	Cases are decided on time	100%	Target: 90% cases of baggage violations are summarily decided on the same day
6	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure. Submission of working papers to Additional Collector for	Within 90 days 8 days before PAC/D AC	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

		sending to the Collector for onward submission to FBR before PAC/DAC meeting	meetin g	
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Position Title	Deputy – Assistant Collector Customs	Grade:	18 – 17
Function	EXAMINATION	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser / Appraiser

Guidelines:

1. **Baseline:** Denominator set for the measurement of KPI
2. **Target:** To be decided with superior – expected number to be achieved given the baseline and KPI set
3. **Actual:** Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1.	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2.	Arrangement of Consignments for examination	Arrangement for timely de-sealing of the containers grounded for examination	100%	Baseline: To ensure grounded containers de-sealed forthwith and arranged for examination. Target: To ensure that all containers marked for examination de-sealed by 7 am under customs supervision and arranged for examination by 9:30.
3.	Revenue Collection through Administrative Measures	Number of cases of misdeclaration detected and revenue realized there from	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Target. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
4.	Disposal	Timely examination of imported / exported consignment.	100%	Baseline: To ensure that containers marked for examination are examined expeditiously. Target: To ensure that single items and multiple items containers examined within 24 hours and 48 hours respectively. On average 90% of the grounded containers are examined the same day.
5.	Physical	Personal examination	2	Target: At least 2 consignments are

	Examination	of consignments	consignments per day	personally examined per day
6.	Dwell time	Uploading / Completion of examination reports on real time basis	95%	Baseline: Close monitoring to ensure real time feeding of examination reports all along the day. Target: To ensure reports are fed on real time basis and the examining officers complete 95% of the assigned examinations before the close of day.
7.	Examination of containers	Examination reports through the user ID of AC/DC examination	98%	Baseline: examination reports of goods require to be examined by AC/DC are forwarded through user ID of AC/DC. Target: To ensure that examination reports of goods which are required to be examined by AC/DC are sent through his own user ID. Further, all re-examinations shall be conducted by the AC/DC examination.
8.	Detection of mis- declaration, fraud etc	Number of cases detected in his / her jurisdiction.	10%	Baseline: Number of cases, quantity and value etc in corresponding quarter of previous year Annual Target*. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year *Round up to nearest whole number
9.	Correctness of examination reports	Monitoring / Supervising of uploading of examination reports covering all aspects of goods.	90%	Baseline: examination reports are complete, covering all aspects of goods and uploading of images showing all specifications of goods. Target: To ensure that examination reports covers all aspects of the goods and the queries of examination order and structural description are fully answered.
10.	Dispatching of samples	Representative samples are forwarded to lab and assessment groups in time.	100%	Baseline: samples to lab shall be dispatched in time through AC/DC examination. Target: To ensure that samples are forwarded to lab and assessment groups with the forwarding letter of AC/DC port twice a day.
11.	Liaison with Terminal operator	Close liaison with the Terminal operator for matters relating to the customs matters	90%	Baseline: liaison with terminal operator for (i) expeditious grounding of containers marked for examination and (ii) submission of documents received by TO at gate out stage. Target: To ensure that containers

				marked for examination are grounded without any delay and the documents collected by terminal operator at gate out stage are submitted in the office of AC/DC port on the next day for verification from concerned authorities.
12.	Trade Facilitation	Addressing taxpayers grievances , response/feedback to FBR and other concerned quarters	95%	<p>Baseline: No of complaints/requests received during corresponding period of last year and references received from other concerned quarters.</p> <p>Target: Response to all as per given timelines and to maintain 'nil' pendency.</p>

Position Title	Deputy / Assistant Collector Customs	Grade: 18/17	
Function:	EXPORT/ BONDS /EPZ	Location:	Countrywide
Position Reports To: Additional Collector		Position Supervises: Deputy/Assistant Collector	

Guidelines:

1. **Baseline:** Denominator set for the measurement of KPI
2. **Target:** To be decided with superior – expected number to be achieved given the baseline and KPI set
3. **Actual:** Actual performance measure – to be compared with target set to identify performance

S.No.	Task	Key Performance Indicator	KPI	Guidelines
1	Monitoring of Clearance of export consignments at Ports/Airport	90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days	100%	Target : 90% GDs – in one day 8% GDs- in two days 2% GDs- in Three days
2	Drawback claims	Timely processing of duty drawback claims	100%	Target: 90% of duty drawback claims to be processed within 14 days of filing 6% of duty drawback claims to be processed within 21 days of filing 4% of duty drawback claims to be processed within 30 days of filing
3	Temporary imports, DTRE Scheme, Manufacturing bonds, EPZ	Implementation of DTRE Scheme, Temporary imports, Manufacturing bonds and EPZ facility for export facilitation	100 %	Target: Issuance of licenses/permissions for DTRE Scheme, Temporary imports,, Manufacturing bonds and EPZ within 21 days of application.
4	Narcotics Interdiction	Effective strategy of narcotics interdiction through targeted examination of consignments and risk profiling of exporters; liaison with ANF and Drug Enforcement Cell	Monthly meetings with ANF/ DEC and RMU.	Target: One meeting each month with ANF/DEC and RMU with proper agenda and review of progress.
5	Redressal of grievance/ complaints	Addressing taxpayers grievances	100%	Baseline: to ensure that all complaints are redressed within 5 working days. Target: Response to all as per given timelines and to maintain 'nil' pendency.
6	Recovery (Arrears, encashment of	Liquidation of undisputed arrears and	50%	Baseline: Amount involved in undisputed arrears/encashable

	Bank Guarantee/ Post dated cheque/Insurance Guarantee etc)	recovery of encashable instruments.		instruments. Target: 50 % of Baseline.
7	Post Release Verification	Scrutiny of all GDs cleared under green channel.	100%	All GDs to be checked cleared under green channel.
8	Detection of mis- declaration, short assessment, over payment of duty drawback, violation of temporary export regime rules, SRO etc	Number of cases detected in his / her jurisdiction	10%	Baseline: Number of cases, quantity and value in corresponding quarter of previous year Annual Target*. Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year *Round up to nearest whole number
9	Post clearance Audit	Number of audit conducted in his / her jurisdiction	10%	Baseline: Post clearance audit conducted over the previous financial year Target Q1,Q2, Q3: Baseline x (1+KPI) ÷4 Target Q4* : (Baseline x (1+KPI) - Audits conducted in Q1, Q2, Q3 *Target for Q4 will be balance of audit target for the year (Baseline x (1+KPI))
10	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Withi n 90 days 8 days before PAC/ DAC meetin g	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting
11	Management of manpower resources	Recommendations / advice to Collector for placement of officers and staff	-	Placement to be based on matching of skills / competencies with specific position requirements

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	AUCTION	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser Appraiser

Guidelines:

1. **Baseline:** Denominator set for the measurement of KPI
2. **Target:** To be decided with superior – expected number to be achieved given the baseline and KPI set
3. **Actual:** Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Auction of Goods	To monitor / supervise and identify un-cleared / unclaimed indices and confiscated lots for auction within time frame given under the relevant provisions of section 82 of the Customs Act, 1969.	95%	Baseline: Substantial percentage increase in the number of lots disposed off through auction. Target: lots disposed off vis-à-vis total auction able lots may indicate an increase of 15% compared to previous year Actual: lots disposed off through auction during the financial year.
2	Collection of auction proceeds.	Achieving auction targets as set by the Collector (Customs, Sales Tax, FED and WHT).	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
3.	Completion of auction process	To monitor / supervise the entire auction process and completion of the same well within the time frames as provided vide Section 82 of the Customs Act, 1969 read with Customs Auction Rules, 2001 (SRO 450(I)/2001).	95%	Baseline: Ensuring Section 82 notices are issued and lot numbers are allotted. Target: Notices under section 82 have been issued in 20 days and lot number allotted within 30 days as stipulated by Customs Act Actual: Actual number of Section 82 notices issued and lot numbers allotted.
4	Approval / Rejection	Timely submission of auction lots with clear recommendations for approval / competent authority.	98%	Baseline: Timely submissions of auctioned lots for approval and number of auctioned cases forwarded for approval. Target: Submissions of auctioned lots for approval within 10 days and number of lots approved. Actual: Number of lots forwarded for approval and time taken for submission of auctioned lots.
5	Examination of auction able lots	Expeditious completion of examination of all auction able lots after allotting lot	90%	Baseline: examination of the auction able lots shall be completed expeditiously after issuance of notice under section 82 of the

		number		Customs Act, 1969. Target: Examination of the auction able lots shall be completed within 10 days after issuance of notice under section 82 of the Customs Act, 1969. Actual:
6.	Determination of Reserved Price (DRP)	Liaison with the Assessment Groups for expeditious completion of process of Determination of Reserved Price (DRP)	Within 15 days	Baseline: Timely fixation of reserve prices from respective Groups. Target: Ensuring R.Ps fixation from the concerned assessment groups within 15 days. Actual: Days taken for fixation of R.Ps.
7.	Liaison with Terminal Operator	Close liaison with the Terminal Operator / auctioneer for matters relating to the customs auction.	Within 1 st week of the month	Baseline: Provision of B-Book and allotment of lot numbers to auction able cargo by Terminal Operators (T.O). Target: B-Books and lot numbers are provided by T.O within the 1 st week of the month. Actual: Time taken for issuance of B-Book and allotment of lot numbers.
8	Auction schedules	Issuance of Auction schedules in consultation with the Terminal Operators.	90%	Baseline: Issuance of Auction schedules and advertisement in news papers, dispatching to respective chamber of commerce and uploading on FBR's website. Target: Issuance of Auction schedule and advertisement in news papers, dispatching to respective chamber of commerce and uploading it on FBR's website 7 days in advance. Actual: Time taken for issuance of auction schedule, advertisement in news papers and dispatching to chamber of commerce and uploading it on FBR's website.
9	Sales Proceeds	Processing / completion of files relating to Sales Proceeds in terms of Section 201 of the Customs Act, 1969, filed by original owner of the auctioned goods	Within 45 days	Baseline: Swift disposal of sales proceeds cases. Target: Approval or rejection of sales proceeds cases within 30 days. Actual: Number of days taken for approval or rejection of sale proceeds.
10.	Re-assessment	Re-assessment and Re-appraisal of Reserved Prices of damaged, deteriorated goods.	Every month	Baseline: Number of cases forwarded for revision and re-assessment. Target: All such lots shall be identified on monthly basis and prices be revised before

				issuance of next auction schedule. Actual: Time taken for revision of reserved price for damaged and deteriorated goods.
11	Destruction	Identification of goods/ items/ lots ripe for destruction and completion of destruction process twice in a financial year after fulfilling all cordial formalities and liaison with the local departments (Police, Environmental Protection Agency, PPRO etc.), for the purpose.	Twice a year	Baseline: Destruction of expired goods. Target: Destruction of expired goods on quarterly basis Actual: Number of destruction in a financial year.
12.	Sales Proceeds to owners of goods	Processing / completion of files relating to Sales Proceeds in terms of Section 201 of the Customs Act, 1969, filed by original owner of the auctioned goods	Within 45 days	Baseline: Swift disposal of sales proceeds cases. Target: Approval or rejection of sales proceeds cases within 30 days. Actual: Number of days taken for approval or rejection of sale proceeds.
13.	Sales Proceeds by Terminal Operators	Processing / completion of files relating to Sales Proceeds in terms of Section 201 of the Customs Act, 1969, filed by the Custodian of auctioned goods.	After every 3 months	Baseline: Disposal of sales proceeds cases of T.Os. Target: Quarterly payment of sales proceeds claim of T.Os. Actual: Time taken for disposal of sales proceeds claims from T.Os.
14.	Correspondence with HQ/FBR	Timely submission of requisite reports and correspondence with the HQ/FBR	By 5 th day of every month	Baseline: Timely submission of auction statements to FBR. Target: Submission of auction statement to FBR by 5 th day of every month. Actual: Time Taken for submission of auction statement by 5 th day of every month.
15	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/ DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	ADMINISTRATION / ESTABLISHMENT	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector Customs	Position supervises	Principal Appraiser, Appraisers, Examiners, Ministerial staff

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Performance Management	Ensure completion and submission of performance reports (PERs) from all officers officials.	Complete activity by 30 th Sept each year	Baseline: Timely response to the matters relating to Establishment Section. Target: Disposal within the given timeline.
2	Maintenance of discipline among officers and staff	Officers attendance, uniform, grooming	80%	Baseline: Total number of officers / staff. Target: Number of officers meeting standard of discipline
3	Coordinating disciplinary proceedings	Coordination for effective & timely conclusion of disciplinary cases by enquiry officers and authorized officers.	Disciplinary cases to be disposed off 100%	Baseline: Timely response to the matters relating to Confidential Section. Target: Disposal within the given timeline.
4	Correspondence	Timely submission of all statements to FBR; DG I&I (Customs) etc	95%	Target: As per given timelines.
5	Human Resource and Discipline Management	Discipline	100%	Target: (i) Presence of Officers/Officials at 9:00 A.M (ii) To initiate all due PERs by 31 st of July and to countersign all PERs by 31 st August (iii) Completion of enquiries by 1 st of July (iv). Completion of Asset declaration by 15 th of August each year
6	Expenditure budget	Meeting all the deadlines of expenditure budget i.e.	90%	Baseline: Monthly reconciliation and

		submission of monthly expenditure statements duly reconciled with AGPR., submission of re-appropriation, request for additional grant etc.		quantification of expenditure. Target: Completion of process of quantification / reconciliation by 7 th of the subsequent month.
7	Provision of material resources to field formations	Timely provision of allocated resources	90%	Baseline: Need assessment of resources for field units. Target: Resources actually supplied to field units.
8	Keeping the office premises fully operational	Provision of security. Uninterrupted utilities. Cleanliness of premises	90%	Baseline: Facilities of Custom House Target: Number of facilities which are fully operational.
9	Maintenance	Proper maintenance of the assets, transport, logistics etc.	90%	Baseline: Timely maintenance of the assets, transport, logistics etc within available resources. Target: To implement monthly maintenance schedule of assets.
10	Overall coordination	Overall coordination within the different divisions / sections of the Collectorate.	90%	Baseline: Proper allocation / deployment of man and material resources. Target: Disposal of requests received from different divisions / sections within 03 days.
11	General Administration	Assets management, procurements, attending treasury matters,	Smooth operation of Collectorate	Target: Development and enforcement of self-sustaining procedures & SOPs requiring least intervention
12	Common Pool Fund	Management of Common Pool Fund affairs	Optimal use of man and material resources of CPF	Target: No adverse audit observations.
13	Service Matters of Officers, staff	Leave, Pension, Gratuity, Promotions, Up gradation, Medical, Hiring etc	95%	Target: Efficient, Indiscriminate and Transparent treatment of request

14	Revenue reconciliation process	Submission of prescribed periodic revenue statements to FBR.	95%	<p>Baseline: Timely submission of statements.</p> <p>Target: Submission of statements within given timeline.</p>
15	Settlement of Audit Paras	<p>Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure</p> <p>Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting</p>	<p>Within 90 days</p> <p>8 days before PAC/DAC meeting</p>	<p>Baseline: Number of audit paras / PDPs received</p> <p>Target: Settlement within KPI limit</p> <p>Actual: If time limit is exceeded on more than 5%cases then target not met</p> <p>Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting</p>

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	LICENSING	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers,

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Grant of license	License is granted within reasonable time	95%	Baseline: No of applications received during the given time period. Target: Request is approved / rejected within 30 days of announcement of result of Customs Agents examination.
2	Timely response	Timely response to the matters relating to the Licensing Section like blocking, de-blocking, feeding of bonded carrier vehicles, issuance / refreshing of passwords.	90%	Baseline: No. of request letters received during the month. Target: All requests letters are responded within 36 hours on the average.
3	Interview	Timely arranging of interview of clearing agents.	95%	Baseline: No. of requests received per month. Target: All requests to be disposed of within 30 days of announcement of result of examination.
4	Renewal / Encashment of Securities.	Renewal and encashment of securities submitted by clearing agents and bonded carriers.	98%	Baseline: Timely renewal / encashment of all securities. Target: Renewal / encashment of all securities before expiry thereof.
5	Record	Preparation and compilation of all record pertaining to the Customs Agents Licensees / Sub-licensees.	95%	Baseline: Periodic updation of record. Target: All case files to be updated on quarterly basis.
6	Departmental proceedings	Initiation of departmental proceedings on violation of the Customs Agents Licensing Rules, 2001 (as amended from time to time).	98%	Baseline: Quick response to recommendation of suspension of license in the system. Target: Suspension in the system within 24 hours.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	EXTERNAL – INTERNAL AUDIT (CRA / PCA)	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraiser, Appraisers,

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Indicator	Performance	KPI	Guidelines
1	Audit observations / reports	Group wise segregation of the cases and forwarding thereof to the concerned group / section for preparation of annotated replies by group / section concerned.		100%	Baseline: timely segregation and dispatch. Target: Audit reports upon receipt are segregated and forwarded within 48 hours to Groups/Section concerned.
2	Consolidation of replies	The annotated replies are compiled along with annexure and forwarded Directorate General of Internal Audit / CRA.		95%	Baseline: Timely dispatch of replies to Internal Audit / CRA. Target: Consolidated replies should be sent within 48 hours of receipt of replies from relevant Section / Group.
3	Preparation for meetings	To ensure proper preparation for meetings (Pre-Mac, DAC, PAC etc)		98%	Baseline: To ensure that proper case files / folder complete in all respects are prepared and to ensure that Collectorate is effectively represented / defended. Target: to accomplish preparations at-least 24 hours before the scheduled meetings. <i>Maximum number of Audit Observations/ Paras are settled in the meeting.</i>
4	Representation in the meetings	To ensure effective representation of the Collectorate in the meetings.		95%	Baseline: To ensure that Collectorate is effectively represented / defended. Target: Maximum number of Audit Observations / Paras are settled in the meeting.
5	Liaison with all groups / sections regarding verification of Paras.	To ensure proper liaison. Follow up and circulation of DAC, Pre-MAC, PAC directives to all sections within time.		95%	Baseline: Timely dispatch of verification schedule and circulation of DAC, Pre-MAC, PAC directives to the group / section. Target: Within 24 hours.

6	Maintenance of Record	All record pertaining to the Recovery be maintained in presentable manners.	97%	Baseline: Updating of prescribed data bank. Target: Monthly updation of each paras.
7	Submission of Monthly Reports/ replies etc	All reports are submitted in line with Board's directions	95%	Baseline: Timely submission Target Monthly reports are submitted by the 5 th of every month.
8	Correspondence	Board's/ Other Departments letters are appropriately responded	95%	Baseline: Board's references/ Other correspondence duly responded within given timeline. Target: Number of Board's references/ Other correspondence not responded within given timeline not to exceed 2% of total number.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	IMPORTS/MCD SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. **Baseline:** Denominator set for the measurement of KPI
2. **Target:** To be decided with superior – expected number to be achieved given the baseline and KPI set
3. **Actual:** Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1	Import Section	Monitoring / Supervision of on-line filing of Import General Manifest by shipping companies and re-conciliation of data with Terminal Operators.	95%	Baseline: Timely reconciliation of IGM with the shipping line data and terminal operators. Target: In all short / excess landing cases, Show Cause Notices to be issued within seven days of filing of IGM.
2	Amendments / Corrections in Import General Manifest	Timely and prompt recommendations or approval for acceptance / rejection of requests regarding amendments, in respect of consignee name, address, destination etc.	97%	Baseline: Timely disposal of requests for amendments and corrections. Target: Disposal of amendment / correction requests within 24 hours of filing of application complete in all respects.
3	Monthly performance	Compilation / submission of monthly performance of Import Section	95%	Baseline: Timely submission of monthly reports. Target: Submission of monthly reports by 5 th day of subsequent month.
4	Correspondence with HQ / FBR	Timely submission of the correspondences received from FBR or headquarters.	98%	Baseline: Timely submission of auction statements to FBR. Target: Submission of statement to FBR by 5 th day of every month. Actual: Time Taken for submission of statement by 5 th day of every month.
5	Complaint redressal	On the spot decision on the complaints and to solve day to day problems	98%	Baseline: Timely resolution of complaints / day to day problems.

		of tax payers relating to import section.		Target: Resolution of complaints within 24 hours.
6	Decisions on IGM amendments	Adjudication of cases under section 43 & 45 of Customs Act, 1969.	120 days	Baseline: Swift decision of MCD cases. Target: Disposal within 48 hours. Actual: Time taken for disposal.
7	MCD Monthly Statement	Monthly statement of un-claimed indices to be forwarded to Collector.	10 th day of every month	Baseline: Submission of statement. Target: Submission of statement by 10 th day of every month. Actual: Time taken for submission of statement.
8	Intimation of un-claimed indices	Intimation of un-claimed indices to respective wharves to ensure issuance of noticed under section 82 of Customs Act, 1969.	Within 10 days	Baseline: Timely intimation of un-claimed indices to wharves. Target: Intimation for issuance of notices under section 82 of Customs Act, 1969 within 10 days. Actual: Time taken for intimation to respective wharves/sheds.
9	Adjudication of MCD cases	Adjudication of cases under section 43 & 45 of Customs Act, 1969.	120 days	Baseline: Swift adjudication of MCD cases. Target: Disposal within 120 days. Actual: Time taken for disposal.
10	MCD Monthly Statement	Monthly statement of un-claimed indices to be forwarded to Collector.	10 th day of every month	Baseline: Submission of statement. Target: Submission of statement by 10 th day of every month. Actual: Time taken for submission of statement.
11	Intimation of un-claimed indices	Intimation of un-claimed indices to respective wharves to ensure issuance of noticed under section 82 of Customs Act, 1969.	Within 10 days	Baseline: Timely intimation of un-claimed indices to wharves. Target: Intimation for issuance of notices under section 82 of Customs Act, 1969 within 10 days. Actual: Time taken for intimation to respective wharves/sheds.
12	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	ADJUDICATION	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1	Adjudication	Timely completion of adjudication proceedings in respect of cases assigned for adjudication, as per Section 43, 45, 82, 179(2) of the Customs Act, 1969 read with SRO 886(I)/2012 and instructions issued on the issue.	100%	Baseline: Timely completion of adjudication proceedings. Target: within specified period.
2	Issuance of Show Cause Notices / Contravention Report	Timely issuance of comprehensive Show Cause Notices in respect of contravention cases assigned for adjudication.	100%	Baseline: Timely issuance of show cause notices. Target: within specified period.
3	Issuance of Order in Originals	Orders in Original to be issued elaborating each and every aspect of the case analyzing the importers submission and conclusion thereof covering the four corners of law - procedure.	95%	Baseline: Timely completion. Target: within specified period.
4	Quality of Order-in-Originals	Cases stand the test of appeal before Collector (Appeals)	70%	Target: 70% of the cases decided by the officer stand the test of appeal at the level of Collector (Appeals)
5	Expeditious disposal of cases of summary adjudication	Cases of summary adjudication are decided promptly	90%	Target: Within 48 hours of the request received for summary adjudication
6	Monthly inspections	Regular inspection of record related to receipt of contravention cases, and dispatch of show cause notices, hearing notices and	100%	Target: Record is inspected every month by the officer

		Order-in-Originals		
7	Maintenance of Record / Monthly statements	All Order in Originals be serial numbered from the January 1 st every year and placed in a separate folder.	98%	Baseline: Timely completion. Target: within specified period.
8	Equitable Treatment	To ensure equitable and judicious treatment to the taxpayers in deciding cases.	100%	Baseline: Minimum number of appeals by the Department against Orders issued Target:
9	Disposal of requests in invoice not found cases	Timely disposal of the requests.	97%	Baseline: Timely disposal. Target: On the same day.
10	De-blocking of IGM	Imposition of fine as per Section 156(1) of the Customs Act, 1969.	95%	Baseline: Timely disposal. Target: On the same day.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	MIS	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Traders facilitation	Timely and expeditious trade facilitation e.g. change of AO name, GD assignment, routing, conveying of message, de-blocking of bonded carriers, NTN blocking / de-blocking etc.	98%	Baseline: Number of requests submitted by importers / clearing agents. Target: Within 03 hours on the average.
2	Data procurement from WeBOC Development Team	Data on the prescribed format may be procured, as and when requested by the concern sectional head	95%	Baseline: As and when required by concerned section / branch. Target: Within 24 hours.
3	User ID creation / assignment of roles to the internal users	Timely creation of User ID / assignment of role.	97%	Baseline: Within 01 hour. Target: Within 01 hour of receipt of request.
4	Amendments	Permissible amendments, corrections in Bill of lading / manifest / correction of quantities after gate out in bulk cargo etc may be made with due diligent.	95%	Baseline: Target: Within 03 hours of the receipt of request.
5	Re-examination	The GDs called for re-examination be marked / assigned for re-examination on the specific approval by the sectional head.	98%	Baseline: Timely approval. Target: Within 01 hours of receipt of request.
6	Un-stick of GDs	Upon receipt of specific request from the sectional head, the GDs may be marked as "Un-stick"	95%	Baseline: Timely approval. Target: Within 01 hours of receipt of request.
7	Cancellation of TP / GD	Due diligence to be made for cancellation of TPs meant for out stations.	97%	Baseline: Timely approval. Target: Within 01 hours of receipt of request.

8	Processing of requests for removal of glitches in the system faced by the stakeholders	Glitches are removed promptly	80%	Target: 80% of the requests are disposed of within the same working day
9	Generation and analysis of weekly reports of import / export clearances, sanctioning of Refund & Rebate and Concessionary SRO's for ADC / Collector	Weekly reports are generated for the stakeholders	100%	Target: Standardized reports as agreed with the supervisory officer are generated well in time
10	Processing of requests for registration in the system	Requests are processed expeditiously	80%	Target: 80% of the requests are processed within two working days
11	Training and skill development of all stake holders through internal / external sources	Monthly well organized training sessions are held	100%	Target: One training session each month via internal or external sources
12	Processing of change requests	Every CRF is processed timely	100%	Target: Processing within 03 days of the receipt of the CRF
13	RMS	Risky PCTs to be configured as per RMS settings in the light of competent authorities directives.	100%	Baseline: Timely approval. Target: Within 01 hours of receipt of request.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	R&D/AIB/PRV	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1	Mobilization	Active supervision, monitoring, guidance and motivation of officials / subordinates to maximize seizures, contraventions, Detections, and mobilization of R&D / AIB.	96%	Baseline: Frequent meetings with R&D staff and surprise check of record. Target: Fortnightly meetings to assess overall performance and evaluate import trend.
2	Seizure / Contraventions	Scrutiny and follow up of seizure / contravention cases till finalization of adjudication / criminal proceedings.	95%	Baseline: Seizures / contraventions effected during the corresponding period of last year. Target: Increase by 20% of detection of evaded revenue as detected over the corresponding period.
3	Information sharing / cultivation	Gathering intelligence and collection of data from within and outside the department for analysis. Cultivation of information sources.	90%	Baseline: To build credible information network. Target: Increase in information based cases by 10% over the corresponding period.
4	Over all detection of mis-declaration, short assessment, violation of concessionary regimes' SRO etc	Number of cases detected by R&D/AIB/PRV	20%	Baseline: Number of cases , quantity and value etc in corresponding quarter of previous year Target: Baseline x KPI Actual: Cases detected and framed / proceedings started within the financial year
5	Human Resource	Effective utilization of Human Resource for maximizing the performance.	95%	Baseline: Equitable / expertise based distribution of work and monitoring of individual performance. Target: At least one contravention

				per month by each officer.
6	Investigations	Supervising investigations as assigned to officers on case to case basis.	90%	Baseline: Ensure timely completion of investigations and submission of challan / execution of warrants and specific Court's order within the specified period. Target: Within specified time.
7	Complaint redressal	To check the veracity and contents of any complaint and its disposal thereof while making contact with the complainant.	98%	Baseline: Timely and prompt response to the complaint and disposal thereof. Target: To check the veracity of a complaint within 03 days for further action.
8	Review of clearances	Review of GDs cleared through all channels with particular reference to sectoral imports for identification of patterns of evasions.	90%	Baseline: Identification and initiation of corrective measures to thwart syndicated evasions e.g. group under invoicing etc. Target: At-least one sector study per month.
9	Blocking – De-blocking	Blocking / De-blocking of NTN to prevent loss to the exchequer.	95%	Baseline: Timely blocking / de-blocking. Target: Within one hour.
10	Close Liaison	Close liaison with the PRV section of the Collectorate for keeping the current consignments of known defaulters under scrutiny.	95%	Baseline: Performance during comparative period of last year. Target: Constant watch on daily basis and preparation of summary at the end of each day.
11	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	PREVENTIVE / ANTI SMUGGLING	Location	All over Pakistan
Position Reports to	Additional Collector of Customs	Position supervises	Officers and staff

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1.	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2.	Detection of contrabands	Number of cases (Quantity, value) 1. Narcotics (s) Heroin (t) Chars (u) Opium etc 2. Gold and Silver and its jewelry etc 3. Currency	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
3.	Seizure of smuggled goods & vehicles seized	Value of seized goods & vehicles	100%	Baseline: Value of goods & vehicles seized last year Target: Value of goods & vehicles seized in current year
4.	Preparation of monthly anti-smuggling plan & other required reports	Detailed Anti Smuggling plan & other reports are forwarded each month to Collector	100%	Baseline: Number of plans/reports required to be prepared each month. Target: Reports prepared and presented in accordance with agreed timelines
5.	Anti smuggling	Revenue Collected (All taxes	40%	Baseline: Corresponding quarter of

	measures (Auction+ SWHs)	and duties)		previous year Target: Baseline + KPI
6.	Prosecution cases against smugglers / Narcotics dealers etc	Number of persons arrested and FIR registered	10%	Baseline: Corresponding quarter of previous year Target: Baseline + KPI
7.	Successful defense of adjudication cases	Number of cases won	90%	Baseline: Number of cases decided in the period. Target: Number of cases won by the department
8.	Keeping the anti- smuggling unit in operational readiness	Operational readiness of staff, vehicles, weapons & equipment	90%	Baseline: a) No. of ASO vehicles b) Quantity of weapons/equipments c) No. of required staff. Target: a) Vehicles which are road-worthy b) Weapons/equipment in good condition c) No. of staff ready for operations on 24/7 basis
9.	Human Resource	Effective utilization of Human Resource for maximizing the performance.	95%	Baseline: Equitable / expertise based distribution of work and monitoring of individual performance.
10.	Investigations	Supervising investigations as assigned to officers on case to case basis.	90%	Baseline: Ensure timely completion of investigations and submission of challan / execution of warrants and specific Court's order within the specified period. Target: Within specified time.
11.	Complaint redressal	To check the veracity and contents of any complaint and its disposal thereof while making contact with the complainant.	98%	Baseline: Timely and prompt response to the complaint and disposal thereof. Target: To check the veracity of a complaint within 03 days for further action.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	LAW SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1.	Integrity Management	Ensure transparency in processes and minimize interaction of customs functionaries with traders. Prompt disciplinary action to root out malpractices.	100%	Target: Counseling of delinquent officers/officials and report to FBR if improvement not observed. Prompt issuance of rewards where due. Placement of officers to important assignments to be conduct /performance based. Periodic review of business processes to ensure transparency by curtailing undue interaction with trade and minimizing unnecessary delays.
2.	Nomination of lawyers	Monitoring / appointment of suitable lawyers to defend the department cases.	100%	Baseline: Timely appointment of lawyer. Target: Within 03 days of receipt of case intimation.
3.	LMS System	Scrutinize the feeding of cases in the LMS system.	98%	Baseline: Ensure timely feeding. Target: LMS is updated immediately after receipt of fresh case, hearing proceedings, short / interim orders, judgment of the case within 48 hours.
4.	Para-wise comments	Monitoring, signing and submitting para-wise comments, duly approved by the concerned Additional Collector, well within the stipulated time period.	98%	Baseline: To ensure that petitions / appeals are forwarded for comments and received back well before hearing date. Target: Petitions / Appeals are forwarded within 48 hours of receipt to the concerned section / group and para wise comments thereon are received one week prior to the date of hearing.
5.	Counter affidavits, Filing of Constitution	Submission of Counter affidavits, comments to the Constitution Petitions	99%	Baseline: To ensure submission of counter affidavits. Target: Counter affidavits along with

	Petitions and Writ Petitions	and Writ Petitions, filed against the department.		para wise comments are submitted within 48 hours of receipt from the concerned group / section.
6.	Disposal of notices	Disposal of notices received from Honorable High Court , Collector Appeal, FTO Notices.	99%	Baseline: Timely disposal of hearing notices. Target: All hearing notices are forwarded to concern group / section within 24 hours of receipt thereof.
7.	Liaison	Close liaison with the lawyers nominated in major cases and pursuing of the same diligently.	95%	Baseline: Check on output. Target: Monthly performance review of lawyer.
8.	Attendance in Courts	Attendance before the High Court	90%	Baseline: To ensure timely and proper attendance. Target: To ensure that no case is disposed of for non-prosecution on the part of Collectorate.
9.	Periodic Statements / correspondences with Board		95%	Baseline: Preparation of prescribed statements. Target: Adherence to the given timelines.

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	BG CELL /SECURITIES SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No.	Task	Key Performance Indicator	KPI	Guidelines
1	Optimum encashment	Encashment of ripe Securities / Financial instruments / Guarantees etc.	98%	Baseline: Monitoring of timely encashment of ripe securities. Target: Presentation of instrument in Bank within 03 days of receipt of message.
2	Maintenance of securities and up-dating of record.	Monitor proper stacking of files and securities by the custodian.	95%	Baseline: Proper maintenance of record and securities. Target: At least two visits of BG Section per month and report regarding quality of maintenance / updating of record.
3	Acceptance of security Instruments	Ensuring acceptance of securities / guarantees / financial instruments etc which are complete in all respects.	97%	Baseline: Ensuring prompt acceptance of valid securities complete in all respect. Target: Acceptance of valid instruments within 24 hours of receipt of instructions.
4	Release of Securities	Release of securities recommended by the concerned group / section.	95%	Baseline: Ensuring prompt release of securities. Target: Release of instruments within 24 hours of receipt of instructions.
5	Correspondence with the Board	Timely and expeditious response to the official correspondences with Board / other departments.	98%	Baseline: Quick response. Target: To see on weekly basis that all given timelines have been followed.
6	Re-validation of securities	Issuance of notices to defaulting importers or banks for renewal of securities.	97%	Baseline: Ensure timely issuance of notices for renewal of securities. Target: 100% securities to be re-validated within time.

7	Stock taking of securities.	Reconciliation of security instruments stock on monthly basis.	90%	Baseline: To ensure monthly stock taking of securities. Target: Submission of report by 5 th of every month.
8	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17
Function	RECOVERY	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S.No	Task	Key Performance Indicator	KPI	Guidelines
1	Recovery	Compilation of Master Register for recoverable arrears vide Customs Recovery Rules, 2001 (SRO 450(I)/2001) upon reference from the group / section concerned.	98%	Baseline: Timely updation of referred cases for recovery in the Master Recovery Register. Target: Up-dation of Recovery Register within 48 hours of referral of cases.
2	Recovery Notices	To issue Recovery Notices in sequential order as provided under section 202 of the Customs Act, 1969.	95%	Baseline: Timely issuance of Recovery Notices and initiation of next step of Recovery proceedings. Target: Within specified period.
3	Nomination of Attachment Officer	To nominate Attachment Officers wherever warranted.	90%	Baseline: Timely nomination of Attachment Officers, for recovery of due amount. Target: Submission of monthly progress report on actions taken by Attachment Officers.
4	Warrant of attachment	Issuance of warrant of attachment upon recommendation of Attachment Officer	90%	Baseline: Timely issuance of warrant of attachment. Target: Within 24 hours
5	Blocking / De-blocking	Recommendations to the section / group concerned for blocking – de-blocking of defaulting importers / clearing agents	95%	Baseline: Timely issuance of notices and completion of proceedings. Target: Within 01 hour of the receipt of request.
6	Maintenance of Record	All record pertaining to the Recovery be maintained in presentable manners.	96%	Baseline: Updated position at all occasions. Target: To review on monthly basis that all related records are updated on daily basis.

7	Submission of Monthly Reports/ replies etc	All reports are submitted in line with Board's directions	95%	Baseline: Timely submission Target: Monthly reports are submitted by the 5 th of every month.
8	Formulation of strategies in Coordination with other sections for expeditious recovery	Follow up with the related sections/desks.	90%	Baseline: Focus on outstanding recoveries. Target: To achieve monthly target internally assigned by the Collector.
9	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts and Expenditure Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	Within 90 days 8 days before PAC/DAC meeting	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI limit Actual: If time limit is exceeded on more than 5%cases then target not met Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	Deputy – Assistant Collector Customs	Grade:	18-17	
Function	WAREHOUSING	Location	All over Pakistan	
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.	
Guidelines: 1. Baseline: Denominator set for the measurement of KPI 2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set 3. Actual: Actual performance measure – to be compared with target set to identify performance				
S.No	Task	Key Performance Indicator	KPI	Guidelines
1	Identification of overstayed goods	Preparation of monthly statement of overstayed goods in Bonded warehouses.	98%	Baseline: Timely preparation Target: By 5 th of every month.
2	Auction of overstayed goods	To conduct auction on monthly basis in accordance with relevant provisions of Customs Act, 1969.	95%	Baseline: All overstayed goods are timely auctioned. Target: Within specified period.
3	Processing the cases of Issuance / Renewal and enhancement of face values of License of Bonded Warehouse	Expeditious processing of the requests for issuance / renewal and enhancement of face values of license of Bonded Warehouse.	90%	Baseline: Timely submission of cases to the competent authority. Target: Within 7 days of completion of the requisite formalities.
4	Processing of cases of extension of warehousing periods	Expeditious processing of the requests for extension of warehousing period.	95%	Baseline: Timely submission of the cases to the competent authority. Target: Within 48 hours of completion of the requisite formalities.
5	Inspection of Bonded warehouses	Periodic inspections of Bonded warehouses, under jurisdiction.	90%	Baseline: Regular inspections Target: At-least two Bonded warehouses per month.
6	Stock taking	Supervision of stock taking exercise	97%	Baseline: Proper stock taking exercise to be carried out by AO-EO-Bonds. Target: at-least two Bonded warehouses per month.
7	Processing of ST Goods Declaration	To ensure that data of ST GDs is duly reconciled.	90%	Baseline: Timely reconciliation every month. Target: Before 5 th of every month.
8	Settlement of Audit Paras	Ensure settlement of audit paras /PDPs after receipt of Report of Revenue Receipts	Within 90 days	Baseline: Number of audit paras / PDPs received Target: Settlement within KPI

		and Expenditure		limit
		Submission of working papers to Additional Collector for sending to the Collector for onward submission to FBR before PAC/DAC meeting	8 days before PAC/DAC meeting	Actual: If time limit is exceeded on more than 5%cases then target not met
				Submission of working papers to the Additional Collector 8 days before PAC/DAC meeting

Position Title	STATISTICAL OFFICER	Grade	17
Function	Statistical Reports & Analysis	Location	HQ of each Collectorate
Position reports to	Collector of Customs Additional Collector Customs	Position supervises	Statistical Branch

Guidelines:

1. Baseline: Denominator set for the measurement of KPI
2. Target: To be decided with superior – expected number to be achieved given the baseline and KPI set
3. Actual: Actual performance measure – to be compared with target set to identify performance

S. No	Task	Key Performance Indicator	KPI	Guidelines
1	Preparation of statistical reports	Statistical reports are correct & sent on time	100%	Baseline: No. of statements required to be sent each year Target: No. of statements sent on time & correctly
2	Providing monthly performance analysis / projections	MPR & analysis report is prepared	100%	Target: Reports / projections to be provided by 3 rd of following months.
3	Preparing targets for MCC's internal units	Unit-wise targets for revenue collection.	100%	Target: Revenue targets are prepared by 2 nd of each month.
4	Preparing any special required reports	Special Report	100%	Target: Reports are provided by the deadline.

JOB DESCRIPTION (CUSTOMS)

Position Title	THE CHIEF COLLECTOR CUSTOMS, APPRAISEMENT (SOUTH), KARACHI	Grade:	BPS 21
Function	Appraisalment	Location	Custom House, Karachi
Position Reports to	Member (Customs)	Position supervises	MCC Appraisalment (West) MCC Appraisalment (East) MCC Port Qasim

MAIN PURPOSE OF THE JOB

The position of the Chief Collector is primarily responsible for supervising the performance of the Collectorates in his jurisdiction related to revenue collection viz assigned target of customs duty, sales tax, income tax and federal excise duties and other levies etc at import stage. The position is also responsible to monitor for efficient functioning and improvement in the quality of services delivery. He shall act as the focal person for implementation of all reforms initiatives and programs.

ROLES AND RESPONSIBILITIES

- Monitor achievement of assigned revenue targets customs duty, sales tax and federal excise etc to the Collectorates.
- Monitor timely disposal of references from FBR and FTO.
- Ensure uniform application of policies and practices across the Collectorates within his jurisdiction.
- Set standards periodically for collectors and subordinates to fulfill according to pre-determined timelines of all customs clearance processes i.e. filing of GDs, transshipment, warehousing, examination, assessment etc and monitor progress on a regular basis in order to ensure collection of due duty and taxes.
- Monitoring pending refund cases and its timely payment.
- Monitor all activities in the respective MCCs related to recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- Facilitate inter-Collectorate coordination for operational efficiency and effectiveness.
- Identify policy and procedural gaps for up-gradation /rationalization of current procedures and process.
- Resolve operational issues requiring senior level intervention.
- Monitor the progress of Collectorate in DAC/PAC related issues.
- Provide a forum for suggestions and grievance handling to the organizations/associations like FPCCI, KCCI and other such associations.
- Put in place a mechanism for gathering feedback from internal and stakeholders.
- Perform activities related to building and motivating high performance teams, and ensure that the number and quality of resources are consistent with requirement. Also participate in appraisals, hiring and promotions decisions per regulations followed at the Federal Board of Revenue.
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Members	To enhance revenue collection, discuss revenue related cases, regular

	updates regarding progress, budget achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes.				
Member	To discuss targets and hurdles faced and strategize solutions.				
Collectors	To delegate tasks, receive updates and monitor progress.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Chief Commissioner / Commissioner	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Collector/Director/Chief (FBR) HQ will be a prerequisite for being considered for promotion to Chief Collector.					

Position Title	THE CHIEF COLLECTOR CUSTOMS, ENFORCEMENT/CENTRAL/NORTH	Grade:	BPS 21
Function	Enforcement	Location	Countrywide
Position Reports to	Member (Customs)	Position supervises	Collectors

MAIN PURPOSE OF THE JOB

The position of the Chief Collector is primarily responsible for supervising the performance of the Collectorates in his jurisdiction related to revenue collection viz assigned target of customs duty, sales tax, income tax and federal excise duties and other levies etc at import and export stage and all activities related to anti smuggling, passenger's facilitation at Airport etc. The position is also responsible to monitor for efficient functioning and improvement in the quality of services delivery. He / She shall act as the focal person for implementation of all reforms initiatives and programs.

ROLES AND RESPONSIBILITIES

- o Monitor achievement of assigned revenue targets customs duty, sales tax and federal excise etc to the Collectorates.
- o Monitor timely disposal of references from FBR and FTO.
- o Ensure uniform application of policies and practices across the Collectorates within his jurisdiction.
- o Set standards periodically for collectors and subordinates to fulfill according to pre-determined timelines of all customs clearance processes i.e. filing of GDs , warehousing, examination, assessment etc and monitor progress on a regular basis in order to ensure collection of due duty and taxes.
- o Ensure compliance of provisions of baggage rules and set time lines for smooth clearance of accompanied/ unaccompanied baggage at ports, airports, air freight unit etc.
- o Monitoring export under DTRE, manufacturing bonds, EPZ rules and other temporary import cum export schemes and ensure compliance of conditions / restrictions provided under relevant SROs, Customs General Orders, Circular etc.
- o Monitor on weekly and or monthly basis the performance of all the anti-smuggling units in respect of seizure of contra-bonds, arrests FIR etc.
- o Monitor on monthly basis the disposal of goods seized and confiscated goods through auctions and the amount of revenue realized.
- o Monitor respective MCCs to conduct periodical stock taking of all state ware houses and take immediate action in case of any discrepancy.
- o Facilitate inter-Collectorate coordination for operational efficiency and effectiveness.
- o Identify policy and procedural gaps to upgrade and rationalize current procedures and process.
- o Monitoring pending duty drawback and refund cases and its timely payment.
- o Monitor all activities in the respective MCCs related to recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- o Resolve operational issues requiring senior level intervention.
- o Monitor the progress of Collectorate in DAC/PAC related issues.
- o Provide a forum for suggestions and grievance handling to the organizations/associations like FPCCI, KCCI and other such associations.
- o Put in place a mechanism for gathering feedback from internal and stakeholders.
- o Perform activities related to building and motivating high performance teams, and ensure that the number and quality of resources are consistent with requirement. Also participate in appraisals, hiring and promotions decisions per regulations followed at the Federal Board of Revenue.
- o Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department		Subject			
Members		To enhance revenue collection, discuss revenue related cases, regular updates regarding progress, budget achievements, anti smuggling performance, export related issues, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes.			
Member		To discuss targets and hurdles faced and strategize solutions.			
Collectors		To delegate tasks, receive updates and monitor progress.			
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization		Subject			
Chamber of Commerce & Industry		For the facilitation of taxpayers and acquiring information.			
NADRA		To acquire information as and when required.			
Chief Commissioner / Commissioner		To access required information			
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.		To coordinate timely clearance of import / export cargo and other related matters.			
High Court & Federal Ombudsman		To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.			
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Collector/Director/Chief (FBR) HQ will be a prerequisite for being considered for promotion to Chief Collector.					

Position Title	THE COLLECTOR CUSTOMS, APPRAISEMENT	Grade:	BPS 20
Function	Appraisalment	Location	Custom House, Karachi
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Collector is primarily responsible for supervising all activities related to revenue collection from Customs duty, Sales Tax, Income Tax and FE duties and other levies etc at import stage. The position is also responsible to monitor smooth working of all import processes. As the administrative head, the position is also responsible for managing the manpower resources (placements, transfers, performance management and motivation etc) and exercising control over available financial resources (i.e. expenditure budget, common pool fund etc).

ROLES AND RESPONSIBILITIES

- Making the Collectorate efficient, effective and responsive.
- Assign target to each Division / Group / Section / Branch and monitor progress.
- Monitor to achieve monthly, quarterly and annual revenue collection targets. Supervising activities relating to revenue collection and making efforts to ensure that targets of Customs duty, sales tax, income tax and federal excise duties assigned are met.
- Set standards periodically for subordinates to comply pre-determined timelines of all customs clearance processes i.e. filing of GDs, transshipment, warehousing, examination, assessment etc and monitor progress on a regular basis.
- Exercise oversight over correct application of tariff classification, valuation ruling etc and ensure assessment of duty and taxes in accordance with Customs Act, 1969 and rules made there under.
- Ensure compliance of provisions of import and export policy orders and other allied laws of import and export.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Monitor all activities in the respect of recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- Ensure that MCC timely detects cases of mis-declaration, under invoicing, short assessment etc through effective intelligence and surveillance.
- As administrative head of department, managing the manpower resources (placements, transfers, performance management and motivation etc.) and managing available financial resources.
- Exercise financial controls through comprehensive internal financial control measures.
- Ensure that Collectorate is appropriately represented before different legal fora including superior courts, FTO, Tribunals and Special Courts and cases are effectively defended.
- Focus on developing and motivating high performance teams and to ensure that the available resources are consistent with requirement. Also participate in appraisals, hiring and promotions decision as per regulations followed at the Federal Board of Revenue.
- Review Monthly Progress Reports to monitor efficiency of the Collectorate on regular basis.
- To ensure that audit paras (RRA, DG Internal Audit, DG PCA) are addressed appropriately.
- Any other duty assigned by the competent authority

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Chief Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Chief Commissioner / Commissioner IR	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To pursue cases of stuck up revenue

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.

Position Title	THE COLLECTOR CUSTOMS, PREVENTIVE	Grade:	BPS 20
Function	Preventive	Location	Custom House, Karachi
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Collector is primarily responsible for supervising all activities related to revenue collection from Customs duty, Sales Tax, Income Tax and FE duties and other levies etc at import stage. The position is also responsible to monitor smooth working of all import processes. As the administrative head, the position is also responsible for managing the manpower resources (placements, transfers, performance management and motivation etc) and exercising control over available financial resources (i.e. expenditure budget, common pool fund etc).

ROLES AND RESPONSIBILITIES

- Making the Collectorate efficient, effective and responsive.
- Assign target to each Division / Group / Section / Branch and monitor progress.
- Monitor to achieve monthly, quarterly and annual revenue collection targets. Supervising activities relating to revenue collection and making efforts to ensure that targets of Customs duty, sales tax, income tax and federal excise duties assigned are met.
- Set standards periodically for subordinates to comply pre-determined timelines of all customs clearance processes i.e. filing of GDs, warehousing, examination, assessment etc and monitor progress on a regular basis.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Ensure that MCC timely detects cases of mis-declaration, under invoicing, short assessment etc through effective intelligence and surveillance.
- Monitor on weekly and monthly basis, the performance of all the anti-smuggling units in respect of seizure of contra-bonds, arrests FIR etc.
- Monitoring type, mode, trend of smuggling, analysis of item wise seizure and forwarding monthly report to Chief Collector to share the information with anti smuggling units of other MCCs.
- Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, gold, IADs, arm and ammunition etc through effective intelligence / information gathering.
- Monitoring the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports taking prompt action in case of discrepancy / violation.
- Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized.
- Monitor all activities in the respect of recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- As administrative head of department, managing the manpower resources (placements, transfers, performance management and motivation etc.) and managing available financial resources.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisal, valuation, examination etc.
- Exercise financial controls through comprehensive internal financial control measures.
- Ensure that Collectorate is appropriately represented before different legal fora including superior courts, FTO, Tribunals and Special Courts and cases are effectively defended.

- Focus on developing and motivating high performance teams and to ensure that the available resources are consistent with requirement. Also participate in appraisals, hiring and promotions decision as per regulations followed at the Federal Board of Revenue.
- Review Monthly Progress Reports to monitor efficiency of the Collectorate on regular basis.
- To ensure that audit paras (RRA, DG Internal Audit, DG PCA) are addressed appropriately.
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department		Subject			
Chief Collector		To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.			
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization		Subject			
Chamber of Commerce & Industry		For the facilitation of taxpayers and acquiring information.			
NADRA		To acquire information as and when required.			
Chief Commissioner / Commissioner IR		To access required information			
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.		To coordinate timely clearance of import / export cargo and other related matters.			
High Court & Federal Ombudsman		To pursue cases of stuck up revenue			
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				

Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
<p>Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.</p> <p>Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.</p>					

Position Title	THE COLLECTOR LAND CUSTOMS/COMPOSITE	Grade:	BPS 20
Function	Land Customs	Location	Countrywide
Position Reports to	Chief Collector /Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Collector is primarily responsible for supervising all activities related to revenue collection from Customs duty, Sales Tax, Income Tax and FE duties and other levies etc at import / export stage at Dry ports, Customs stations, AFU etc. The position is also responsible to monitor smooth working of all import / export processes and monitoring all activities relating to anti smuggling, passenger facilitation at Airport and other customs stations. As the administrative head, the position is also responsible for managing the manpower resources (placements, transfers, performance management and motivation etc) and exercising control over available financial resources (i.e. expenditure budget, common pool fund etc).

ROLES AND RESPONSIBILITIES

- Making the Collectorate efficient, effective and responsive.
- Assign target to each Division / Group / Section / Branch and monitor progress.
- Monitor to achieve monthly, quarterly and annual revenue collection targets. Supervising activities relating to revenue collection and making efforts to ensure that targets of Customs duty, sales tax, income tax and federal excise duties assigned are met.
- Set standards periodically for subordinates to comply pre-determined timelines of all customs clearance processes i.e. filing of GDs, warehousing, examination, assessment etc and monitor progress on a regular basis.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Ensure that MCC timely detects cases of mis-declaration, under invoicing, short assessment etc through effective intelligence and surveillance.
- Monitor on weekly and monthly basis, the performance of all the anti-smuggling units in respect of seizure of contra-bonds, arrests FIR etc.
- Monitoring type, mode, trend of smuggling, analysis of item wise seizure and forwarding monthly report to Chief Collector to share the information with anti smuggling units of other MCCs.
- Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, gold, IADs, arm and ammunition etc through effective intelligence / information gathering.
- Monitoring the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports taking prompt action in case of discrepancy / violation.
- Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized.
- Monitor all activities in the respect of recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- As administrative head of department, managing the manpower resources (placements, transfers, performance management and motivation etc.) and managing available financial resources.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisement, valuation, examination etc.
- Exercise financial controls through comprehensive internal financial control measures.

- Ensure that Collectorate is appropriately represented before different legal fora including superior courts, FTO, Tribunals and Special Courts and cases are effectively defended.
- Focus on developing and motivating high performance teams and to ensure that the available resources are consistent with requirement. Also participate in appraisals, hiring and promotions decision as per regulations followed at the Federal Board of Revenue.
- Review Monthly Progress Reports to monitor efficiency of the Collectorate on regular basis.
- To ensure that audit paras (RRA, DG Internal Audit, DG PCA) are addressed appropriately.
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Chief Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Chief Commissioner / Commissioner IR	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To pursue cases of stuck up revenue

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				

Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.				
Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.				

Position Title	THE COLLECTOR CUSTOMS, (EXPORT)	Grade:	BPS 20
Function	Export	Location	Custom House, Karachi
Position Reports to	Chief Collector / Member (Customs)	Position supervises	Additional Collectors Deputy Collectors Assistant Collectors
MAIN PURPOSE OF THE JOB			
<p>The position of the Collector is primarily responsible for supervising all activities related to export through Air Freight Unit, East Wharf, West Wharf, Port Qasim, QFS, KICT, QICT KEPZ. He is also responsible to monitor smooth working of all export processes under the system. As the administrative head, the position is also responsible for managing the manpower resources deployed (placements, transfers, performance management and motivation etc) and exercising control over financial resources available (i.e. expenditure budget, common pool fund).</p>			
ROLES AND RESPONSIBILITIES			
<ul style="list-style-type: none"> o Ensure clearance of export consignments under export policy order and in accordance with Customs Act 1969 and rules made there under, application of correct tariff classification, valuation. o Set standards periodically for subordinates to comply pre-determined timelines of all customs export clearance processes i.e. filing of GDs, examination, assessment etc and monitor progress on a regular basis. o Conduct field visits to meet prominent authorities. o Monitoring export under DTRE, manufacturing bonds, EPZ rules and other temporary import cum export schemes and ensure compliance of conditions / restrictions provided under relevant SROs, Customs General Orders, Circular etc. o Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures. o To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely furnished. o Monitoring pending duty drawback / refund cases and ensures timely payment through proper queue systems. o Monitor all activities in the respect of recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules. o Develop guidelines and implement effective measures to detect cases of short assessment, evasion and fraud. o Ensure that MCC timely detects cases of mis-declaration, over invoicing, short assessment etc export stage through effective intelligence and surveillance. o Provide guidance to subordinates officers regarding application of law and its interpretation. o Monitoring Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme Court. o Conduct periodic meeting with all divisional heads and review performance of each Division, Group and Section. o Perform activities related to building and motivating high performance officers / subordinates staff. o Prepare Monthly Progress Reports on basis of feedback from all Divisions / Sections etc and send monthly to Chief Collector regarding analysis of pending duty drawback / refund claims and its payments, commodity wise export analysis in quantitative and in valuation terms and indicating constraints (if any) in smooth clearance of export cargo and other issues. o Any other duty assigned by the competent authority. 			

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Chief Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Chief Commissioner / Commissioner IR	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To pursue cases of stuck up revenue				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.					

Position Title	COLLECTOR (ADJUDICATION)	Grade: 20
Function:	Adjudication	Location: Countrywide
Position Reports To:	Member (Customs)	Position Supervises: Additional / Deputy/ Assistant Collector

MAIN PURPOSE OF THE JOB

- The position of Collector (Adjudication) is primarily responsible to adjudicate cases of Customs, under his jurisdiction. The position is also responsible to ensure equitable and judicious treatment to the taxpayers in deciding cases. The position also requires from its incumbent to create conducive work environment and provide leadership, motivation, and opportunities for development of team members and also monitor at regular intervals the performance of the adjudicating officers regarding disposal of cases.

ROLES AND RESPONSIBILITIES

- To be Judicious in interpretation and application of law by observing independent evaluation of facts of the case
- The Collector is required to regularly visit customs adjudication's electronic module to check number of cases in login and update the system regarding issuance of show cause and hearing notices and conduct adjudication proceedings and issuance of order in original..
- Make correspondence with superiors and subordinates related to adjudication.
- Provide proper guidance to his subordinate officers and staff
- Responsible for effective utilization of human resource available at his disposal by effectively placing the officers and staff assigned to him.
- Recommending training & course for subordinate staff for enhancing their capacity
- Responsible for team building & motivation of the subordinate staff to achieve better results.
- Any other responsibility assigned by the competent authority.
- Set standards periodically for subordinates to comply pre-determined timelines of all customs adjudication processes.
- Ensure timely disposal of all adjudication cases.
- Ensure redressal of complaints by public, traders, importers, exporters, clearing agent etc regarding matters related to adjudication.
- Provide guidance to departmental officers regarding application of law and its interpretation as well as subsequent amendments.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports of adjudication cases and send monthly report to Member (Customs) regarding pendency/disposal of cases.
- Any other duty assigned by the competent authority.

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Member Customs	To discuss the disposal and pending adjudication cases and issues involved (if any) in quick disposal of the cases.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4

Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.					

Position Title	ADDITIONAL COLLECTOR	Grade:	19
Function	ASSESSMENT	Location	Posted in an MCC
Position Reports to	Collector of Customs	Position supervises	Deputy Collectors In charge Group/Section Assistant Collectors In charge Group/Section

MAIN PURPOSE OF THE JOB

The position of the Additional Collector is primarily responsible for implementing all the strategies related to revenue collection covering all aspects of Customs, Sales Tax, Income Tax and FE duties and other levies etc at import stage. The position is also responsible to ensure smooth working of all import processes under the system. The position is also responsible for recommending/ advice to the Collector for managing the man power resources (placements, transfers, performance management and motivation etc)

ROLES AND RESPONSIBILITIES

- To ensure that the targets assigned by the Collector to each Division / Group / Section / Branch are achieved through constant monitoring. To strive earnestly to meet the targets of Customs Duty, Sales tax, Income tax and Federal Excise Duty through close liaison with major revenue spinners.
- Ensure that assessment of duty and taxes done by the assessing officers is correct. There is proper application of tariff classification, valuation ruling and compliance of provision of import and export policy order and other allied laws.
- Early resolution of disputes arising out of assessment viz. classification of goods, admissibility of SRO/exemption etc.
- Review of reports, references, appeals and Para-wise comments before submission to Collector.
- To make sure that disposal by Assistant/Deputy Collectors is timely and correctly. Issues are not pending on frivolous objections and finalization of provisional assessments is made within the stipulated period.
- Mentoring and guidance to Assistant/Deputy Collectors and other departmental officers. Also keep abreast of progress of pending cases in Tribunals, High Court and Supreme Court.
- Monitor the performance of Officers/ Officials posted in the Group and recommend the names of outstanding Officers/ Officials for cash reward/ recognition on the basis of recommendation from In-charge of concerned section.
- To ensure that pre-determined timelines set by the Collector are met in respect of all customs clearance processes i.e. filing of GDs, transshipment, warehousing, examination, assessment etc and monitor progress on a regular basis.
- Monitoring in bonding and ex-bonding of goods and ensure early clearance of over stayed warehoused goods, unclear consignments at ports/stations.
- Monitor provisional assessment cases periodically and issue directions for finalization within the prescribed time and their recovery (where applicable).
- Ensure timely action in respect of perishable / non perishable seized goods liable to auction.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Monitoring on regular basis pending refund cases and their timely payment.
- Monitor all activities in the respect of recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- Develop guidelines and implement effective measures to detect cases of short assessment, evasion and fraud.
- Monitoring/scrutiny of 5% GDs processed per day for quality assurance.
- To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely furnished.
- Provide guidance to subordinates officers regarding application of law and its interpretation.
- Oversee Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme

Court.

- Conduct periodic meeting with all divisional Group heads and review performance of each Division, Group and Section.
- To advise Collector regarding motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Report on basis of feedback from all Divisions / Sections etc and send monthly report to Collector regarding analysis of revenue collections in respect of each division and the efforts to achieve the targets.
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Collector	To enhance revenue collection, discuss revenue related cases, regular updates regarding progress, budget achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Commissioner / Additional Commissioner	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and				

	take decisions in stressful situations and take ownership for decisions taken.			
Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.				

Position Title	Additional Collector	Grade:	19
Function	EXAMINATION	Location	All over Pakistan.
Position Reports to	Collector of Customs	Position supervises	Deputy / Assistant Collectors Examination
MAIN PURPOSE OF THE JOB			
Examination of imported goods / consignments in terms of section 79-80 of the Customs Act, 1969.			
ROLES & RESPONSIBILITIES			
<ul style="list-style-type: none"> o General administration and supervision of examinations and related functions/procedures at the port/terminals o Daily examination of at least 5 containers and random inspection/examination of cargo o Monitoring of container/customs dwell time for ensuring speedy clearances and reduction of dwell time o Monitoring and reporting on the ACs/DCs performance o Early resolution of disputes arising out of examination viz. description, serviceability, Import Policy etc. o Issuance of roster for distribution of examination related work among Assistant/Deputy Collectors. o Ensuring thorough examination in line with laid down & Procedures I.E. Public Notices, Standing Orders, Office Orders etc to ensure disposal of daily grounded containers. o Coordination/liaison with ADCs of the Assessment Groups on examination related Issues and with stakeholders such as trade, clearing/shipping agents, terminal operators and other agencies etc. for facilitation and grievance redressal. o Timely submission of requisite reports and correspondences with the headquarters. o Liaison with the Directorate of Reforms and Automation for speedy implementation of CRFs and proposed changes communicated by the Collectorate. o Random inspection/examination of cargo on daily basis. o Timely submission of requisite reports and correspondences with the headquarters. 			

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To enhance revenue collection, discuss revenue related cases, regular updates regarding progress, budget achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal	To discuss cases in favor of revenue generation for the FBR to review or

Ombudsman	monitor the progress of on-going cases.
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Desired Person Specifications					
Competencies	Definition	Level			
		1	2	3	4
Leadership	To build a team of high achievers capable of delivering desired results				
Understanding Board's Objectives	Achieving assigned revenue targets and trade facilitation.				
Information gathering	Liaison with internal and external agencies.				
Problem Identification & Solving abilities	Troubleshooting in coordination with stakeholders to first isolate the issue, then to shortlist the remedial measures and finally the referral to appropriate authority, forum.				
Decision making	Early resolution of disputes				
Analytical Thinking	Critical analysis and out of box approach to bottlenecks in the process				
Communication Skills	All stakeholders encouraged to contribute by opening easily accessible channels of communication				
Team Work	Adopting motivational strategy.				
Result Orientation	Achieving assigned revenue targets and other objectives set out by Board by ensuring nil pendency, trade facilitation and speedy clearance.				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Position Title	The Additional Collector Customs, Preventive	Grade:	BPS 19
Function	PREVENTIVE	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Additional Collector is primarily responsible for supervising all anti-smuggling activities in respective jurisdiction, passengers' facilitation at airports. Monitoring smooth working of all customs stations, ports and clearance of passengers, baggage / cargo at import as well as export. The position is also responsible for managing the manpower resources deployed (placements, transfers, performance management and motivation etc) under guidance of Collector and exercising delegated authority of Collector over financial resources available (i.e. expenditure budget, common pool fund).

ROLES AND RESPONSIBILITIES

- To ensure that monthly, quarterly and annual collection and budgetary targets allocated to each Divisions / Section / Branch is achieved through constant monitoring.
- Ensure that the field units conducts assessment of duty and taxes in accordance with Customs Act 1969 and rules made there under, applying correct tariff classification, valuation ruling and compliance of provision of Import and Export Policy Order and other allied laws.
- To ensure that pre-determined timelines are met in respect of all customs clearance processes i.e. filing of GDs, warehousing, examination, assessment at air freight units and customs stations and monitor progress on a regular basis.
- To check and evaluate the performance of all the anti-smuggling divisions in respect of seizure of contra-bonds, arrests FIR etc and issue necessary instructions.
- To ensure that the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports and its flow through inland stations up to exit at export stations and taking prompt action in case of discrepancy / violation.
- To ensure that the investigation and prosecution branch timely files FIRs, challans and properly pursue the cases in courts and successfully obtain convictions of the culprits from the court.
- Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized.
- Ensure that periodical stock taking of all state ware houses is conducted and immediate action is taken in case of any discrepancy.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Monitoring pending refund, duty drawback cases and its timely payment.
- Monitor all activities related to recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- Ensure redressal of complaints by public, traders, importers, exporters, clearing agent etc regarding all matters i.e. classification / valuation / interpretation of customs laws, SROs etc.
- Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, gold, IADs, arm and ammunition etc through effective intelligence / information gathering.
- Ensure that cases of mis-declaration, under invoicing over invoicing, violations of restrictions etc on imports / accompanied / unaccompanied baggage as well as export cargo through effective intelligence and surveillance.
- To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely furnished.

- Provide guidance to departmental officers regarding application of law and its interpretation as well as subsequent amendments. Also keep abreast of progress of pending cases in Tribunals, high Court and Supreme Court.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisement, valuation, examination etc.
- Monitoring Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme Court.
- Conduct periodic meeting with all divisional heads and review performance of each Division, Group and Section.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports on basis of feedback from all Divisions / Sections etc and send monthly report to Collector regarding analysis of revenue collections against targets, difficulties constraints (if any) in achievement of assign targets and proposed measures to achieve the targets.
- Review and edit Monthly Progress Reports and others report prepared by junior officers and compare the performance of the department on a regular basis. Submit monthly report to Members after review.
- Any other duty assigned by the competent authority.

Interaction with Internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, anti smuggling performance, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Chief Commissioner / Commissioner IR	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To pursue cases of stuck up revenue				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to				

	take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.			
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.			
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.			
Problem Identification and Solving Abilities	Ability to identify and solve problems;			
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.			
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.			
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.			
Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
<p>Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.</p> <p>Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.</p>				

Position Title	The Additional Collector (Land Customs/ Composite)	Grade:	BPS 19
Function	LAND CUSTOMS/COMPOSITE	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Additional Collector is primarily responsible for supervising all anti-smuggling activities in respective jurisdiction, passengers' facilitation at airports. Monitoring smooth working of all customs stations, dry ports and clearance of passengers, baggage / cargo at import as well as export. The position is also responsible for managing the manpower resources deployed (placements, transfers, performance management and motivation etc) under guidance of Collector and exercising delegated authority of Collector over financial resources available (i.e. expenditure budget, common pool fund).

ROLES AND RESPONSIBILITIES

- To ensure that monthly, quarterly and annual collection and budgetary targets allocated to each Divisions / Section / Branch is achieved through constant monitoring.
- Ensure that the field units conducts assessment of duty and taxes in accordance with Customs Act 1969 and rules made there under, applying correct tariff classification, valuation ruling and compliance of provision of Import and Export Policy Order and other allied laws.
- To ensure that pre-determined timelines are met in respect of all customs clearance processes i.e. filing of GDs, warehousing, examination, assessment at air freight units and customs stations and monitor progress on a regular basis.
- To check and evaluate the performance of all the anti-smuggling divisions in respect of seizure of contra-bonds, arrests FIR etc and issue necessary instructions.
- To ensure that the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports and its flow through inland stations up to exit at export stations and taking prompt action in case of discrepancy / violation.
- To ensure that the investigation and prosecution branch timely files FIRs, challans and properly pursue the cases in courts and successfully obtain convictions of the culprits from the court.
- Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized.
- Ensure that periodical stock taking of all state ware houses is conducted and immediate action is taken in case of any discrepancy.
- Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures.
- Monitoring pending refund, duty drawback cases and its timely payment.
- Monitor all activities related to recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- Ensure redressal of complaints by public, traders, importers, exporters, clearing agent etc regarding all matters i.e. classification / valuation / interpretation of customs laws, SROs etc.
- Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, gold, IADs, arm and ammunition etc through effective intelligence / information gathering.
- Ensure that cases of mis-declaration, under invoicing over invoicing, violations of restrictions etc on imports / accompanied / unaccompanied baggage as well as export cargo through effective intelligence and surveillance.
- To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely

furnished.

- Provide guidance to departmental officers regarding application of law and its interpretation as well as subsequent amendments. Also keep abreast of progress of pending cases in Tribunals, high Court and Supreme Court.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisal, valuation, examination etc.
- Monitoring Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme Court.
- Conduct periodic meeting with all divisional heads and review performance of each Division, Group and Section.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports on basis of feedback from all Divisions / Sections etc and send monthly report to Collector regarding analysis of revenue collections against targets, difficulties constraints (if any) in achievement of assign targets and proposed measures to achieve the targets.
- Review and edit Monthly Progress Reports and others report prepared by junior officers and compare the performance of the department on a regular basis. Submit monthly report to Members after review.
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Chief Commissioner / Commissioner IR	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To pursue cases of stuck up revenue				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to				

	take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.			
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.			
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.			
Problem Identification and Solving Abilities	Ability to identify and solve problems;			
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.			
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.			
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.			
Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.				

Position Title	The Additional Collector Customs (Export)	Grade:	BPS 19
Function	EXPORT	Location	Custom House, Karachi
Position Reports to	Collector	Position supervises	Deputy Collectors Assistant Collectors

MAIN PURPOSE OF THE JOB

The position of the Additional Collector is primarily responsible for supervising all activities related to export through Air Freight Unit, East Wharf, West Wharf, Port Qasim, QFS, KICT, QICT KEPZ. He is also responsible to ensure smooth working of all export processes under the system. The position is also responsible for managing the manpower resources deployed (placements, transfers, performance management and motivation etc) and exercising control over financial resources as delegated by the Collector (i.e. expenditure budget, common pool fund).

ROLES AND RESPONSIBILITIES

- Ensure clearance of export consignments under export policy order and in accordance with Customs Act 1969 and rules made there under, application of correct tariff classification, valuation.
- Ensure that the standards set by the Collector for subordinates to comply pre-determined timelines of all customs export clearance processes i.e. filing of GDs, examination, assessment etc are met and monitor progress on a regular basis.
- Conduct field visits to meet prominent authorities.
- To ensure compliance of conditions / restrictions provided under relevant SROs, Customs General Orders, Circular etc in respect of export under DTRE, manufacturing bonds, EPZ rules and other temporary import cum export schemes.
- Ensure smooth clearance under WeBoc / One Customs and recommend corrective measures in case of any problem / glitches.
- To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely furnished.
- To ensure timely payment of pending duty drawback / refund cases.
- To ensure recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules.
- To implement effective measures to detect cases of short assessment, evasion and fraud.
- Ensure that MCC timely detects cases of mis-declaration, over invoicing, short assessment etc export stage through effective intelligence and surveillance.
- Provide guidance to subordinates officers regarding application of law and its interpretation.
- Monitoring Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme Court.
- Conduct periodic meeting with all divisional heads and review performance of each Division, Group and Section in his / her jurisdiction.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports on basis of feedback from all Divisions / Sections etc and send monthly to Collector regarding analysis of pending duty drawback / refund claims and its payments, commodity wise export analysis in quantitative and in valuation terms and indicating constraints (if any) in smooth clearance of export cargo and other issues.
- Any other duty assigned by the competent authority.

Interaction with Internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Collector	To enhance revenue collection, discuss revenue related matters, regular updates regarding progress, budget target achievements, duty draw back claims payment and pendency, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.				
NADRA	To acquire information as and when required.				
Chief Commissioner / Commissioner IR	To access required information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To pursue cases of stuck up revenue				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders in revenue collection avenues, understand the external and internal environment and its impact on the working environment. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to its true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Federal Board of Revenue			
Job Description			
Position Title	Additional Collector (Preventive/Anti Smuggling)	Grade: 19	
Function:	PREVENTIVE/ANTI SMUGGLING	Location:	Countrywide
Position Reports To: Collector		Position Supervises: Deputy/ Assistant Collector	
MAIN PURPOSE OF THE JOB			
<p>The position of the Additional Collector is primarily responsible for supervising all anti-smuggling activities in respective jurisdiction, passengers' facilitation at airports. Monitoring smooth working of all customs stations, ports and clearance of passengers, baggage / cargo at import as well as export. The position is also responsible for managing the manpower resources deployed (placements, transfers, performance management and motivation etc) under guidance of Collector and exercising delegated authority of Collector over financial resources available (i.e. expenditure budget, common pool fund).</p>			
ROLES AND RESPONSIBILITIES			
<ul style="list-style-type: none"> ○ To ensure that monthly, quarterly and annual collection and budgetary targets allocated to each Divisions / Section / Branch is achieved through constant monitoring. ○ Ensure that the field units conducts assessment of duty and taxes in accordance with Customs Act 1969 and rules made there under, applying correct tariff classification, valuation ruling and compliance of provision of Import and Export Policy Order and other allied laws. ○ To ensure that pre-determined timelines are met in respect of all customs clearance processes i.e. filing of GDs, warehousing, examination, assessment at air freight units and customs stations and monitor progress on a regular basis. ○ To check and evaluate the performance of all the anti-smuggling divisions in respect of seizure of contra-bonds, arrests FIR etc and issue necessary instructions. ○ To ensure that the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports and its flow through inland stations up to exit at export stations and taking prompt action in case of discrepancy / violation. ○ To ensure that the investigation and prosecution branch timely files FIRs, challans and properly pursue the cases in courts and successfully obtain convictions of the culprits from the court. ○ Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized. ○ Ensure that periodical stock taking of all state ware houses is conducted and immediate action is taken in case of any discrepancy. ○ Ensure smooth clearance under WeBoc / One Customs and constant monitoring for any problem / glitches and take corrective measures. ○ Monitoring pending refund, duty drawback cases and its timely payment. ○ Monitor all activities related to recovery of arrears from defaulters, enforcement of penalties and other modes of recovery under the Recovery Rules. ○ Ensure redressal of complaints by public, traders, importers, exporters, clearing agent etc regarding all matters i.e. classification / valuation / interpretation of customs laws, SROs etc. ○ Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, gold, IADs, arm and ammunition etc through effective intelligence / information gathering. ○ Ensure that cases of mis-declaration, under invoicing over invoicing, violations of restrictions etc on imports / accompanied / unaccompanied baggage as well as export cargo through effective 			

intelligence and surveillance.

- To ensure that the replies to all audit paras (RRA, DG Internal Audit, DG PCA) are timely furnished.
- Provide guidance to departmental officers regarding application of law and its interpretation as well as subsequent amendments. Also keep abreast of progress of pending cases in Tribunals, high Court and Supreme Court.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisal, valuation, examination etc.
- Monitoring Legal Division regarding progress of pending cases in tribunal, High Courts and Supreme Court.
- Conduct periodic meeting with all divisional heads and review performance of each Division, Group and Section.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports on basis of feedback from all Divisions / Sections etc and send monthly report to Collector regarding analysis of revenue collections against targets, difficulties constraints (if any) in achievement of assign targets and proposed measures to achieve the targets.
- Review and edit Monthly Progress Reports and others report prepared by junior officers and compare the performance of the department on a regular basis. Submit monthly report to Members after review.
- Any other duty assigned by the competent authority.

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding performance of preventive divisions, policy matters and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss enforcement, anti-smuggling achievements and hurdles faced and strategize solutions
Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local	To share and acquire information as and when required.
DIG Police DG (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4

Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	ADMINISTRATION / ESTABLISHMENT /	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant Collector Deputy Collector

MAIN PURPOSE OF THE JOB

The position of the Deputy / Assistant Collector is primarily responsible for effective coordination among all the Divisions / Units of the MCC and to ensure the implementation of all orders / circulars / instructions issued by Headquarter in all matters. He will work as spokesmen of the Collector on matters relating to administration / policy decisions regarding compliance of FBR guidelines. He will actively supervise, monitor and guide the officers and staff to create friendly environment for all taxpayers and also advise Collector and Additional Collector on placement of officers and staff in accordance with the specific job requirements

ROLES & RESPONSIBILITIES

- To ensure that the revenue targets assigned by the Collector to each Division / Group / Section / Branch is properly communicated and periodically monitor through reminders to field formations.
- To ensure that proper postings / transfers criteria as devised by the Collector / Additional Collector is implemented keeping in view the specific job requirements and on merits.
- Maintain and update all the service related record of the officers and officials of the MCC regarding their qualifications, experience, leave, training, disciplinary action (if any) and other relevant record.
- To ensure that the timelines for replies to FBR and other organizations are properly monitor and the replies must be made through headquarter duly approved by the Collector.
- To ensure through constant monitoring that the disciplinary proceedings, enquiries etc are completed according to the prescribed procedure and the orders in pursuance of the disciplinary proceedings are properly implemented.
- To ensure that all the queries by field formations / importers / exporters / traders and other stake holders are examined by the technical branch of MCC and suitable replies are given after approval by the Collector.
- To ensure that the annual expenditure budget allocated by FBR is managed through effective supervisions on all spending in the relevant head of account and take up the matter with FBR (HQ) timely, in case of additional grant / re-appropriation .
- Any other duty assigned by the competent authority.

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To enhance revenue collection, discuss revenue related cases, regular updates regarding progress, budget achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner /	To access required information

Additional commissioner	
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

Desired Person Specifications					
Competencies	Definition	Level			
		1	2	3	4
Leadership	To build a team of high achievers capable of delivering desired results				
Understanding Board's Objectives	Achieving assigned revenue targets and trade facilitation.				
Information gathering	Liaison with internal and external agencies.				
Problem Identification & Solving abilities	Troubleshooting in coordination with stakeholders to first isolate the issue, then to shortlist the remedial measures and finally the referral to appropriate authority, forum.				
Decision making	Early resolution of disputes				
Analytical Thinking	Critical analysis and out of box approach to bottlenecks in the process				
Communication Skills	All stakeholders encouraged to contribute by opening easily accessible channels of communication				
Team Work	Adopting motivational strategy.				
Result Orientation	Achieving assigned revenue targets and other objectives set out by Board by ensuring nil pendency, trade facilitation and speedy clearance.				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	AUCTION	Location	All over Pakistan.
Position Reports to	Collector of Customs	Position supervises	Assistant Collector Deputy Collector
MAIN PURPOSE OF THE JOB			
Auction of goods under section 82 of the Customs Act, 1969 read with Auction Rules, 2001 (SRO 450(I)/2001 dated 18.06.2001).			
ROLES & RESPONSIBILITIES			
<ul style="list-style-type: none"> o Auction of goods under section 82 of the Customs Act, 1969 read with Auction Rules, 2001 (SRO 450(I)/2001 dated 18.06.2001). o Overall supervision and monitoring of the auction process. o To monitor that the un-cleared/unclaimed indices and confiscated lots are put to auction within time frame given under the relevant provisions of Section 82 of the Customs Act, 1969. o Timely approval of the auctioned lots related to his/her pecuniary limits as per law/rules/procedure. o Timely submission of files requiring Collectors approval under the auction rules. o Monitoring and reporting on the ACs/DCs performance on auctions. o Timely submission of requisite reports and replies to correspondences between HQ/FBR/other departments, agencies. o Any other assignment given by the Collector. 			

Interaction with internal/external Organizations

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To enhance revenue collection, discuss revenue related cases, regular updates regarding progress, budget achievements, policy decisions and legal issues. Discuss progress on recoveries on account of auction, seizure, confiscations, stuck up arrears etc or other official purposes. To discuss targets and hurdles faced and strategize solutions.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

Desired Person Specifications					
Competencies	Definition	Level			
		1	2	3	4

Leadership	To build a team of high achievers capable of delivering desired results				
Understanding Board's Objectives	Achieving assigned revenue targets and trade facilitation.				
Information gathering	Liaison with internal and external agencies.				
Problem Identification & Solving abilities	Troubleshooting in coordination with stakeholders to first isolate the issue, then to shortlist the remedial measures and finally the referral to appropriate authority, forum.				
Decision making	Early resolution of disputes				
Analytical Thinking	Critical analysis and out of box approach to bottlenecks in the process				
Communication Skills	All stakeholders encouraged to contribute by opening easily accessible channels of communication				
Team Work	Adopting motivational strategy.				
Result Orientation	Achieving assigned revenue targets and other objectives set out by Board by ensuring nil pendency, trade facilitation and speedy clearance.				

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.

Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.

Position Title	Additional Collector	Grade:	19
Function	R & D / AIB	Location	All over Pakistan
Position Reports to	Collector of Customs.	Position supervises	Deputy / Assistant Collectors

MAIN PURPOSE OF THE JOB

Intelligence and I based monitoring of imported cargo and relates customs procedures to ensure due collection of duties / taxes in compliance of all rules, regulations and legislature.

ROLES & RESPONSIBILITIES

- To ensure smooth operation of AIB/R&D functions in tandem with the policy outlined by the senior authorities.
- To ensure smooth operation of AIB/R&D/PRV functions in tandem with the policy outlined by the senior authorities.
- To co-ordinate, intelligence gathering and its effective synthesis, analysis and dissemination.
- To implement strategies for preventing leakage and evasion of revenue.
- Coordinating intelligence and information sharing.
- Ensuring implementation of information based policies to plug the revenue leakage.
- Effective utilization of Human Resource.
- Carry out daily/weekly meeting with the AC/DC (AIB/R&D/PRV) to ensure achievement of targets assigned.
- Make regular review of all items identified as a "Risk" by the AIB/R&D/PRV section.
- Review GDs which have been blocked by AC/DC or PA.
 - i) Monitor the performance of officers/officials posted under his/her supervision through performance indicators.
 - ii) Monitoring of the Criminal - Quasi judicial proceedings, Prosecution pending at different legal fora.
- Fortnightly review of all Court Cases/Audit Paras / Recovery pertaining to R&D / AIB/PRV.
- Carry out studies of sectors and overall procedures where violation or potential risk of misappropriation may exist.
- Co-ordinate with Directorate of Reforms and Automation to address such lacunae.
- To plan periodic audits of imports pertaining to major revenue spinners / high value / risky commodities in terms of revenue (weight, Nos.etc), value, tax structure through statistical analysis.
- Tracking market trends of different commodities/sectors for minimizing the chances of mis-declaration, under-invoicing at import stage.
- To ensure group-wise post verification, identify revenue leakage and ensuring corrective measures including creating recovery of the identified amount.
- Work-flow analysis and suggest improvement in the current modules to ensure prompt clearances minimum revenue pilferage.
- Suggest measures for the overall up-gradation of the automated system with a view to simplify procedures and plug any probable revenue leakage.

Interaction with Internal / External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject

Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.

Position Title	Additional Collector	Grade:	19
Function	LICENSING	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors Licensing

MAIN PURPOSE OF THE JOB

To monitor / grant Licenses to the Customs Clearing Agents in terms of Section 207 of the Customs Act, 1969 read with Customs Agents Licensing Rules, 2001 (SRO 450(I)/2001).

ROLES & RESPONSIBILITIES

- Approval for issuance / Reissuance, Revocation, Suspension of Clearing Agent Licenses being licensing authority.
- Pursuing examination through DoT for selection of individuals for issuance of licenses to clearing agents.
- Security deposits Substitution & Release / Forfeiture thereof.
- Condonation of time in Renewal of Clearing Agent Licenses.
- Adjudication for violation of Clearing Agent Licensing Rules / law.
- Approval for inclusion / Deletion of Partners in Clearing Agent License and change in Directorship / address.
- Signing of Clearing Agent Booklets for Renewal /Amendment / Duplicate Copies.

Interaction with Internal / External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical				

	analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	MIS (WEBOC)	Location	All Over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors

MAIN PURPOSE OF THE JOB

Ensuring the WeBOC Modules conform to the Act & Rules and are duly updated to respond to the requirement of the Users, both Internal and External

ROLES & RESPONSIBILITIES

- o Ensuring that in coordination / consultation with the Directorate of Reforms & Automation WeBOC Modules conform to the Act & Rules and are duly updated to respond to the requirement of the Users, both Internal and External.
- o Supervision of the work relating to DC/AC MIS
- o MIS report generation
- o Correspondences with Directorate General of Reforms and Automation for improving Weboc modules.
- o Review of RMS behavior
- o Monitoring of cancellation of TP and other GDs.
- o Monitoring of risky PCTs for actions under RMS.

Interaction with Internal / External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and	Ability to identify and solve problems;				

Solving Abilities				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.			
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.			
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.			
Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.				

Position Title	Additional Collector	Grade:	19
Function	LAW BRANCH /FTO / ADRC SUPERIOR COURTS/ TRIBUNAL	Location	All over Pakistan
Position Reports to	Collector of Customs MCC-Appraisement-West	Position supervises	Assistant/Deputy Collectors

MAIN PURPOSE OF THE JOB

To undertake tasks pertaining to effective monitoring of subjudice cases pending before the Superior Courts, Tribunals and to monitor institution of penal proceedings initiated by the Collectorate.

ROLES & RESPONSIBILITIES

- o The Officer shall supervise functioning/ working of Law Branch and intervene, whenever required, to ensure its smooth operations. In this regard, the Officer shall carry out meetings with the AC/DC / PA (Law Branch) on regular basis to ensure achievement of assigned targets for disposal of pending cases.
- o Monitoring filing of CPLA'S, SCRA'S, Appeals before Tribunal / Collector Appeal within the stipulated time period.
- o Keep an eye on the major cases wherein huge amount of revenue is involved and advise steps/ measures to concerned officers for improvement when ever felt necessary.
- o Monitor the performance of nominated Lawyers in the cases subjudice before the honorable Supreme / High Court and at other foras.
- o Monitoring the speedy and proper feeding of cases pertaining to honorable Supreme Court/ High Courts in LMS system.
- o Filing / Signing of SCRA'S before the honorable High Court of Sindh.
- o Examining the legality of case before approving the contravention.
- o Performance Monitoring of lawyers / initiation of cases to FBR for inclusion of new lawyers in panel.
- o Liaison with administrative authorities of Courts / Tribunal / FTOs / Appeals / Adjudication Collectorate.
- o Any other duty assigned by the competent authority.

Interaction with Internal / External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	EXTERNAL INTERNAL AUDIT	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors Audit

MAIN PURPOSE OF THE JOB

To maintain close coordination with the Internal – External Audit authorities and to ensure submission of timely replies to the audit observations, audit Paras and directives of the PAC by effectively presenting the stance of the department at Pre-MAC, DAC and Pre-PAC level.

ROLES & RESPONSIBILITIES

- To maintain close coordination with the Internal – External Audit authorities and to ensure submission of timely replies to the audit observations, audit Paras and directives of the PAC by effectively presenting the stance of the department at Pre-MAC, DAC and Pre-PAC level.
- Supervision of the functioning / working of the Pre-Audit section and intervene, whenever required, to ensure its smooth operations.
- Carry out meetings with the in-charge of various sections on regular basis to ensure speedy compliance and disposal of Audit Paras / observations and PAC directives etc.
- To ensure timely submission and verification of audit relates recoveries from concern audit authorities for settlement of audit paras.
- Keep an eye on the working of the section and advice steps/ measures to concerned Officers for improvement, whenever felt necessary.
- Monitor the performance of Officers/ Officials posted in the section and recommend the names of outstanding Officers/ Officials for cash reward/ recognition on the basis of recommendation from In-charge of concerned section

Interaction with Internal / External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information.
NADRA	To acquire information as and when required.
Commissioner / Additional Commissioner	To access required information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current				

	position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	IMPORT SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Assistant/Deputy Collectors
MAIN PURPOSE OF THE JOB			
Matters relating to the Import Section			
ROLES & RESPONSIBILITIES			
<ul style="list-style-type: none"> Supervision of the overall working of import section and intervene, whenever required, to ensure its smooth operations. In this regard. Guidance / Advice to the A.C/D.C, in case of any ambiguity related to import section working, if asked. Monitoring and compilation of monthly statements related to import section. Meetings with AC/DC import section, to discuss various issues of the section and to advise steps/measures to improve the overall working of the section, whenever deemed necessary. Accord approval on all such matters where ADC is the competent authority under the act, rules, public notice or standing order. Implementation of corrigendum to public notice no5/2000 dated 10.3.2000 issued on 22.5.2000. Accord approval, in exceptional circumstances and for reasons to be recorded in writing, for substitution of HC GD to WAREHOUSING GD and vice versa, under Sec 79(2) of Custom Act, once he gets satisfied, in the light of documents placed on file and clear recommendation given by AC/DC Import, that the rate of custom duty is not adversely affected and that there was no intention to defraud. Monitor the performance of officers/officials posted in import section and recommend the names of outstanding officials for cash reward/recognition on the basis of recommendation from the AC/D.C. Any other duty assigned by the competent authority. 			

Interaction with Internal / External Users

INTERACTIONS WITHIN FEDERAL BOARD OF REVENUE							
Function/ Department		Subject					
Collector		To discuss revenue related cases, regular updates regarding progress, policy decisions and legal issues.					
INTERACTIONS WITH EXTERNAL ORGANIZATIONS							
External Organization		Subject					
Chamber of Commerce & Industry		For the facilitation of taxpayers and acquiring information.					
NADRA		To acquire information as and when required.					
Commissioner / Additional Commissioner		To access required information					
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.		To coordinate timely clearance of import / export cargo and other related matters.					
High Court & Federal Ombudsman		To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.					
DESIRED PERSON SPECIFICATION							
Competencies		Definition		Level			
				1	2	3	4
Understanding	Board's	Capacity to identify key stakeholders and revenue					

Objectives	generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.					

Position Title	Additional Collector	Grade:	19
Function	RECOVERY	Location	All over Pakistan
Position Reports to	Collector of Customs.	Position supervises	Deputy / Assistant Collectors

MAIN PURPOSE OF THE JOB

To monitor recoverable pending revenues and arrears under the relevant provisions of Section 202 of the Customs Act, 1969 and Recovery Rules made there-under.

ROLES & RESPONSIBILITIES

- To monitor recoverable/pending revenues and arrears under the relevant provisions of Section 202 of the Customs Act, 1969 and Recovery Rules made there-under.
- To supervise the functioning / working of Recovery in each Group and intervene, whenever required, to ensure its smooth operations.
- To carry out meetings with the AC/DC (Recovery)/ PA (Recovery) on regular basis to ensure disposal of pending recoveries in Group.
- Mobilize resources of the operational units to achieve assigned goals / targets.
- Actively supervise, monitor, guide and motivate officers/ officials / subordinates staff to optimize productivity and quality of the unit output.
- Monitor performance of Officers/ Officials posted in the Recovery Section and recommend the names of outstanding Officers/ Officials for cash reward/ recognition on the basis of recommendation from In-charge of concerned section
- Ensure proper collection of levied duties and taxes in the areas of Recoveries
- Any other duty assigned by the competent authority.

Interaction with Internal/external Organizations

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				

Teamwork	Ability to work in teams in a consultative process;			
Desired Academic and Experience Profile				
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 7 years' experience as Deputy Collector/Deputy Director/Second Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Additional Collector.				

Job Description			
Position Title	Additional Collector (Adjudication)	Grade: 19	
Function:	ADJUDICATION	Location:	Countrywide
Position Reports To: Collector (Adjudication)		Position Supervises: Deputy/ Assistant Collector (Adjudication)	

MAIN PURPOSE OF THE JOB

- The position of Additional Collector Adjudication is primarily responsible to adjudicate cases of Customs, under his jurisdiction. The position also requires the incumbent to have requisite knowledge of Relevant Acts, Rules, Laws and procedures, Import export policies, Case – Laws., Legal Processes and Business Processes. The position is also responsible to ensure equitable and judicious treatment to the taxpayers in deciding cases. The position also require from its incumbent to create conducive work environment and provide leadership, motivation, and opportunities for development of team members.

ROLES AND RESPONSIBILITIES

- To be Judicious in interpretation and application of law by observing independent evaluation of facts of the case.
- Be Fair, decisive, firm, judicious and a good time manger.
- The Collector is required to regularly visit customs adjudication's electronic module to check number of cases in login and update the system regarding issuance of show cause and hearing notices and conduct adjudication proceedings and issuance of order in original..
- Make correspondence with superiors and subordinates related to adjudication.
- Provide proper guidance to his subordinate officers and staff.
- Responsible for effective utilization of human resource available at his disposal by effectively placing the officers and staff assigned to him.
- Recommending training & course for subordinate staff for enhancing their capacity.
- Responsible for team building & motivation of the subordinate staff to achieve better results.
- Set standards periodically for subordinates to comply pre-determined timelines of all customs adjudication processes.
- Ensure timely disposal of all adjudication cases assigned by the collector Adjudication.
- Ensure redressal of complaints by public, traders, importers, exporters, clearing agent etc regarding matters related to adjudication
- Provide guidance to departmental officers regarding application of law and its interpretation as well as subsequent amendments.
- Perform activities related to building and motivating high performance officers / subordinates staff.
- Prepare Monthly Progress Reports of adjudication cases and send monthly report to the Collector (Adjudication) regarding disposal of pending cases.
- Any other duty assigned by the competent authority

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To discuss the disposal and pending adjudication cases and issues involved (if any) in quick disposal of the cases.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Minimum of 5 years' experience as Additional Collector/Additional Director/Secretary (FBR) HQ will be a prerequisite for being considered for promotion to Collector.					

Position Title	Additional Collector Customs	Grade	19		
Function	AIR PORT TRAFFIC /AFU	Location	Preventive Collectorates		
Position reports to	Collector Customs (Preventive)	Position supervises	Assistant /Deputy Collectors (Air Port Traffic)		
MAIN PURPOSE OF THE JOB					
<ul style="list-style-type: none">• Supervision, monitoring, guidance and motivation of Assistant/Deputy Collectors and other senior officials• Coordination and meetings with other agencies to ensure better inter-agency relations• To ensure timely redressal of complaints from passengers• To ensure that mechanism for maximum facilitation to the incoming and outgoing passengers is in place and to constantly review it• To ensure that optimum balance is maintained between facilitation and deterrence					
ROLES & RESPONSIBILITIES					
<ul style="list-style-type: none">▪ Supervision and monitoring of the work of ACs/DCs and other senior officials posted at Airport and taking steps for their capacity building▪ Liaison with other Agencies working at the Air Port▪ Keep on analyzing facilitation measures/mechanism and taking steps to constantly improve them▪ Randomly supervising customs clearance of passengers and accompanied baggage▪ To decide/recommend cases detected at Air Port for initiation of criminal proceedings					
Interaction with internal/external organizations					
Internal	ACs/DCs, Air Port Additional Collector/AC (I&P) Collector Chief Collector				
External	Passengers , Directorate (I&I) FIA / ANF/ ASF/ Civil Aviation Authority/Airlines ,Intelligence Agencies Internal /external Audit Organizations Media				
Desired Person Specifications					
Competencies	Definition	Level			
		1	2	3	4
Leadership	The ability to take key decisions timely. Motivate and guide the anti smuggling staff.	✓			

Understanding Board's objectives	Capacity to take effective measures regarding prevention of smuggling.	✓			
Information gathering	Ability to gather key information.		✓		
Problem Identification & Solving abilities	Ability to identify key problems and to solve them effectively.	✓			
Decision making	To weigh pros and cons and take critical decisions of paramount significance.	✓			
Analytical Thinking	Ability to inquire and analyze critically.		✓		
Communication Skills	Ability to effectively communicate with the staff and higher authorities.		✓		
Team Work	Ability to work and lead a team through consultation.	✓			
Result Orientation	Ability to remain focused towards achieving end results.		✓		

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Should have completed at least a training course on cross-border movement and risk profiling.

Position Title	DEPUTY ASSISTANT COLLECTOR	Grade:	18 - 17
Function	ASSESSMENT	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser / Appraiser

MAIN PURPOSE OF THE JOB

The position of the Assistant /Deputy Collector Assessment is primarily responsible for implementing all the strategies related to revenue collection covering all aspects of Customs, Sales Tax, Income Tax and FE duties and other levies etc at import stage. The Assistant /Deputy Collector Assessment is required to ensure genuine taxpayers are facilitated without compromising the controls.

ROLES AND RESPONSIBILITIES

- Responsible for correct assessment / valuation of imported goods / consignments for collection of duties / taxes.
- To carry out meetings with the Principal Appraiser / Appraiser (Assessment) on regular basis to ensure achievement of assigned targets and proper collection of duties / taxes.
- Scrutiny of the Goods Declarations requiring reassessments once such GDs have already been finalized by the Principal Appraiser / Appraiser (Assessment)
- To keep update on the major revenue spinners of the concerned Assessment Group and suggest steps / measures to concerned Officials for improvement of the assessments.
- Ensure finalization and timely disposal of provisional assessment cases, through coordination with the Directorate General of Customs Valuation and other concern offices, where required.
- Ensure implementation of relevant rules, regulations pertaining to the Importability, PCT, description, classification and application of correct Valuation Rulings issued under section 25-A of the Customs Act, 1969 and application of indicative data base values for the relevant period.
- Prompt response to the correspondences relating to FBR, FTO and other departments for the group related issues;
- To evaluate the performance of Officers / Officials posted in the Group and recommend the names of outstanding Officers / Officials for cash reward/ recognition on the basis of recommendation from In-charge of concerned section.
- Over all in charge of the Group/Section and respective for effective performance thereof.
- Monitoring/scrutiny of 10% GDs processed per day for quality assurance
- Any other duty assigned by the competent authority.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Licensing Section including number of pending application, issued licenses and strategy for effective and efficient processing.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local	To share and acquire information as and when required.

Police					
Deputy Director HQ (I&A), Customs	To share and require information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.				
DG Training	To coordinate training of officers & officials in respective field.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy – Assistant Collector	Grade:	18 – 17
Function	EXAMINATION	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser / Appraiser

Main Purpose of the Job

Examination of imported goods / consignments in terms of section 79-80 of the Customs Act, 1969.

ROLES & RESPONSIBILITIES

- Administration and supervision of examinations and related functions/procedures at the port/terminals
- Conducting timely examination and ensuring feeding of examination reports on the same day for speedy clearances of the imported goods and reduction of dwell time.
- To improve the quality of examination and feeding of particulars covering all aspects of goods imported including complete description, make, model, part – art numbers, origin, number of pieces, weight per piece, packing and any other detail required for making correct assessment and determination of importability of the goods.
- Determination of quantum of net weight in respect of goods requires assessment on weight basis.
- Reporting on the quality of examination work being done by Principal Appraiser – Appraiser – Examiners.
- Issuance of roster for distribution of examination related work among Examination staff. .
- To ensure thorough examinations in line with the existing Law, Procedures, Standing orders and SOPs to ensure disposal of daily grounded containers.
- To make ensure that imported goods are properly arranged for examination.
- Coordination/liaison with Deputy / Assistant Collector, In-charge, Assessment Groups on examination related Issues and with stakeholders such as trade, clearing/shipping agents, terminal operators and other agencies etc. for facilitation and grievance redressal.
- Day to day monitoring of the containers grounded and arranged for examination by container terminal operator;
- Through inspection/examination of imported cargo
- Timely submission of requisite reports and correspondences with the headquarters.
- To ensure availability of transport, equipments, labor, surveyor to the examination staff;
- To ensure sealing – de-sealing of the containers arrived for examination in presence of examination staff;
- Any other duty assigned by the competent authority.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Licensing Section including number of pending application, issued licenses and strategy for effective and efficient processing.
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.

Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .

Position Title	Deputy - Assistant Collector	Grade:	18-17
Function	AUCTION	Location	All over Pakistan.
Position Reports to	Collector of Customs Additional Collector of Customs	Position supervises	Principal Appraiser Appraiser

MAIN PURPOSE OF THE JOB

Auction of goods under section 82 of the Customs Act, 1969 read with Auction Rules, 2001 (SRO 450(I)/2001 dated 18.06.2001.

ROLES & RESPONSIBILITIES

- o Conducting regular auction of goods and supervision thereof;
- o To ensure that un-cleared/unclaimed indices and confiscated lots are put to auction within time frame given under the relevant provisions of Section 82 of the Customs Act, 1969.
- o Timely submission of auction files for approval of the auctioned lots related to his pecuniary limits as per law/rules/procedure
- o Timely submission of files requiring ADC/Collectors approval under the Customs Auction Rules, 2001
- o To ensure continuous reporting on the Auction performances to optimize revenue from auctions.
- o Timely submission of requisite reports and replies to correspondences between HQ/FBR/other department's agencies.
- o Supervision of auction deliveries and to ensure delivery of only those goods for which all dues are paid and prescribed formalities has been compiled with.
- o To ensure security measures with the concerned terminal / auction yard management to avoid theft etc.
- o Any other assignment given by the Collector

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Licensing Section including number of pending application, issued licenses and strategy for effective and efficient processing.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	ADMINISTRATION / ESTABLISHMENT	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector Customs	Position supervises	Principal Appraiser, Appraisers, Examiners, Ministerial staff
MAIN PURPOSE OF THE JOB			
Attend matters relating to Administration / Establishment of the Collectorate			
ROLES & RESPONSIBILITIES			
<ul style="list-style-type: none"> ○ Ensuring operational efficiency in the Collectorate through proactive initiation and effective coordination among all divisions/sections/groups. ○ Create taxpayer friendly environment through implementation of planned facilitation initiatives. ○ Active supervision, monitoring, guidance and motivation of officials / subordinates staff to optimize productivity and quality of the unit output. ○ Ensuring proper maintenance and utilization of the assets and providing logistical support to the officers of Collectorate. ○ To supervise and ensure the performance of Common Pool Fund, SR Cell, Accounts - Cash Section. ○ Close liaison with the Chief Accounts Officer for timely reconciliation of revenue figures and collection thereof on monthly, quarterly and yearly basis with the Bureau of Statistics, State Bank of Pakistan. ○ Submission of prescribed reports to the relevant forums. ○ Any other duty assigned by the competent authority. 			

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Licensing Section including number of pending application, issued licences and strategy for effective and efficient processing.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	LICENSING	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers,
MAIN PURPOSE OF THE JOB			
To monitor / grant Licenses to the Customs Clearing Agents in terms of Section 207 of the Customs Act, 1969 read with Customs Agents Licensing Rules, 2001 (SRO 450(I)/2001).			
ROLES & RESPONSIBILITIES			
<ul style="list-style-type: none"> ○ Initiation of process for seeking approval of the licensing authority for issuance / Reissuance, Revocation, Suspension of Clearing Agent Licenses. ○ Pursue with DoT for conducting examination for selection of individuals for issuance of licenses to clearing agents and arranging refresher courses at Directorate General of Customs Training. ○ Safe custody of Security deposits, substitution & release / forfeiture thereof. ○ Submission of files to the Licensing authority for con-donation of time in renewal of Clearing Agent Licenses. ○ Initiation of adjudication for violation of Clearing Agent Licensing Rules / law. ○ Seeking approval for inclusion / deletion of partners in Clearing Agent License and change in directorship / address. ○ Submission of Clearing Agent Booklets for renewal /amendment / duplicate copies to the concerned Licensing authority. ○ Any other duty assigned by the competent authority. 			

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Licensing Section including number of pending application, issued licences and strategy for effective and efficient processing.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	EXTERNAL – INTERNAL AUDIT (CRA / PCA)	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraiser, Appraisers,

MAIN PURPOSE OF THE JOB

To maintain close coordination with the Internal – External Audit authorities and to ensure submission of timely replies to the audit observations, audit Paras and directives of the PAC by effectively presenting the stance of the department at Pre-MAC, DAC and Pre-PAC level.

ROLES & RESPONSIBILITIES

- To ensure proper functioning / working of the Pre-Audit section and intervene, whenever required, to ensure its smooth operations.
- Conduct meetings with the Deputy – Assistant Collectors, in-charge respective sections on regular basis to ensure speedy compliance and disposal of Audit Paras / observations and PAC directives etc on case to case basis.
- To ensure timely collection of verification reports of audit related recoveries from concerned sections of the Collectorate for onward submission to the audit authorities for settlement of audit Paras.
- To ensure proper working of the section and suggest steps/ measures to concerned Officers for improvement in recoveries whenever felt necessary.
- To ensure performance of Officers/ Officials posted in the section and recommend the names of outstanding Officers/ Officials for cash reward/ recognition on the basis of recommendation from In-charge of concerned section
- Any other duty assigned by the competent authority.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Audit Section including number of audit forum, update of replies and amounts involved and strategy for effective representation of Collectorate before Court.
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal	To discuss cases in favor of revenue generation for the FBR to review or

Ombudsman	monitor the progress of on-going cases.				
DG Training	To coordinate training of officers & officials in respective field.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	IMPORTS/MCD SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Main Purpose of the Job

Attend on priority the matters relating to the Import Section
Roles & Responsibilities
<ul style="list-style-type: none"> ○ To ensure proper working of import section for smooth operations ○ Suggestions / Guidance / Advice to the staff of Import Section for effective performance anomaly observed in the working of import section. ○ Compilation and submission of monthly statements related to import section and Meetings with the staff of Import Section to discuss various issues of the section and to advise steps/measures to improve the overall as well as day to day working of the section. ○ Submission of files / matters for approval on all such matters where ADC is the competent authority under the act, rules, public notice or standing order. ○ Submission of files for approval, in exceptional circumstances and for reasons to be recorded in writing, for substitution of HC GD to WAREHOUSING GD and vice versa, under Sec 79(2) of Custom Act, once the authority gets satisfied, in the light of documents placed on file and clear recommendation that the rate of custom duty is not adversely affected and that there was no intention to defraud the government exchequer. ○ Monitor the performance of officers/officials posted in import section and recommend the names of outstanding officials for cash reward/recognition on the basis of recommendation from the AC/D.C. ○ Any other duty assigned by the competent authority.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Import Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal	To discuss cases in favor of revenue generation for the FBR to review or

Ombudsman	monitor the progress of on-going cases.				
DG Training	To coordinate training of officers & officials in respective field.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	ADJUDICATION	Location	All over Pakistan
Position Reports to	Collector of Customs	Position supervises	Ministerial staff etc.
MAIN PURPOSE OF THE JOB			
The position of the Deputy / Assistant Collector Adjudication Section is responsible for ensuring lawful and expeditious disposal. The position requires close liaison with Assessment Groups to ensure their representation.			
ROLES AND RESPONSIBILITIES			
<ul style="list-style-type: none"> ○ To ensure that case is adjudicated in the Collectorate and does not fall within the jurisdiction of the Collectorate of Adjudication. ○ To ensure transparent, expeditious, and judicious disposal of contraventions ○ Suggestions / guidance / advice to the staff of MIS Section indicating any ambiguity or anomaly observed in the working of the Section. ○ Compilation and submission of monthly statements related to Adjudication section. ○ Meetings with the staff of Adjudication Section to discuss various issues of the section and to advise steps/measures to improve the overall as well as day to day working of the section. ○ Any other duty assigned by the competent authority. 			

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department		Subject			
Collector		To give regular updates regarding all related matters regarding MIS Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.			
Additional Collector		To delegate tasks, receive updates and monitor progress.			
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization		Subject			
Chamber of Commerce & Industry		For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.			
Coast Guard / ANF / Local Police		To share and acquire information as and when required.			
Deputy Director HQ (I&A), Customs		To share and require information			
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.		To coordinate timely clearance of import / export cargo and other related matters.			
High Court & Federal Ombudsman		To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.			
DG Training		To coordinate training of officers & officials in respective field.			
DESIRED PERSON SPECIFICATION					
Competences	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and				

	potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	MIS	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.
MAIN PURPOSE OF THE JOB			
The position of the Deputy / Assistant Collector MIS Section is responsible for ensuring expeditious and effective addressing of System related issues faced by both internal and external users. The position requires close liaison with PRAL development team for quick remedial actions.			
ROLES AND RESPONSIBILITIES			
<ul style="list-style-type: none"> o To ensure that job listed in WeBOC module for AC/DC MIS are done effectively and efficiently. o Compilation and submission of MIS reports to Collector. o Ensuring that in coordination / consultation with the Directorate of Reforms & Automation WeBOC Modules conform to the Act & Rules and are duly updated to respond to the requirement of the Users, both Internal and External. o Supervision of the work relating to DC/AC MIS o MIS report generation o Correspondences with Directorate General of Reforms and Automation for improving Weboc modules. o Review of RMS behavior o Monitoring of cancellation of TP and other GDs. o Monitoring of risky PCTs for actions under RMS. o Any other duty assigned by the competent authority. 			

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE	
Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding MIS Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.
Additional Collector	To delegate tasks, receive updates and monitor progress.
INTERACTIONS WITH EXTERNAL ORGANIZATIONS	
External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	R&D/AIB/PRV	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.
MAIN PURPOSE OF THE JOB			
<p>The position of the Deputy / Assistant Collector R&D/AIB/PRV Section is responsible for ensuring effective representation of Department in all litigation matters and to liaise with other Sections/Groups for their updating and input on matters relating to the Section/Groups pending before Courts. The position actively supervises monitors and guides the officers and staff to use all available sources and implement all provisions of Customs Act and Rules 2001 to safeguard the interest of the Collectorate in litigations.</p>			
ROLES AND RESPONSIBILITIES			
<ul style="list-style-type: none"> ○ To ensure smooth operation of AIB/R&D functions in tandem with the policy outlined by the senior authorities. ○ To ensure smooth operation of AIB/R&D/PRV functions in tandem with the policy outlined by the senior authorities. ○ To co-ordinate, intelligence gathering and its effective synthesis, analysis and dissemination. ○ To implement strategies for preventing leakage and evasion of revenue. ○ Coordinating intelligence and information sharing. ○ Ensuring implementation of information based policies to plug the revenue leakage. ○ Effective utilization of Human Resource. ○ Carry out daily/weekly meeting with the AC/DC (AIB/R&D/PRV) to ensure achievement of targets assigned. ○ Make regular review of all items identified as a "Risk" by the AIB/R&D/PRV section. ○ Review GDs which have been blocked by AC/DC or PA. ○ Monitor the performance of officers/officials posted under his/her supervision through performance indicators. ○ Monitoring of the Criminal – Quasi judicial proceedings, Prosecution pending at different legal fora. ○ Fortnightly review of all Court Cases/Audit Paras / Recovery pertaining to R&D / AIB/PRV. ○ Carry out studies of sectors and overall procedures where violation or potential risk of misappropriation may exist. ○ Co-ordinate with Directorate of Reforms and Automation to address such lacunae. ○ To plan periodic audits of imports pertaining to major revenue spinners / high value / risky commodities in terms of revenue (weight, Nos.etc), value, tax structure through statistical analysis. ○ Tracking market trends of different commodities/sectors for minimizing the chances of mis-declaration, under-invoicing at import stage. ○ To ensure group-wise post verification, identify revenue leakage and ensuring corrective measures including creating recovery of the identified amount. ○ Work-flow analysis and suggest improvement in the current modules to ensure prompt clearances minimum revenue pilferage. ○ Suggest measures for the overall up-gradation of the automated system with a view to simplify procedures and plug any probable revenue leakage. ○ Any other duty assigned by the competent authority. 			

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE					
Function/ Department	Subject				
Collector	To give regular updates regarding all related matters regarding Law Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.				
Additional Collector	To delegate tasks, receive updates and monitor progress.				
INTERACTIONS WITH EXTERNAL ORGANIZATIONS					
External Organization	Subject				
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.				
Coast Guard / ANF / Local Police	To share and acquire information as and when required.				
Deputy Director HQ (I&A), Customs	To share and require information				
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.				
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.				
DG Training	To coordinate training of officers & officials in respective field.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy - Assistant Collector	Grade:	18-17
Function	PREVENTIVE / ANTI SMUGGLING	Location	All over Pakistan
Position Reports to	Additional Collector of Customs	Position supervises	Officers and staff

MAIN PURPOSE OF THE JOB

The position of the Deputy / Assistant Collector (Preventive) / (Anti Smuggling) is primarily responsible for supervising anti-smuggling activities in his jurisdiction. This position also requires filing of FIR against smugglers and their facilitator / financiers. The position is also responsible to manage the manpower resources deployed.

ROLES AND RESPONSIBILITIES

- Anti Smuggling carried out through effective intelligence and information.
- Preventing flow of contraband / non duty paid smuggle goods through coordinated efforts with other organizations i.e. coast guard, rangers, local police, customs intelligence etc.
- To ensure deposit of seized goods in state warehouse in accordance with the procedures and orders issued from time to time and submission of seizure reports to adjudicating officer.
- The position is also required to file FIR against the smugglers / facilitators and pursue the cases in the court for successful prosecutions.
- To monitor the performance of all the anti smuggling units in his / her jurisdiction and furnish report showing comparative positions with corresponding period of previous year regarding number of seizure cases, quantity / value of goods etc.
- To ensure that the feedback from Tracking Company and DG Transit, Karachi in respect of movement of forward and retrograde transit cargo through Karachi ports and its flow through inland stations up to exit at export stations and taking prompt action in case of discrepancy / violation.
- Ensure timely disposal of seized and confiscated goods through auctions and the amount of revenue realized.
- Ensure redressal of complaints by public, traders etc.
- Ensure that all units of anti smuggling / preventive divisions' timely interdict attempts of smuggling of contraband, drugs, currency, Gold, IADs, arm and ammunition etc through effective intelligence / information gathering.
- To ensure that subordinate staff is imparted regular trainings in modern techniques regarding prevention of smuggling of drugs, currency, IADs etc as well as processes of appraisalment, valuation, examination etc.
- Any other duty assigned by the competent authority.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Additional Collector	To give regular updates regarding all related matters regarding Law Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A),	To share and require information

Customs	
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	LAW SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs. Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

MAIN PURPOSE OF THE JOB

The position of the Deputy / Assistant Collector Law Section is responsible for ensuring effective representation of Department in all litigation matters and to liaise with other Sections/Groups for their updating and input on matters relating to the Section/Groups pending before Courts. The position actively supervises monitors and guides the officers and staff to use all available sources and implement all provisions of Customs Act and Rules 2001 to safeguard the interest of the Collectorate in litigations.

ROLES AND RESPONSIBILITIES

- o The Officer shall supervise functioning/ working of Law Branch and intervene, whenever

required, to ensure its smooth operations. In this regard, the Officer shall carry out meetings with the AC/DC / PA (Law Branch) on regular basis to ensure achievement of assigned targets for disposal of pending cases.

- Monitoring filing of CPLA'S, SCRA'S, Appeals before Tribunal / Collector Appeal within the stipulated time period.
- Keep an eye on the major cases wherein huge amount of revenue is involved and advise steps/ measures to concerned officers for improvement when ever felt necessary.
- Monitor the performance of nominated Lawyers in the cases subjudice before the honorable Supreme / High Court and at other fora.
- Monitoring the speedy and proper feeding of cases pertaining to honorable Supreme Court/ High Courts in LMS system.
- Filing / Signing of SCRA'S before the honorable High Court of Sindh.
- Examining the legality of case before approving the contravention.
- Performance Monitoring of lawyers / initiation of cases to FBR for inclusion of new lawyers in panel.
- Liaison with administrative authorities of Courts / Tribunal / FTOs / Appeals / Adjudication Collectorate.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Law Section including number of litigations, type, issues and amounts involved and strategy for effective representation of Collectorate before Courts.
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical				

	analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	BG CELL /SECURITIES SECTION	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

MAIN PURPOSE OF THE JOB

The position of the Deputy / Assistant Collector Recovery is primarily responsible for ensuring the safe keeping of securities, their expeditious release, revalidation and for timely liquidations thereof as and when required. The position actively supervises monitors and guides the officers and staff to use all available sources and implement all provisions of Customs Act and Rules 2001 to recover the dues payable by the defaulting taxpayers.

ROLES AND RESPONSIBILITIES

- To ensure overall performance of BG Cell / Securities Section for smooth operations
- Suggestions / Guidance / Advice to the staff of BG Cell / Securities Section indicating any ambiguity or anomaly observed in the working of the Section.
- Compilation and submission of monthly statements related to BG Cell / Securities section and
- Meetings with the staff of BG Cell / Securities Section to discuss various issues of the section and to advise steps/measures to improve the overall as well as day to day working of the section.
- Submission of files / matters for approval on all such matters where ADC is the competent authority under the act, rules, public notice or standing order.
- Before encashment or release of any security, it will be ensured that all the prescribed processes and legal requirements have been completed.
- To ensure that all Public Notices, CGOs, Office Orders etc on BG Cell / Securities matters are being followed in letter and spirit by all concerned.
- Monitor the performance of officers/officials posted in BG Cell / Securities Section and recommend the names of outstanding officials for cash reward/honorarium etc.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding BG Cell/Securities Section including number of securities, type, amount involved and strategy for early liquidation
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DG Training		To coordinate training of officers & officials in respective field.			
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. .					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	RECOVERY	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

Attend on priority the matters relating to the Bond Section

MAIN PURPOSE OF THE JOB

The position of the Deputy / Assistant Collector Recovery is primarily responsible for effective coordination among all the Divisions / Units of the MCC and to ensure the realization of outstanding dues by the defaulting taxpayers. The position actively supervises monitors and guides the officers and staff to use all available sources and implement all provisions of Recovery Rules 2001 to recover the dues payable by the defaulting taxpayers.

ROLES AND RESPONSIBILITIES

- To ensure efficient performance of Recovery Section.
- Suggestions / guidance / advice to the staff of Recovery Section.
- Compilation and submission of monthly statements related to Recovery section.
- Meetings with the staff of Recovery Section to discuss various issues of the section and to advise steps/measures to improve the overall as well as day to day working of the section.
- Submission of files / matters for approval on all such matters where ADC is the competent authority under the act, rules, public notice or standing order.
- Implementation of the provisions of the Customs Act, 1969 and Chapter XI of Customs Rules 2001 regarding Recovery.
- To ensure that all Public Notices, CGOs, Office Orders etc on Recovery matters are being followed in letter and spirit by all concerned.
- Monitor the performance of officers/officials posted in Recovery Section and recommend the names of outstanding officials for cash reward/honorarium etc.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates to ADC/Collector on regarding all related matters regarding Recovery Section including updated position of arrears and the strategies adopted for recovery thereof etc.
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal	To discuss cases in favor of revenue generation for the FBR to review or

Ombudsman	monitor the progress of on-going cases.				
DG Training	To coordinate training of officers & officials in respective field.				
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy – Assistant Collector	Grade:	18-17
Function	WAREHOUSING	Location	All over Pakistan
Position Reports to	Collector of Customs, Additional Collector of Customs	Position supervises	Principal Appraisers, Appraisers, Ministerial staff etc.

MAIN PURPOSE OF THE JOB

The job of AC/DC Warehousing is to attend on priority the matters relating to the Bond Section. The position of the Deputy / Assistant Collector Warehousing is primarily responsible for effective and smooth removal of goods into and from the Public and Private Warehouses by ensuring the implementation of all orders / circulars / instructions issued by Board and Collectorate in all matters. The position requires the incumbent to advise Additional Collector / Collector on matters relating to administration / policy decisions regarding compliance of FBR guidelines. The position actively supervises monitors and guides the officers and staff to create friendly environment for all taxpayers and also advise Collector and Additional Collector on placement of officers and staff in accordance with the specific job requirements.

ROLES AND RESPONSIBILITIES

- To ensure efficient overall performance of Bond Section.
- Suggestions / guidance / advice to the staff of Bond Section to increase their efficiency and output.
- Compilation and submission of monthly statements showing overstayed goods.
- Meetings with the staff of Bond Section to discuss various issues of the section and to advise steps/measures to improve the overall as well as day to day working of the section.
- Submission of files / matters for approval on all such matters where ADC is the competent authority under the act, rules, public notice or standing order.
- Implementation of the provisions of the Customs Act, 1969 and Chapter XV of Customs Rules 2001 regarding warehousing.
- To ensure that all Public Notices, CGOs, Office Orders etc on Warehousing are being followed in letter and spirit by all concerned.
- Monitor the performance of officers/officials posted in Bond Section and recommend the names of outstanding officials for cash reward/honorarium etc.

Interaction with Internal/External Users

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Collector	To give regular updates regarding all related matters regarding Bond Section including licensing renewal/issuance, overstayed goods etc.
Additional Collector	To delegate tasks, receive updates and monitor progress.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local Police	To share and acquire information as and when required.
Deputy Director HQ (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim Pakistan Railway etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.

DG Training		To coordinate training of officers & officials in respective field.			
DESIRED PERSON SPECIFICATION					
Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the Board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position Title	Deputy / Assistant Collector (Export)	Grade: 18/17
Function:	EXPORT/ BONDS /EPZ	Location: Countrywide
Position Reports To:	Additional Collector	Position Supervises: Deputy/Assistant Collector

MAIN PURPOSE OF THE JOB

To ensure application of national laws on exportable goods, maintain effective control without compromising the trade facilitation., supervise the physical inspection/examination of goods made by Examining Officers/Appraising Officers (EOs / AOs) working under his jurisdiction, random countercheck of the same and to ensure on-spot feeding of the reports and uploading of images by the EO/AO in the System and maintain effective communication with the different agencies working on port like Plant Protection and Quarantine. ANF and DIT, EPZA and ensure verification of E forms where required.

ROLES AND RESPONSIBILITIES

- To supervise the working of examination and assessment staff and periodically examine goods himself / herself, checking folders of EOs /AOs to countercheck the contents of ERs written, wherever possible and issue necessary instructions to improve ER.
- To process assigned GDs and physically examine the goods marked to him for verification to crosscheck all the aspects including description, quantity and countercheck scanned documents;
- To ensure to send sample to lab (where required) and monitoring the procedure of drawl of samples.
- To monitor quota of different goods.
- Ensure that cases of mis-declaration, over invoicing, short assessment etc at export stage are timely detected through effective intelligence and surveillance.
- To ensure quick processing of DTRE Applications and timely audit of all ripe approvals and also to conduct annual audit of all the Bonds / EOUs.
- Effective liaison with all relevant agencies and trade bodies.
- To provide technical opinion to the lawyers for effective pursuit of cases in Courts and personally appear in Courts where necessary.
- Vacation of stay orders against recovery.

INTERACTIONS WITH IN FEDERAL BOARD OF REVENUE

Function/ Department	Subject
Additional Collector	To give regular updates regarding export clearance, policy matters and legal issues. Discuss progress on cases of misdeclaration, audit paras etc.

INTERACTIONS WITH EXTERNAL ORGANIZATIONS

External Organization	Subject
Chamber of Commerce & Industry	For the facilitation of taxpayers and acquiring information regarding problems, complaints etc.
Coast Guard / ANF / Local	To share and acquire information as and when required.
Police DG (I&A), Customs	To share and require information
Karachi Port authorities i.e. KPT, QIC, Port Qasim etc.	To coordinate timely clearance of import / export cargo and other related matters.
High Court & Federal Ombudsman	To discuss cases in favor of revenue generation for the FBR to review or monitor the progress of on-going cases.
DG Training	To coordinate training of officers & officials in respective field.

DESIRED PERSON SPECIFICATION

Competencies	Definition	Level			
		1	2	3	4
Understanding Board's Objectives	Capacity to identify key stakeholders and revenue generation avenues, understand the external and internal environment and its impact on the board. The ability to take initiative, assess gaps between current position and potential future goals and work towards bridging that gap.				
Leadership	The ability to delegate, monitor occasionally and coach and mentor taskforce to their true potential.				
Analytical Thinking	Capacity for inquiry, abstract logical thought, and critical analysis.				
Problem Identification and Solving Abilities	Ability to identify and solve problems;				
Result Orientation	Setting objectives in line with targets, develops plan to achieve goals, ensures standards are met and remains committed towards end results.				
Communication Skills	The ability to effectively communicate formally and informally through verbal and written methods.				
Decision Making	The ability to gather information, weigh pros and cons and take decisions in stressful situations and take ownership for decisions taken.				
Teamwork	Ability to work in teams in a consultative process;				
Desired Academic and Experience Profile					
Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification.					

Position	Deputy/Assistant Collector Customs	Grade	BPS-18/17
Function	Air Port (Traffic)	Location	Air Ports Preventive Collectorates
Position reports to	Additional Collector Customs Air Port	Position Supervises	Superintendents/ Dy. Superintendents / Inspectors/ Sepoys

MAIN PURPOSE OF THE JOB

- Timely clearance of incoming and outgoing passengers and their accompanied baggage
- Effective operation of rummaging/patrolling for prevention of smuggling
- Expeditious disposal of the complaints of passengers and other agencies
- Inter-agency coordination at airport
- To ensure that legal formalities covering entire cycle of seized goods be followed

ROLES & RESPONSIBILITIES

- Supervision, monitoring, motivation, guidance and placement of customs staff
- Information gathering and intelligence networking
- On spot redressal of complaints from passengers
- Preparation and follow up of seizure cases till finalization of adjudication/litigation
- To ensure that SOPs in place for customs clearance at Airport are followed in letter and spirit

Interaction with internal/external organizations

Internal	Superintendents, Deputy Superintendents , Inspectors ACs/DCs AFU ACs / DCs (SWH,I&P,ASO) Additional Collector Collector
External	Passengers AC/DC (Adjudication) Collector (Appeals), Appellate Tribunal Directorate (I&I) ASF/ANF/CAA/FIA Intelligence Agencies Airlines

Desired Person Specifications

Competencies	Definition	Level			
		1	2	3	4
Leadership	The Ability to take key decisions timely. Motivate and guide the staff about technicalities/issues	✓			
Understanding Board's guidelines	All guidelines are properly implemented with displays and follow up through monthly reports			✓	
Information gathering and results	Ability in gathering key information timely and their success	✓			
Identification of issues and	Ability to identify key problems and		✓		

their solution	solution effectively				
Decision making	To weigh pros and cons and take critical decisions of paramount significance in quick session.		✓		
Analytical Thinking	Ability to inquire and analyze critically		✓		
Communication Skills	Effective communication with the staff and higher authorities	✓			
Team Work	Ability to work as a team and lead the same team with consultation.	✓			
Result Orientation	Focused on agendas / Risk elements for achieving end results		✓		

Desired Academic and Experience Profile

Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Should have completed a training course on risk profiling of passengers. At least 02 years service completed.

Position	Deputy/Assistant Collector Customs	Grade	18/17
Function	BAGGAGE	Location	Preventive Collectorates of Customs
Position reports to	Additional Collector Customs	Position Supervises	Superintendent Baggage
Main Purpose of the Job			
<ul style="list-style-type: none"> • Speedy clearance of baggage /personal effects of passengers • Monitoring of staff for proper and speedy processing/clearance of baggage declarations • To ensure implementation of legal and procedural formalities regarding clearance of baggage 			
Roles & Responsibilities			
<ul style="list-style-type: none"> ▪ Supervision and monitoring of staff posted in Baggage Section ▪ Timely redressal of complaints ▪ To ensure proper implementation of baggage rules ▪ To discourage any commercial activity and get proper duties and taxes as per I.T.P and Tariff 			

Interaction with internal/external organizations					
Internal	AC (Traffic)AC/ DC (Groups)Anti-Smuggling Additional Collector, Collector				
External	Passengers, Adjudication, Collector (Appeals), Directorate (I&I) ,Business Bodies/ Professionals Tribunal, Consolidators				
Desired Person Specifications					
Competencies	Definition	Level			
		1	2	3	4
1. Leadership	The Ability to take key decisions timely. Motivate and guide the staff			✓	
2. Understanding Board's objectives	Capacity to take effective measures for implementing Board's orders	✓			
3. Information gathering	Ability to gather key information		✓		
4. Problem Identification & Solving abilities	Ability to identify key problems and solve them effectively		✓		
5. Decision making	To weigh pros and cons and take critical decisions of paramount significance		✓		
6. Analytical Thinking	Ability to inquire and analyze critically		✓		
7. Communication Skills	Ability to effectively communicate with the staff and higher authorities			✓	
8. Team Work	Ability to work and lead a team through consultation		✓		
9. Result Orientation	Ability to remain focused towards		✓		

	achieving end results				
Desired Academic and Experience Profile					
<p>Minimum 14 years of formal education or graduate degree awarded by a recognized institution followed by successful completion of all applicable requirements of the Civil Service of Pakistan (CSS) examinations. Preference may be given to those with higher academic or professional qualification. Should have undergone a training course/session on Baggage Rules. At least one year service completed.</p>					

Position Title	STATISTICAL OFFICER	Grade	17
Function	Statistical Reports & Analysis	Location	HQ of each
Position reports to	Collector of Customs Additional Collector Customs	Position supervises	Statistical Branch

Main Purpose of the Job

- o Compilation of daily, monthly & annual revenue reports
- o Preparation of all statistical reports
- o Assisting the Collector in assignment of targets to units within MCCs
- o Analysis of revenue collection including ascertaining reasons for improvement or shortfall

ROLES & RESPONSIBILITIES

- o Coordinating with all sections for timely collection of data
- o Ensuring that all reports are compiled correctly & sent on time
- o Carrying out analysis of import & export data each month
- o Identifying & reporting any abnormalities in statistical information

Interaction with Internal/External Users

Internal:	All unit heads within MCC, Officer-in-charge PRAL in MCC, DC (MIS), CAO
External:	Relevant statistical section in FBR

Desired Person Specifications

Competencies	Definition	Level			
		1	2	3	4
Leadership					✓
Understanding Board's objectives				✓	
Information gathering		✓			
Problem Identification & Solving abilities			✓		
Decision making					✓
Analytical Thinking		✓			
Communication Skills					
Team Work			✓		
Result Orientation			✓		

Desired Academic and Experience Profile

- Degree in statistics
- Basic Training about Customs terminology & PRAL computer systems
