

D3.4 Chart of DigiGreen Competences: Definition of the core competences for the New Curricula



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1. Introduction

1.1 Scope of the deliverable

The DigiGreen Competences Chart is an essential tool aimed at defining the fundamental skill sets necessary for the development of novel curricula within the postal sector. Notably, the digital and green competences, which are important in the postal industry, have not yet been adequately addressed through any tailored competence framework like DigComp (Ferrari et al., 2013) or DigComp2 (Vuorikari et al., 2022). Furthermore, there has been a significant gap in competence frameworks concerning green skills across various sectors.

In this context, it is crucial to highlight that each country and industry has traditionally charted its own course when it comes to training and skills development, as observed in the CEDEFOP report titled "Skills for Green Jobs" (CEDEFOP, 2010).

However, recognizing the importance of standardization and the need for a harmonized approach, we are embarking on an initiative to create a novel DigiGreen Competences Chart tailored specifically for the postal sector. This initiative will focus on establishing a comprehensive competence framework that bridges the digital and green aspects of the postal sector's various occupations. Our primary goal is to identify and define a minimum of 20 core competence areas, which will be integrated into the deliverables outlined in D3.4. These deliverables will ensure a robust and holistic representation of the DigiGreen Competences essential for the postal sector's growth and sustainability.

The creation of this DigiGreen Competences Chart is important for several reasons. Firstly, it recognizes the transformative impact of digital technologies in the postal sector, which demands a sophisticated set of digital competences to utilize its full advantages. Moreover, as environmental sustainability becomes an increasing global concern, the postal sector must adapt better to green practices and ICT technologies.

By addressing both digital and green competences, the new Chart of DigiGreen Competences seeks to provide postal sector professionals with a standardized and universally accepted set of skills that are critical for the sector's sustainable future. The work reported in the current deliverable is not only a response to the current gap in competence frameworks, but also a forward-thinking effort to ensure that the postal sector remains agile, competitive, and ecologically responsible.

In conclusion, the development of the DigiGreen Competences Chart represents a significant step towards defining the core competences required for the postal sector in an era characterized by digital transformation and a growing emphasis on sustainability. By this effort, we acknowledge the need for standardized competence frameworks and strive to bridge the gaps in both digital and green competences. The collaborative efforts of involving partners in delivering D3.4 reflect a commitment to enhancing the capabilities and competitiveness of the postal sector, while it prepares postal employees for a future that demands proficiency in DigiGreen Competences.

1.2 Importance for the Postal Sector & Standards

Integration of Digital and Green Competences: The postal sector is evolving with the integration of digital technologies and a growing emphasis on environmental sustainability. The DigiGreen Competences Chart acknowledges the need for a combined set of competences that encompass both digital

and green skills. This is essential for ensuring that postal professionals are equipped to navigate and excel in this evolving landscape.

DigComp is a European framework that defines digital competence standards for citizens. It outlines the knowledge, skills, and attitudes required to use digital technologies effectively for personal, social, and professional purposes. The DigiGreen Competences Chart builds on this foundation by recognizing that in the postal sector, digital skills are critical. This means that postal professionals need to not only be digitally competent in a general sense but also possess skills specific to the postal industry's evolving technological demands. This alignment ensures that postal workers can leverage digital technologies in their roles effectively.

GreenComp is a framework that focuses on sustainability competences across various industries. It defines the skills and knowledge required to promote and integrate sustainable practices in different sectors. The DigiGreen Competences Chart complements GreenComp by emphasizing the unique requirements of the postal sector. It recognizes that environmental sustainability is of paramount importance in postal operations. This means that postal professionals must possess specific green skills related to resource conservation, emissions reduction, and other eco-friendly practices. By aligning with GreenComp, the DigiGreen Competences Chart ensures that postal workers are equipped to contribute to the industry's sustainability goals.

Standardization and Harmonization: Traditionally, training and skills development in the postal sector have varied widely between countries and industries. The initiative recognizes the importance of standardization and a harmonized approach. This ensures that professionals across different regions and sectors have access to a consistent and universally accepted set of competences. ESCO (European Skills, Competences, Qualifications and Occupations) is a multilingual classification of European skills, competences, qualifications, and occupations. It provides a standardized way to describe and compare skills and qualifications across different countries and industries within the European Union. Using ESCO codes will play a crucial role in unifying training and skills development in the postal sector:

- **Standardized Skill Descriptions:** ESCO codes provide standardized descriptions of skills and competences. By assigning specific ESCO codes to various competences within the DigiGreen Competences Chart, it becomes easier to communicate and understand the required skills regardless of language or regional differences. This ensures that professionals in different countries and industries can refer to a consistent set of competences.
- **Facilitates Cross-Border Mobility:** For professionals working in the postal sector, especially those involved in cross-border activities, having a standardized set of competences is essential. ESCO codes provide a common language for describing skills and qualifications, making it easier for professionals to showcase their expertise and for employers to understand their capabilities when working across different countries.
- **Supports Recognition of Prior Learning:** ESCO codes can be used to facilitate the recognition of prior learning and experiences. When professionals from different backgrounds or regions seek employment or training opportunities in the postal sector, their skills and competences can be mapped to ESCO codes. This allows employers and training providers to understand the equivalency and relevance of their existing knowledge and skills.
- **Enables Data-driven Decision-Making:** By using ESCO codes, organizations and policymakers can collect and analyze data related to skills and competences in the postal sector. This data

can inform strategic decisions about training needs, workforce planning, and policy development. It also supports efforts to identify trends and emerging skill requirements within the industry.

- Promotes Transparency and Comparability: ESCO codes enhance transparency and comparability in the assessment of skills and competences. This is particularly important when evaluating qualifications for hiring, promotion, or training purposes. Professionals, employers, and training providers can refer to ESCO codes to understand the specific requirements associated with different roles in the postal sector.
- Alignment with European Frameworks: ESCO is designed to align with other European frameworks, such as the European Qualifications Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET). This integration ensures that the competences described using ESCO codes are consistent with broader European standards, further facilitating cross-border recognition and mobility.

The development of the DigiGreen Competences Chart is aimed at **benefiting multiple stakeholders within the postal sector and related industries:**

Training and Educational Institutions: Educational and training institutions that offer programs related to the postal sector can use the DigiGreen Competences Chart as a reference guide. It can inform curriculum development, course offerings, and training materials to ensure that students and trainees are equipped with the latest digital and green competences required by the industry.

Postal Professionals: The DigiGreen Competences Chart is primarily developed for individuals working within the postal sector. This includes postal workers, managers, technicians, customer service representatives, and other professionals involved in various aspects of mail and package delivery, logistics, and related services. It provides them with a standardized set of skills and competences necessary to excel in their roles, especially in light of the evolving digital and green requirements of the sector.

Employers and Postal Organizations: Postal organizations and employers in the sector stand to benefit significantly from the DigiGreen Competences Chart. It provides them with a structured framework to assess, identify, and develop the skills and competences of their workforce. This can lead to improved workforce planning, targeted training programs, and enhanced operational efficiency as employees are equipped with the necessary digital and green competences.

Regulatory and Policy Bodies: Government agencies and regulatory bodies overseeing the postal sector may find the DigiGreen Competences Chart useful for setting industry standards and regulations. It can serve as a benchmark for licensing, certification, and accreditation processes, ensuring that professionals in the sector meet established competency requirements.

Industry Associations and Trade Unions: Industry associations and trade unions can use the DigiGreen Competences Chart to advocate for the professional development of postal workers. It can serve as a tool for negotiating training programs, career advancement opportunities, and benefits packages that align with the identified competences.

Cross-Border and Cross-Industry Professionals: For professionals working in cross-border activities within the postal sector, or those transitioning between different sectors, the DigiGreen Competences Chart provides a common reference point. It enables individuals to understand and communicate their skills in a standardized manner, facilitating mobility and recognition of prior learning.

Policy Makers and Researchers: Policymakers and researchers in the field of postal services, digitalization, and sustainability may use the DigiGreen Competences Chart as a resource for informed decision-making and academic research. It provides a structured framework for understanding the evolving skill requirements of the postal sector.

DigiGreen Competences Chart serves as a **versatile tool that supports a wide range of activities** related to workforce development, training, recruitment, policy-making, and research within the postal sector. It provides a standardized framework for understanding and assessing the skills and competences necessary for success in the evolving digital and green landscape of the industry.

Workforce Development and Training Programs:

- Curriculum Development: Educational institutions, vocational training centers, and postal organizations can use the DigiGreen Competences Chart as a foundation for designing curriculum and training programs tailored to the specific needs of the postal sector.
- Skill Assessment: Employers can use the chart to assess the skills and competences of their current workforce. This helps in identifying areas for improvement and providing targeted training opportunities.

Recruitment and Hiring, Job Descriptions and Competency Profiles: HR professionals can refer to the DigiGreen Competences Chart when creating job descriptions and competency profiles for new hires. This ensures that the qualifications and skills required for specific positions are accurately defined.

Career Development and Advancement, Individual Development Plans: Employees can use the chart as a guide for setting career goals and creating individual development plans. They can identify areas where they may need additional training or experience to advance in their careers.

Performance Evaluation, Performance Metrics: Managers can use the competences outlined in the chart as a basis for performance evaluations. This provides a standardized framework for assessing employee contributions and identifying areas for growth.

Cross-Border Mobility and Recognition of Prior Learning, International Standardization: Professionals seeking employment in different countries can use the chart to demonstrate their skills and competences in a standardized manner. This facilitates cross-border mobility within the postal sector.

Regulatory Compliance and Certification, Licensing and Certification: Regulatory bodies and certification agencies can use the DigiGreen Competences Chart to establish competency requirements for licensing and certification processes within the postal sector.

Policy Development and Advocacy, Informed Decision-Making: Policymakers and industry associations can refer to the chart when making decisions related to workforce development, training programs, and industry standards. It provides a data-driven approach to policy development.

Research and Academic Studies: Researchers and academics in the field of postal services, digitalization, and sustainability can use the chart as a reference for studying the evolving skill requirements of the postal sector.

Industry Collaboration and Partnerships for Skills Matching: Postal organizations can use the chart to identify areas of collaboration with educational institutions and training providers. This ensures that the skills taught align with industry needs.

Continuous Improvement and Adaptation, Feedback and Revision: The document can be a dynamic resource that is periodically reviewed and updated to reflect changes in technology, industry trends, and environmental practices. This ensures that the competences remain relevant over time.

1.3 Link to D3.2¹ outcomes

The D3.2 includes information on the methodology used for data collection and analysis, as well as the European Qualifications Frameworks adapted in the DigiGreen Joint curricula. The identified occupational profiles for the postal sector are also presented. Overall, the D3.2 serves as a valuable resource for those interested in the digital and green transformation of the postal sector.

More specifically, the DigiGreen Post project identified key occupations within the postal sector that are impacted by digitalization and environmental sustainability. For each identified occupation, a detailed mapping of the requisite skills and competences was undertaken. This involved analyzing job descriptions, conducting interviews with incumbents and supervisors, and reviewing training materials. Based on the gap analysis, comprehensive occupational profiles were developed for each key occupation. These profiles outlined the desired skills and competences, identified training needs, and provided recommendations for enhancing workforce readiness. Overall, the identified occupational profiles provide a roadmap for targeted upskilling and reskilling initiatives in the postal sector, ensuring that the workforce is equipped with the necessary skills and competences to adapt to the changing demands of the industry.

The following table summarizes the 4 identified meta-profiles of the DigiGreen project and their skills.

Meta-profile
<p><u>DigiGreen Ambassador</u></p> <ul style="list-style-type: none"> • Coaching and leadership skills: Act as coaches to lead the behavioral and cultural change in their organizations; • Learn how to measure the “digital footprint” of their activities and apply solutions to mitigate its impact; • Learn how to measure the “environmental footprint” of the current operations, setting targets and promote quick-win solutions to achieve agreed targets on CO2 emission reduction; • DigiGreen Ambassador Skills: Champions/for new product/services/processes. Promote green solutions/ideas to mitigate the environmental impact. Promoting/pitching digital solutions to upper management and employees. Leading the behavioural change in their department, directorate, and organization.
<p><u>Onsite executives</u></p>

¹ Deliverable can be found here: <https://digigreenpost.eu/>

- ICT basic skills;
- Cybersecurity basic skills;
- GDPR skills;
- Privacy-security-confidentiality;
- Customer service skills in parallel with basic IT skills;
- Solve IT problems in the office while performing customer service skills (without stressing the customer) and escalate to the IT when it is needed (lack of knowledge, scale of the problem, experience, etc);
- Adaptability skills (learn how to learn) especially when it comes to new applications/devices/processes;
- Applying green skills to their daily activities (Home-commuting-workplace);
- Culture/behavior change (i.e. 3 green actions every day for 21-day period);
- Learn how to measure the environmental impact of their activities;
- Learn how to propose green solutions based on the UPU’s guide for a greener postal sector;
- Learn how to mitigate their environmental impact based on concrete and well-defined objectives;

Field executives

- Privacy-security-confidentiality skills;
- Cybersecurity basic skills;
- Customer service skills in parallel with basic IT skills;
- Adaptability skills (learn how to learn) especially when it comes to new applications / devices / processes;
- Solve IT problems in the field (on their own) while providing their services and escalate efficiently when it is needed to IT department;
- Applying green skills to their daily activities (Home-commuting-workplace);
- Eco friendly driving skills;
- Propose and apply sustainable Green logistic solutions
- Culture/behavior change (i.e 3 green actions every day for 21-day period);
- Learn how to measure the environmental impact of their activities
- Learn how to propose green solutions based on the UPU’s guide for a greener postal sector
- Learn how to mitigate their environmental impact based on concrete and well defined objectives

Security Officer

- Protects mail confidentiality and privacy of Postal and Courier Enterprises.
- Determines the appropriate measures to protect the postal supply chain from possible breaches.
- Responsible for conducting regular reviews of the Security Policy that results in the assurance of confidentiality.
- Acts when an extraordinary and particularly serious risk of breach of the Security Policy is established in the Postal Enterprises shall promptly and by all appropriate means inform users of such risk, proposing protection measures.
- Responsible for the quality of postal services



2. Analysis of selected Meta-Profiles

DigiGreen Ambassador

Professionals in leadership roles must possess coaching skills to guide and inspire behavioural and cultural transformations within their organizations. They should acquire the ability to assess and minimize the "digital footprint" resulting from their activities, implementing strategies to mitigate its effects. Furthermore, they need to understand how to measure the environmental impact of current operations, set emission reduction targets, and advocate for swift, eco-friendly solutions to meet these goals. These individuals, known as DigiGreen Ambassadors, are instrumental in championing new products, services, and processes. They actively endorse green initiatives to address environmental concerns while also pitching digital solutions to both upper management and fellow employees. Their leadership is pivotal in driving behavioural change within their departments, directorates, and the entire organization.

Onsite executives

Professionals in today's workplace need a diverse set of competencies to thrive. This includes mastering ICT basic skills and cybersecurity fundamentals to ensure data safety. GDPR skills and a keen understanding of privacy, security, and confidentiality are vital in handling sensitive information. They must also combine customer service skills with basic IT proficiency, allowing them to troubleshoot office IT issues seamlessly, addressing problems without causing stress, and escalating to IT support when necessary. Adaptability skills are crucial, enabling them to quickly grasp new applications, devices, and processes. Green skills, applied to daily activities from home to the workplace, are essential, as is the commitment to initiating culture and behavior changes, like implementing three green actions daily for 21 days. Learning to measure and propose environmental solutions, following the UPU's guidelines for a greener postal sector, and mitigating environmental impact through clear objectives all contribute to well-rounded and sustainable professional competence.

Field executives

In today's professional landscape, a multifaceted skill set is crucial for success. This includes a deep understanding of privacy, security, and confidentiality, as well as foundational cybersecurity knowledge to protect data. Moreover, professionals must combine customer service competencies with basic IT skills, allowing them to resolve IT issues while delivering their services and efficiently escalating when needed. Adaptability skills are key, especially when it comes to mastering new applications, devices, and processes. They should also possess the capability to independently tackle IT challenges in the field, ensuring the smooth provision of services. In addition, integrating green skills into daily routines, whether at home, during commutes, or in the workplace, is essential. Proficiency in eco-friendly driving and the ability to propose and implement sustainable green logistics solutions are becoming increasingly important. A commitment to fostering cultural and behavioral change, such as enacting three green actions daily over a 21-day period, is vital. Professionals should also learn how to measure the environmental impact of their activities and propose green solutions in line with the

UPU's guidelines for a greener postal sector. Finally, understanding how to mitigate their environmental footprint through well-defined objectives is an integral part of their skill set.

Security Officer

The role of safeguarding mail confidentiality and the privacy of Postal and Courier Enterprises is pivotal in ensuring secure postal operations. This entails the responsibility of assessing and implementing the necessary measures to fortify the integrity of the postal supply chain and mitigate potential breaches. Regular reviews of the Security Policy are conducted to provide ongoing assurance of confidentiality. Moreover, when an exceptional and notably severe risk of Security Policy breach is identified within Postal Enterprises, immediate and comprehensive action is taken to inform users of this risk and to propose protective measures. Additionally, this role extends to overseeing and upholding the quality of postal services, ensuring that all aspects of the postal operations meet the expected standards.



3. Re-skilling methodology

Reskilling refers to the process of learning new skills and acquiring competencies, or retraining individuals to acquire new skills and adapt to new demands in a new environment like a job market. There are various ways and techniques to be applied for reskilling, depending on the learning goals and the profile of the target audience. Some common approaches include:

- **Seminars/Training programs:** Educational programs and seminars offered by educational institutions like universities, or businesses.
- **Massive Online Courses:** Using online learning platforms (webinars) to acquire new skills.
- **Professional Retraining:** Special programs designed for the retraining of young professionals in new domain areas.
- **In-house Training:** Retraining programs offered by employers to their employees to help them adapt to the needs of the business. Usually, experienced employees are asked to offer training to the new ones.
- **Life-Long Learning:** The concept of continuous learning, where people continue to acquire new skills throughout their professional lives.
- **Learners’ mobility:** Refers to the process of individuals, particularly employees or job seekers, acquiring new skills and competencies or retraining to adapt to new demands and changes within the postal industry. This mobility is essential to ensure that the workforce remains relevant, competitive, and capable of meeting the evolving challenges and opportunities in this sector.

Reskilling methodologies are essential to address the increasing employment demands, due to technological and social advancements. We need to ensure that people maintain the necessary skills and competencies to participate in the current job market with success. On the other hand, we need to deal with distances between learners and the time availability or constraints of the working personnel. The best option is a Massive Online Open Course (MOOC) to be delivered through an eLearning platform (WP4) and to develop curricula and educational content following a Competency-Based Education (CBE) approach for reskilling. CBE focuses on the development of specific skills and competencies rather than traditional classroom-based learning (Lytras et al., 2010). Those will be described in detail in WP4 (“New Skills Curricula and Joint Training Schemes for DigiGreen Skilled Postal Employee”). Here we will focus on the methodology for identifying, defining, and documenting the new skills and competencies that are required for postal sector we will propose a roadmap to reach the wished skillset (Figure 1):

1. Job Analysis: Identify Stakeholders, determine who the key stakeholders are and potential end-users of the skills list. We start by clarifying the purpose of skills elicitation. Existing job descriptions, interviews and other evidence from D3.1 material are being used in this process to understand the skills postal employees use on a daily basis. At the same time, we take into account workflows to identify skills that are critical for job performance.

2. Core Competencies Definition: The first step is to identify the specific competencies or skills that are needed in a particular field or job. These competencies are often based on industry standards and requirements.



Figure 1: Structured methodology for Occupational Profiles Identification

3. Digital & Environmental Footprint: Define measures to estimate the digital and environmental impact of the core competencies. The importance of each competency should be calculated based on weight related to the footprint on the environment and the digital transformation process. Have experts in the postal field to review the list of identified skills in order to validate their relevance and importance.

4. Identification of Updated Subskills: The list of skills used to describe professional profiles will be updated according to the analysis of needs, outcomes of the WP2 and estimation of the footprint of the main digital and environmental competencies (step 3). Particularly helpful would be the utilization of existing skills frameworks (e.g., consider using established relevant competency frameworks, such as the European Qualifications Framework (EQF), or other similar. The final outcome of this process is a pool of skill profiles. Those will be developed for different job roles, if applicable, detailing the skills needed for each role.

5. Skills Mapping: First create a skills inventory to document the final list of the updated skills, including their definitions and proficiency levels required for each. Later on, make a link between the DigiGreen Post Competencies and the updated skills and subskills. This process requires two steps: 1) To categorize and organize the identified skills into categories or

clusters (e.g., technical skills, soft skills, domain-specific skills), and 2) To prioritize skills, i.e. to determine which skills are critical and must-have, and which are just nice-to-have.

6. Competence-based Learning: Apply CBL principles to the overall curricula design, educational materials and the eLearning platform to be setup in order to deliver the eLearning services to end-users. CBE is a learner-centric approach and typically allows learners to progress at their own pace. Moreover, according to modular learning, the educational content is often broken down into smaller, manageable modules. This modularity allows for flexible learning and the ability to mix and match modules to customize one's learning path.

7. Localization & Adaptation: Adapt the curricula and training contents to the pilot countries taken into account the dominant spoken language, local culture and educational environment. Finally, as part of the localization process, we need to integrate with HR and Training, i.e. to integrate the skills inventory into HR processes, training programs, and recruitment efforts.

This methodology for updated skills elicitation ensures a systematic and comprehensive approach to identifying and defining the skills and competencies necessary for specific job roles in the postal sector. It's important to involve relevant stakeholders and subject matter experts throughout the process to ensure accuracy and relevance.

4. Updated competencies

4.1 Definition of core competences

To support the digital and green transformation, it is essential, particularly within the postal sector, to develop a set of core competences that are specific to the industry's expectations. This is one of the main priorities of DigiGreenPost project in terms of creating a tailor-made educational program that is based on the current gaps and needs of the sector. The necessity of clearly identifying these competencies is highlighted as well, by the labor-market policies and needs across Europe². While these regulations are well-established and stress the importance of investing in higher-level skills, the postal industry understands that it urgently needs competencies that will allow it to effectively participate in the digital and green transformation. These competencies will be crucial for managing and adapting to the significant changes in the postal sector's landscape as the industry changes to meet new challenges. Below, there is an attempt to describe the core competences across the various skills of the meta-profiles identified by the project.

For the analysis of the competencies we have taken into consideration the Bloom Taxonomy as well as the DigComp and the GreenComp Competence Frameworks. These frameworks offer a comprehensive viewpoint on the many competencies' dimensions, enabling a more all-encompassing assessment. By integrating these frameworks, we guarantee a comprehensive and multidimensional evaluation that covers digital, environmentally sustainable, and cognitive competencies, providing valuable input on the core competences that are selected, according to the various research levels of DigiGreenPost Project.

DigiGreen Ambassador meta-profile

4.1.1 Coaching and leadership skills: Act as coaches to lead the behavioral and cultural change in their organizations;

1. **Communication:** Leaders should be able to articulate their vision for change and convey it to their teams. They must also listen actively to the concerns and feedback of their team members.
2. **Empathy:** Leaders with empathy can connect with their team and support them through the change process.
3. **Conflict Resolution:** Leaders should resolve conflicts and mitigate these issues in a productive manner.
4. **Change Management:** Leaders should understand the principles and practices of change management. This includes planning for change, addressing resistance, and ensuring a smooth transition.

² This is the main outcome of the desk and field research of DigigreenPost project as well as it is stated in “Skills for green jobs” (2019)

5. **Motivational Techniques:** Leaders should motivate their teams to embrace change. Competence in motivating and inspiring others is critical for success.
6. **Coaching and Mentoring:** Leaders should assist team members develop their potential, improve their performance, and navigate change. A leader should be capable of providing guidance and support through coaching and mentoring.
7. **Adaptability:** Leaders should lead by example in adapting to change. Being open to new ideas and flexible in one’s approach is an important competence.
8. **Team Building:** Leaders should recognize the importance of building a cohesive and collaborative team when it comes to successfully implementing cultural and behavioral change. They must possess the necessary skills for team building to cultivate a positive group dynamic.
9. **Strategic Thinking:** Leaders should demonstrate strategic thinking is necessary to plan and execute change initiatives effectively. Leaders should be able to see the big picture and align change efforts with the organization’s goals.
10. **Accountability:** Leaders should hold themselves and their team members accountable for the change process. This involves taking responsibility for outcomes and ensuring that actions are aligned with the change objectives.
11. **Resilience:** Leaders should demonstrate resilience and bounce back from setbacks and maintain a positive attitude.
12. **Cultural Competence:** Leaders should recognize the importance of understanding and respecting different cultures and perspectives within the organization is vital when leading cultural change.

4.1.2 Learn how to measure the “digital footprint” of their activities and apply solutions to mitigate its impact;

1. **Data Analysis:** Proficiency in analyzing digital data to understand the extent and nature of one’s digital footprint is essential. This involves the ability to interpret data and draw meaningful conclusions.
2. **Digital Literacy:** A strong foundation in digital literacy is required to navigate digital tools and platforms effectively, which is fundamental to understanding and managing one’s digital footprint.
3. **Cybersecurity Awareness:** Knowledge of cybersecurity principles is necessary to protect personal information and minimize the digital footprint’s vulnerabilities.
4. **Critical Thinking:** The competence to think critically and assess the implications of one’s digital actions and choices is important when considering the impact of a digital footprint.
5. **Problem-Solving:** Being able to identify issues related to one’s digital footprint and develop practical solutions to mitigate any negative effects is a valuable competence.

6. **Adaptability:** Given the evolving nature of digital technologies, individuals need to be adaptable and open to learning new techniques and tools for managing their digital footprint effectively.
7. **Communication:** The ability to communicate clearly with others about the importance of managing one’s digital footprint and the solutions applied is essential, especially when sharing knowledge and recommendations.
8. **Privacy Awareness:** Understanding the significance of online privacy and the tools and techniques available to protect it is crucial for managing one’s digital footprint.
9. **Ethical and Legal Considerations:** An awareness of digital ethics and the moral aspects of managing one’s digital presence is important. This includes understanding issues related to consent, data sharing, and responsible online behavior.
10. **Digital Security Knowledge:** Knowledge of digital security best practices is necessary to protect personal and sensitive data from potential breaches and unauthorized access.
11. **Tech Savviness:** Being comfortable with using various digital tools and platforms for managing one’s digital footprint is a valuable competence.
12. **Continuous Learning:** Given the dynamic nature of the digital landscape, a commitment to ongoing learning and staying up-to-date with digital trends and best practices is essential.

4.1.3 Learn how to measure the “environmental footprint” of the current operations, setting targets and promote quick-win solutions to achieve agreed targets on CO2 emission reduction;

1. **Environmental Awareness:** An understanding of environmental issues and their impact on the planet is crucial. Individuals should be aware of the importance of reducing CO2 emissions and other environmental footprints.
2. **Data Analysis:** Proficiency in analyzing environmental data and metrics is necessary to measure the current environmental footprint accurately.
3. **Goal Setting:** The ability to set clear, achievable, and measurable targets for reducing CO2 emissions is a key competence.
4. **Project Management:** Managing initiatives aimed at reducing emissions requires project management competencies to plan, execute, and monitor progress effectively.
5. **Resource Management:** Competence in efficiently utilizing resources, both in terms of finances and materials, is important when implementing emission reduction strategies.
6. **Problem-Solving:** Identifying challenges and developing innovative solutions to reduce emissions is a critical skill.
7. **Stakeholder Engagement:** Effective communication and engagement with various stakeholders, including employees, management, and external partners, are essential to gain support for emission reduction efforts.

8. **Technical Knowledge:** Depending on the specific industry or operations, technical knowledge of emission reduction technologies and practices may be required.
9. **Data Visualization:** The ability to present environmental data in a clear and understandable manner through data visualization tools and techniques can facilitate decision-making and communication.
10. **Legal and Regulatory Knowledge:** Knowledge of environmental regulations and compliance requirements is important, as adhering to these standards may be necessary to achieve emission reduction targets.
11. **Financial Literacy:** Understanding the financial implications of emission reduction initiatives, including cost-benefit analysis and return on investment, is valuable.
12. **Change Management:** Implementing emission reduction strategies often involves a change in processes and behaviors. Competencies in change management can help smooth the transition.
13. **Innovation:** The ability to think creatively and identify new, more sustainable practices or technologies for emissions reduction is a key competence.
14. **Negotiation:** Negotiating with suppliers, partners, or other parties to secure resources and support for emission reduction initiatives may be necessary.
15. **Monitoring and Reporting:** Competence in monitoring and reporting on progress toward emission reduction targets is essential for transparency and accountability.

4.1.4 **Digigreen Ambassador Skills:** Champions/for new product/services/processes. Promote green solutions/ideas to mitigate the environmental impact. Promoting/pitching digital solutions to upper management and employees. Leading the behavioral change in their department, directorate, and organization.

1. **Environmental Awareness:** An in-depth understanding of environmental issues, sustainability practices, and their impact is essential for promoting green solutions and ideas.
2. **Leadership:** The ability to lead and inspire others to adopt green practices and embrace change is a fundamental competence for a Digigreen Ambassador.
3. **Communication:** Effective communication competencies are necessary for championing new products, services, and processes, as well as for pitching digital solutions to both upper management and colleagues.
4. **Innovation:** Being able to identify and promote innovative green solutions and ideas to reduce the environmental impact of operations is a key competence.
5. **Project Management:** Competence in project management can help plan and execute initiatives related to sustainability and behavioral change effectively.
6. **Stakeholder Engagement:** Engaging and collaborating with various stakeholders, including upper management, employees, and other departments, is vital to gain support for green initiatives.

7. **Change Management:** Leading behavioral change in a department, directorate, or organization often requires competencies in change management to facilitate a smooth transition to new practices and processes.
8. **Advocacy:** The ability to advocate for and promote green solutions and digital innovations within the organization is important for driving change.
9. **Data Analysis:** Analyzing data related to environmental impact and sustainability efforts can help in measuring progress and making data-driven decisions.
10. **Team Building:** Building a cohesive and collaborative team focused on green initiatives is essential for success.
11. **Critical Thinking:** The competence to assess the effectiveness of different green solutions and make informed decisions about their implementation is valuable.
12. **Presentation:** Being able to deliver compelling and persuasive presentations to upper management and employees is important when pitching digital and green solutions.
13. **Problem-Solving:** Identifying challenges and obstacles in the path of sustainability goals and finding practical solutions is a key competence.
14. **Ethical and Legal Considerations:** An understanding of ethical and social responsibility in the context of environmental and sustainability initiatives is crucial.

Onsite executives meta-profile

4.1.5 ICT basic skills;

1. **Computer Literacy:** Proficiency in using computer hardware and software, including operating systems, word processing, spreadsheets, and web browsers.
2. **Digital Communication:** Competence in using digital communication tools such as email, instant messaging, and video conferencing.
3. **Internet Navigation:** The ability to effectively navigate the internet, search for information, and evaluate online sources.
4. **File Management:** Skills in organizing and managing digital files and documents on a computer.
5. **Troubleshooting:** The capability to identify and resolve basic computer and software issues, such as fixing minor hardware problems or resolving software glitches.
6. **Data Security:** Knowledge of basic data security practices, including password management and safe online behavior.
7. **Adaptability:** The willingness and ability to learn and adapt to new ICT tools and technologies as they evolve.
8. **Mobile Device Proficiency:** Competence in using smartphones and tablets, including apps and mobile operating systems.

9. **Collaboration Tools:** Familiarity with digital collaboration tools such as document sharing, project management, and cloud-based services.
10. **Digital Literacy:** Understanding digital citizenship and online etiquette, including responsible and ethical use of ICT resources.
11. **Problem-Solving:** The skill to independently address common ICT-related problems and find solutions.
12. **Efficient Typing:** Competence in touch typing to enhance productivity when working with digital documents and communication.

4.1.6 Cybersecurity basic skills;

1. **Cybersecurity Awareness:** A fundamental understanding of cybersecurity threats, risks, and best practices is crucial.
2. **Password Management:** Competence in creating and managing strong, unique passwords and understanding the importance of password security.
3. **Phishing Awareness:** The ability to recognize and avoid phishing attempts and other social engineering attacks.
4. **Operating System Security:** Knowledge of basic security settings and practices for various operating systems.
5. **Antivirus and Malware Protection:** Proficiency in using antivirus software and malware protection tools.
6. **Data Backup:** Competence in backing up data regularly to protect against data loss.
7. **Safe Internet Browsing:** The ability to browse the internet safely, avoid malicious websites, and use secure web connections.
8. **Device Security:** Ensuring that devices are protected with security measures such as screen locks and encryption.
9. **Secure Email Practices:** Competence in recognizing and handling suspicious email attachments and links.
10. **Physical Security:** Understanding the importance of physical security measures, such as locking devices and securing access to data storage.
11. **Ethical and Legal Considerations:** Recognizing the ethical and legal aspects of cybersecurity, including respecting privacy and intellectual property.
12. **Risk Assessment:** The ability to assess and evaluate cybersecurity risks in a given context.

4.1.7 GDPR knowledge;

1. **Legal and Regulatory Knowledge:** A fundamental understanding of the GDPR's legal framework, including its principles, regulations, and requirements.

2. **Data security:** Familiarity with the core principles of data protection, such as data minimization, purpose limitation, and transparency.
3. **Data Mapping:** Competence in mapping data flows within an organization to identify and manage personal data effectively.
4. **Privacy Awareness:** Understanding how to integrate data protection considerations into the design of systems, processes, and products from the outset.
5. **Data Subject Rights:** Knowledge of data subjects' rights, including the right to access, rectify, and erase their personal data.
6. **Consent Management:** Competence in obtaining and managing consent from data subjects for processing their data.
7. **Data Breach Response:** Knowing how to respond to and report data breaches in compliance with GDPR requirements.
8. **Security Measures:** Knowledge of the security measures necessary to protect personal data from unauthorized access or disclosure.
9. **Documentation and Records Management:** Competence in maintaining documentation and records to demonstrate GDPR compliance.
10. **Education and Training:** The capability to provide GDPR training to employees to ensure they understand and follow data protection practices.
11. **Accountability:** Understanding the concepts of accountability and governance in data protection and how they relate to GDPR compliance.
12. **Regulatory Reporting:** Knowing how to report to and cooperate with data protection authorities as required by GDPR.
13. **Change Management:** Competence in managing changes to processes and systems to ensure ongoing GDPR compliance.

4.1.8 Privacy-security-confidentiality literacy;

1. **Data Protection:** An understanding of privacy laws and regulations, such as GDPR (General Data Protection Regulation) or HIPAA (Health Insurance Portability and Accountability Act), depending on the context.
2. **Information Security:** Competence in safeguarding data and information from unauthorized access, disclosure, alteration, or destruction, knowledge of security technologies & practices.
3. **Risk Assessment:** The ability to identify, assess, and mitigate risks to the privacy, security, and confidentiality of data and information.
4. **Data Classification:** Understanding how to classify data based on its sensitivity and applying appropriate security measures accordingly.
5. **Data Encryption:** Proficiency in data encryption methods to protect data during transmission and storage.

6. **Access Control:** Knowledge of controlling and monitoring access to data and systems, including user authentication and authorization.
7. **Incident Response:** Knowing how to respond to privacy and security incidents, including data breaches or unauthorized access.
8. **Compliance:** Awareness of privacy and security regulations and the competence to ensure organizational compliance with applicable laws.
9. **Privacy Policies and Procedures:** Developing and implementing privacy policies, procedures, and guidelines to safeguard data and information.
10. **Secure Communication:** Competence in secure communication methods, including encrypted emails and secure messaging.
11. **Privacy Awareness:** Integrating privacy considerations into system and process design to ensure privacy and security from the start.
12. **Secure Mobile Practices:** Understanding secure practices for mobile devices and apps to protect data on smartphones and tablets.
13. **Education and Training:** The ability to provide training and awareness programs to educate employees on privacy, security, and confidentiality best practices.
14. **Physical Security:** Knowledge of physical security measures, such as access control systems and secure facilities, to protect data.
15. **Ethical and Legal Considerations:** Recognizing the ethical and legal aspects of privacy, security and confidentiality, including respect for individual rights & compliance with regulations.
16. **Documentation and Records Management:** Competence in maintaining records and documentation related to privacy and security measures, audits, and compliance.
17. **Data Retention and Disposal:** Understanding when and how to retain and securely dispose of data to minimize privacy and security risks.
18. **Vendor Management:** The ability to assess and manage the risks associated with third-party vendors and service providers who have access to data.

4.1.9 Customer service skills in parallel with basic IT skills;

1. **Communication:** Effective communication competency to interact with customers, understand their needs, and convey technical information in a clear and user-friendly manner.
2. **Empathy:** The ability to understand and empathize with customers' IT-related challenges and provide support with a customer-centric approach.
3. **Problem-Solving:** Competence in diagnosing IT issues, troubleshooting problems, and finding practical solutions to technical challenges.
4. **Technical Knowledge:** Basic IT skills, including knowledge of operating systems, software applications, hardware components, and troubleshooting techniques.
5. **Active Listening:** The capacity to actively listen to customers, understand their concerns, and respond accordingly.

6. **Patience:** The ability to remain patient and calm, especially when dealing with customers who may not be tech-savvy and are experiencing technical difficulties.
7. **Time Management:** The competence to efficiently address customer inquiries and technical issues within a reasonable timeframe.
8. **Multitasking:** Handling multiple customer inquiries or IT issues simultaneously while providing quality support.
9. **Adaptability:** Being open to learning and adapting to new technologies and IT systems, as well as staying up-to-date with IT trends.
10. **IT Troubleshooting:** Proficiency in identifying and resolving common IT problems, such as connectivity issues, software glitches, and device configuration.
11. **Customer Relationship Management:** Building and maintaining positive relationships with customers, which can enhance their overall experience.
12. **Conflict Resolution:** The ability to manage and resolve conflicts or disputes that may arise during customer interactions.
13. **Technical Documentation:** Keeping detailed records of customer interactions and technical issues, which can be valuable for future reference.
14. **User Training:** Providing basic IT training to customers to help them use software and hardware more effectively.
15. **IT Security Awareness:** Understanding the importance of IT security practices and promoting them to customers to ensure safe computing.
16. **Feedback Handling:** Receiving and processing customer feedback to make improvements in both customer service and IT support.
17. **Team Collaboration:** Collaborating with IT teams and other customer service professionals to deliver a seamless customer experience.
18. **Ethical and Legal Considerations:** Recognizing the ethical aspects of customer service and IT support, including maintaining customer privacy and data security.

4.1.10 Solve IT problems in the office while performing customer service skills (without stressing the customer) and escalate to the IT when it is needed (lack of knowledge, scale of the problem, experience etc);

1. **Technical Knowledge:** Proficiency in IT troubleshooting and problem-solving techniques, covering hardware, software, and network issues.
2. **Communication:** Effective communication competency to interact with the customer in a clear, patient, and non-technical manner, ensuring they understand the steps to resolve the issue.
3. **Active Listening:** The ability to actively listen to the customer's description of the problem and ask clarifying questions to gather relevant information.

4. **Empathy:** Understanding the customer's frustration or concerns and addressing them with a caring and supportive attitude.
5. **Time Management:** Efficiently allocating time to resolve IT issues while ensuring that customers receive prompt attention and solutions.
6. **Conflict Resolution:** Managing any potential conflicts or disagreements with customers in a professional and respectful manner.
7. **Problem-Solving:** Competence in diagnosing and resolving common IT problems while adapting to the specific context of the office environment.
8. **Technical Documentation:** Keeping detailed records of customer interactions and technical issues for reference and tracking purposes.
9. **User Training:** Providing basic IT training to customers, educating them on how to use software and hardware more effectively, and preventing recurring issues.
10. **Team Collaboration:** Collaborating with the IT department and colleagues to share insights, resolve complex issues, and keep updated on IT solutions.
11. **Escalation Protocol:** Knowing when and how to escalate issues to the IT department, particularly when the problem is beyond the scope of basic troubleshooting, requires specific technical expertise, or demands specialized tools or permissions.
12. **Technical Troubleshooting Tools:** Familiarity with and the ability to use relevant IT troubleshooting tools and resources to diagnose and resolve problems.
13. **Feedback Handling:** Receiving and processing customer feedback to improve both IT support and customer service practices.
14. **Ethical and Legal Considerations:** Recognizing and adhering to ethical principles in both customer service and IT support, including protecting customer privacy and data security.

4.1.11 Adaptability skills (learn how to learn) especially when it comes to new applications / devices / processes;

1. **Open-Mindedness:** Being receptive to new ideas, technologies, and methods, and maintaining a willingness to explore and learn.
2. **Curiosity:** Having a natural curiosity about how things work and a desire to gain knowledge about new applications, devices, and processes.
3. **Self-Motivation:** The drive and initiative to seek out and acquire new knowledge and skills independently.
4. **Resilience:** The capacity to bounce back from setbacks or challenges encountered while learning new things.
5. **Design Thinking:** Capacity about designing a solution to a problem.
6. **Critical Thinking:** The ability to evaluate and analyze information, concepts, and processes, which is valuable when learning and adapting to new technologies.

7. **Problem-Solving:** Being proficient at identifying and addressing issues or challenges that arise during the learning process.
8. **Time Management:** Efficiently allocating time for self-directed learning, setting goals, and tracking progress.
9. **Information Literacy:** The ability to find, evaluate, and use information effectively, which is vital in the learning process.
10. **Adaptability:** Being comfortable with and able to adapt to changing technologies and processes in a fast-paced environment.
11. **Tech Savviness:** Familiarity with basic technological concepts and the capability to navigate various applications, devices, and systems.
12. **Communication:** The competence to express ideas and seek help or information from others when learning new concepts or technologies.
13. **Feedback Reception:** The capacity to accept and act on constructive feedback and use it to improve one's learning process.
14. **Networking:** Building connections with others who have expertise in the areas you are trying to learn, which can be a valuable resource for gaining knowledge.
15. **Self-Reflection:** The ability to assess your learning process, strengths, and weaknesses, and make adjustments as needed.
16. **Project Management:** Applying project management skills to structured learning initiatives and setting objectives and milestones.
17. **Cultural Intelligence:** The capacity to adapt and understand the cultural aspects of technology and processes in a globalized world.
18. **Continuous Learning:** A commitment to ongoing learning and self-improvement, recognizing that learning is a lifelong journey.

4.1.12 Applying green skills to daily activities (Home-commuting-workplace);

1. **Environmental Awareness:** An understanding of environmental issues and a commitment to reducing one's ecological footprint.
2. **Sustainability Strategies:** Familiarity with sustainability principles and practices, including resource conservation, energy efficiency, and waste reduction.
3. **Adaptability:** The ability to adapt and change daily habits and routines to incorporate more sustainable practices.
4. **Critical Thinking:** Evaluating the environmental impact of various choices and making informed decisions based on that evaluation.
5. **Resource Management:** Effectively managing resources like water, energy, and materials to minimize waste and conserve natural resources.
6. **Transportation Choices:** Choosing eco-friendly transportation options, such as public transit, carpooling, biking, or walking, when commuting.

7. **Energy Efficiency:** Implementing energy-saving measures at home and in the workplace, such as turning off lights, using energy-efficient appliances, and optimizing heating and cooling systems.
8. **Waste Reduction:** Practicing waste reduction, recycling, and composting to minimize the generation of landfill waste.
9. **Green Purchasing:** Making environmentally conscious choices when purchasing products and supporting sustainable brands.
10. **Carbon Footprint Reduction:** Taking steps to reduce one's carbon footprint, such as using public transportation, carpooling, and minimizing air travel.
11. **Water Conservation:** Conserving water by using low-flow fixtures, fixing leaks, and being mindful of water consumption.
12. **Community Engagement:** Participating in local environmental initiatives, such as neighborhood clean-up events and conservation projects.
13. **Advocacy:** Engaging in environmental advocacy and promoting green practices and policies in the community and workplace.
14. **Education and Training:** Seeking out opportunities for education and training on green and sustainable practices.
15. **Policy Awareness:** Understanding local and national environmental policies and advocating for sustainable policies when possible.
16. **Monitoring and Reporting:** Keeping track of personal environmental actions and progress, and reporting on sustainability efforts.
17. **Leadership:** Encouraging and influencing others in adopting green practices at home, during commuting, and in the workplace.
18. **Continuous Learning:** Recognizing the need for ongoing learning and adaptation to stay updated on the latest sustainable practices and technologies.

4.1.13 Culture/behavior change (i.e 3 green actions every day for 21-day period);

1. **Environmental Awareness:** A solid understanding of environmental issues, sustainability concepts, and the impact of individual actions on the environment.
2. **Behavioral Change Expertise:** Proficiency in theories and strategies for behavior change, including motivation, reinforcement, and habit formation.
3. **Communication:** Effective communication competency to convey the importance of green actions and inspire others to participate.
4. **Education and Training:** The ability to provide educational content and training on sustainable practices, including the benefits of each action.
5. **Motivational Techniques:** Knowledge of how to motivate and engage individuals in adopting green behaviors, such as setting achievable goals and providing positive reinforcement.

6. **Goal Setting:** Helping individuals set specific, measurable, and attainable green action goals for a defined period.
7. **Tracking and Monitoring:** Establishing mechanisms to track progress, such as using apps, spreadsheets, or journals to record daily green actions.
8. **Feedback and Support:** Offering feedback and support to individuals as they work to adopt and maintain green behaviors.
9. **Innovation:** Introducing creative and innovative approaches to make green actions more engaging and appealing.
10. **Community Building:** Fostering a sense of community or group participation in green actions to create a supportive environment.
11. **Cultural Sensitivity:** Understanding the cultural and social context in which behavior change takes place and tailoring strategies accordingly.
12. **Public Speaking:** Delivering persuasive and motivational talks or presentations to inspire groups or individuals to participate in green actions.
13. **Social Media and Outreach:** Utilizing social media and marketing techniques to reach a wider audience and promote green actions.
14. **Conflict Resolution:** Managing conflicts or resistance to behavior change by addressing concerns and finding solutions.
15. **Adaptability:** Adjusting strategies and approaches as needed to overcome challenges and obstacles.
16. **Sustainability Advocacy:** Engaging in broader advocacy efforts to promote sustainability and green behaviors on a larger scale.
17. **Continuous Learning:** Staying informed about the latest sustainability practices and behavior change strategies to refine and enhance the approach.

4.1.14 Learn how to measure the environmental impact of activities;

1. **Environmental Assessment:** Proficiency in assessing the environmental impact of various activities, including resource consumption, emissions, and waste generation.
2. **Data Collection:** Competence in collecting relevant data on resource usage, energy consumption, emissions, and waste production associated with specific activities.
3. **Data Analysis:** Analytical skills to process and interpret environmental data, identifying trends, patterns, and areas for improvement.
4. **Environmental Metrics:** Understanding various environmental metrics and indicators, such as carbon footprint, water usage, and energy efficiency.
5. **Environmental Regulations:** Knowledge of relevant environmental regulations and standards that guide impact measurement.
6. **Quantitative Skills:** The ability to work with quantitative data and perform calculations to quantify environmental impacts accurately.

7. **Environmental Reporting:** Skills in documenting and reporting environmental impact data for internal and external stakeholders.
8. **Life Cycle Assessment:** Knowledge of life cycle assessment (LCA) methodologies to evaluate the full environmental impact of products, processes, or activities.
9. **Environmental Management Systems (EMS):** Understanding the principles and practices of EMS, such as ISO 14001, which guide environmental impact measurement and management.
10. **Sustainability Reporting:** Familiarity with global sustainability reporting standards, such as the Global Reporting Initiative (GRI), to ensure comprehensive and standardized reporting.
11. **Environmental Software Tools:** Proficiency in using specialized software tools and platforms designed for environmental impact assessment and reporting.
12. **Cross-Functional Collaboration:** The ability to collaborate with various departments and teams to gather relevant data and insights on environmental impact.
13. **Communication:** Effective communication competency to convey environmental impact findings and insights to stakeholders and decision-makers.
14. **Resource Optimization:** Identifying opportunities for resource optimization and efficiency improvements based on environmental impact data.
15. **Continuous Improvement:** The commitment to continuous improvement in measuring and mitigating environmental impact by staying up-to-date with best practices.
16. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of environmental impact measurement, including transparency and accountability.
17. **Project Management:** Applying project management skills to plan and execute environmental impact assessment initiatives.
18. **Environmental Policy:** Understanding and aligning activities with an organization's environmental policy and sustainability strategy.

4.1.15 Learn how to propose green solutions based on the UPU’s guide for a greener postal sector;

1. **Sustainability Strategies:** A solid understanding of sustainability principles, including resource conservation, emissions reduction, and waste minimization.
2. **Environmental Regulations:** Familiarity with relevant environmental regulations, standards, and guidelines that pertain to the postal sector.
3. **UPU Guide Familiarity:** Thorough knowledge of the UPU's guide for a greener postal sector, including its recommendations and best practices.
4. **Environmental Impact Assessment:** Proficiency in assessing the environmental impact of postal sector activities, services, and operations.
5. **Data Collection and Analysis:** Competence in collecting and analyzing data related to environmental performance to identify areas for improvement.

6. **Innovation:** The ability to think creatively and propose innovative solutions to reduce the environmental impact of postal services and operations.
7. **Cross-Functional Collaboration:** Collaborating with various departments and teams within the postal sector to gather insights and ideas for green solutions.
8. **Project Management:** Applying project management skills to plan, implement, and oversee the execution of green initiatives.
9. **Communication:** Effective communication competency to convey green solution proposals to stakeholders, including management, employees, and customers.
10. **Cost-Benefit Analysis:** The ability to evaluate the cost-effectiveness of green solutions and their potential return on investment.
11. **Technology Integration:** Integrating green technologies and practices into postal operations, such as eco-friendly packaging materials or energy-efficient transportation.
12. **Change Management:** Implementing and managing changes in processes and behaviors to adopt green solutions effectively.
13. **Legal and Regulatory Knowledge:** Ensuring that proposed solutions align with and adhere to relevant environmental regulations and industry standards.
14. **Monitoring and Reporting:** Establishing mechanisms to monitor the progress and impact of implemented green solutions and reporting results to stakeholders.
15. **Resource Optimization:** Identifying opportunities to optimize resources, reduce waste, and increase efficiency in postal sector operations.
16. **Sustainability Advocacy:** Promoting and advocating for the adoption of green solutions within the postal sector and the wider community.
17. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of proposing and implementing green solutions, including transparency and accountability.
18. **Continuous Learning:** Staying informed about the latest sustainability practices and technologies to refine and enhance green solution proposals.

4.1.16 Learn how to mitigate their environmental impact based on concrete and well defined objectives;

1. **Environmental Awareness:** A deep understanding of environmental issues, including the causes and consequences of environmental impact.
2. **Environmental Assessment:** Proficiency in assessing and quantifying the environmental impact of specific activities or processes.
3. **Objective Setting:** The ability to establish clear, measurable, and realistic objectives for reducing environmental impact.
4. **Data Collection and Analysis:** Competence in collecting and analyzing data on resource consumption, emissions, and waste generation to identify areas for improvement.

5. **Performance Metrics:** Knowledge of key performance indicators (KPIs) and metrics used to measure and track environmental impact.
6. **Sustainability Strategies:** Familiarity with sustainability strategies and best practices for achieving environmental objectives.
7. **Cross-Functional Collaboration:** Collaborating with various teams and departments to gather data, insights, and expertise in mitigation efforts.
8. **Project Management:** Applying project management skills to plan and execute initiatives aimed at reducing environmental impact.
9. **Resource Efficiency:** Identifying opportunities to optimize resource use and reduce waste, such as energy efficiency measures and waste reduction strategies.
10. **Technology Integration:** Incorporating eco-friendly technologies and practices into operations, such as renewable energy sources or energy-efficient equipment.
11. **Cost-Benefit Analysis:** Evaluating the costs and benefits of mitigation efforts to ensure they are cost-effective and aligned with objectives.
12. **Change Management:** Implementing and managing changes in processes, behaviors, and procedures to achieve environmental objectives effectively.
13. **Legal and Regulatory Knowledge:** Ensuring that mitigation efforts comply with relevant environmental regulations and industry standards.
14. **Monitoring and Reporting:** Establishing mechanisms to monitor progress and environmental impact reduction, and reporting results to stakeholders.
15. **Continuous Improvement:** Committing to ongoing learning and adaptation to refine and enhance mitigation strategies based on changing circumstances and new information.
16. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of mitigating environmental impact, including transparency, accountability, and consideration of stakeholder interests.
17. **Stakeholder Engagement:** Engaging with internal and external stakeholders to garner support, share progress, and align with shared environmental goals.

Field executives meta-profile

4.1.17 Privacy-security-confidentiality skills;

1. **Data Protection Knowledge:** Understanding data protection laws and regulations, such as GDPR, HIPAA, or other relevant standards, depending on the context.
2. **Information Security:** Competence in safeguarding data and information from unauthorized access, disclosure, alteration, or destruction. This includes knowledge of security technologies and practices.
3. **Risk Assessment:** The ability to identify, assess, and mitigate risks to data privacy and security, considering potential threats and vulnerabilities.

4. **Data Classification:** Understanding how to classify data based on its sensitivity and applying appropriate security measures accordingly.
5. **Data Encryption:** Proficiency in data encryption methods to protect data during transmission and storage.
6. **Access Control:** Knowledge of controlling and monitoring access to data and systems, including user authentication and authorization.
7. **Incident Response:** Knowing how to respond to privacy and security incidents, including data breaches or unauthorized access.
8. **Compliance:** Awareness of privacy and security regulations and the competence to ensure organizational compliance with applicable laws.
9. **Privacy Policies and Procedures:** Developing and implementing privacy policies, procedures, and guidelines to safeguard data and information.
10. **Secure Communication:** Competence in secure communication methods, including encrypted emails and secure messaging.
11. **Privacy Awareness:** Integrating privacy considerations into system and process design to ensure privacy and security from the start.
12. **Secure Mobile Practices:** Understanding secure practices for mobile devices and apps to protect data on smartphones and tablets.
13. **Education and Training:** The ability to provide training and awareness programs to educate employees on privacy, security, and confidentiality best practices.
14. **Physical Security:** Knowledge of physical security measures, such as access control systems and secure facilities, to protect data.
15. **Ethical and Legal Considerations:** Recognizing the ethical and legal aspects of privacy, security, and confidentiality, including respect for individual rights & compliance with regulations.
16. **Documentation and Records Management:** Competence in maintaining records and documentation related to privacy and security measures, audits, and compliance.
17. **Data Retention and Disposal:** Understanding when and how to retain and securely dispose of data to minimize privacy and security risks.
18. **Vendor Management:** The ability to assess and manage the risks associated with third-party vendors and service providers who have access to data.

4.1.18 Cybersecurity basic skills;

1. **Cybersecurity Awareness:** A foundational understanding of key cybersecurity concepts, principles, and terminology.
2. **Threat Awareness:** Knowledge of various types of cyber threats, such as malware, phishing, and social engineering, and the ability to recognize potential threats.
3. **Information Security:** Understanding how to secure sensitive information and data, including encryption and access controls.

4. **Security Policies:** Awareness of organizational or industry-specific security policies and the ability to adhere to them.
5. **Security Software Familiarity:** Knowledge of basic security tools, such as antivirus software, firewalls, and intrusion detection systems.
6. **Password Management:** Competence in creating strong passwords and understanding the importance of password security.
7. **Patch Management:** Awareness of the need to keep software and systems up-to-date with security patches and updates.
8. **Secure Browsing:** Safe web browsing practices, including recognizing potentially malicious websites and links.
9. **Email Security:** Understanding email security best practices, recognizing phishing attempts, and avoiding email-based threats.
10. **User Authentication:** Knowledge of authentication methods and practices, including two-factor authentication (2FA).
11. **Network Security:** Basic understanding of network security concepts, such as secure network configurations and the use of virtual private networks (VPNs).
12. **Incident Response:** Knowing how to respond to common security incidents and reporting procedures.
13. **Risk Management:** Recognizing the importance of risk assessment and management in cybersecurity.
14. **Data Backup:** Understanding the necessity of regular data backups and how to recover data in case of a cybersecurity incident.
15. **Mobile Device Security:** Basic knowledge of securing mobile devices, including smartphones and tablets.
16. **Security Awareness:** The ability to provide or participate in cybersecurity awareness training for individuals and teams.
17. **Vulnerability Assessment:** Basic skills in identifying vulnerabilities in systems or networks and taking appropriate measures to address them.
18. **Ethical and Legal Considerations:** Recognizing the legal and ethical aspects of cybersecurity, including privacy and compliance with applicable laws.

4.1.19 Customer service skills in parallel with basic IT skills;

1. **Communication:** Effective verbal and written communication to interact with customers, understand their needs, and provide clear explanations and assistance.
2. **Active Listening:** The ability to attentively listen to customer concerns and questions, ensuring their issues are fully understood before providing solutions.
3. **Empathy:** Demonstrating understanding and empathy towards customers' frustrations and concerns, even in technical or IT-related matters.

4. **Patience:** Maintaining a calm and patient demeanor, especially when dealing with customers who may not be tech-savvy.
5. **Problem-Solving:** Competence in diagnosing and resolving common IT issues, with the ability to explain solutions to customers in a non-technical manner.
6. **Technical Proficiency:** Basic IT skills, such as knowledge of operating systems, software applications, hardware components, and troubleshooting techniques.
7. **IT Terminology:** Familiarity with IT terminology and jargon to effectively communicate with both technical and non-technical customers.
8. **Customer Relationship Management (CRM):** Knowledge of CRM systems and tools to manage customer interactions, track issues, and maintain records.
9. **Time Management:** Efficiently managing time to respond to customer inquiries promptly and resolve issues in a timely manner.
10. **Adaptability:** The ability to adapt to various customer personalities and communication styles while offering consistent service.
11. **Conflict Resolution:** Handling customer disputes, complaints, and dissatisfaction professionally and finding suitable resolutions.
12. **Team Collaboration:** Collaborating with IT colleagues to gather insights, seek assistance for complex issues, and share knowledge.
13. **User Training:** Educating customers on basic IT concepts and procedures to empower them to troubleshoot simple issues independently.
14. **Remote Support Tools:** Proficiency in using remote support tools and software to assist customers with technical issues from a distance.
15. **Security Awareness:** Understanding the importance of data security and privacy, and adhering to IT security protocols when handling customer information.
16. **Feedback Handling:** Receiving and processing customer feedback to improve both customer service and IT support practices.
17. **Ethical and Legal Considerations:** Recognizing and adhering to ethical principles in both customer service and IT support, including customer data protection and privacy.

4.1.20 Adaptability skills (learn how to learn) especially when it comes to new applications / devices / processes;

1. **Open-Mindedness:** Being receptive to new ideas, technologies, and methods, and maintaining a willingness to explore and learn.
2. **Curiosity:** Having a natural curiosity about how things work and a desire to gain knowledge about new applications, devices, and processes.
3. **Self-Motivation:** The drive and initiative to seek out and acquire new knowledge and skills independently.

4. **Critical Thinking:** The ability to evaluate and analyze information, concepts, and processes, which is valuable when learning and adapting to new technologies.
5. **Problem-Solving:** Being proficient at identifying and addressing issues or challenges that arise during the learning process.
6. **Time Management:** Efficiently allocating time for self-directed learning, setting goals, and tracking progress.
7. **Information Literacy:** The ability to find, evaluate, and use information effectively, which is vital in the learning process.
8. **Adaptability:** Being comfortable with and able to adapt to changing technologies and processes in a fast-paced environment.
9. **Effective Communication:** The competence to express ideas and seek help or information from others when learning new concepts or technologies.
10. **Feedback Reception:** The capacity to accept and act on constructive feedback and use it to improve one's learning process.
11. **Networking:** Building connections with others who have expertise in the areas you are trying to learn, which can be a valuable resource for gaining knowledge.
12. **Self-Reflection:** The ability to assess your learning process, strengths, and weaknesses, and make adjustments as needed.
13. **Project Management:** Applying project management skills to structured learning initiatives and setting objectives and milestones.
14. **Cultural Intelligence:** The capacity to adapt and understand the cultural aspects of technology and processes in a globalized world.
15. **Continuous Learning:** A commitment to ongoing learning and self-improvement, recognizing that learning is a lifelong journey.

4.1.21 Solve IT problems in the field (on their own) while providing their services and escalate efficiently when it is needed to IT department;

1. **Problem-Solving:** The ability to diagnose and resolve IT issues in real-time, using critical thinking and analytical skills.
2. **Resourcefulness:** Being resourceful in finding solutions and workarounds for IT problems, even when facing unfamiliar or challenging issues.
3. **Time Management:** Efficiently managing time to balance IT issue resolution with service provision without compromising quality or timeliness.
4. **Communication:** Effective communication with both technical and non-technical colleagues and customers; ability to explain technical issues in a clear and understandable manner.
5. **Documentation:** Keeping detailed records of IT issues, solutions, and troubleshooting steps, which can aid in resolving similar problems in the future.

6. **Customer Service:** Delivering excellent customer service even during IT problem-solving, maintaining a positive and helpful attitude.
7. **Technical Independence:** The ability to tackle common IT issues without relying on immediate assistance, which can reduce downtime and disruption for users.
8. **Escalation Protocol:** Knowing when and how to efficiently escalate complex or severe IT issues to the IT department or specialized technicians.
9. **Team Collaboration:** Collaborating with IT colleagues when necessary to resolve more challenging or systemic issues.
10. **Security Awareness:** Understanding the importance of IT security and adhering to security protocols while addressing IT problems.
11. **Continuous Learning:** Recognizing that IT is a rapidly evolving field and committing to ongoing learning to stay updated on new technologies and best practices.
12. **Documentation:** Keeping detailed and accurate records of IT issues, solutions, and escalations, aiding in troubleshooting and knowledge sharing.
13. **IT Policies and Procedures:** Adhering to IT policies and procedures for issue resolution and escalation to maintain consistency and compliance.
14. **Ethical and Legal Considerations:** Recognizing the ethical and legal aspects of IT problem-solving, including data privacy and compliance with applicable laws.

4.1.22 Applying green skills to their daily activities (Home-commuting-workplace);

1. **Environmental Awareness:** A solid understanding of environmental issues, such as climate change, resource conservation, and biodiversity.
2. **Sustainability Strategies:** Knowledge of sustainable living practices, including energy conservation, waste reduction, and responsible consumption.
3. **Transportation Choices:** Competence in making environmentally friendly commuting choices, such as carpooling, biking, or using public transportation, and understanding the impact of transportation on the environment. Choosing environmentally friendly ways of driving.
4. **Waste Reduction:** Skills to reduce waste generation, recycle, and properly dispose of materials, promoting a circular economy.
5. **Water Conservation:** Knowledge of water-saving techniques and practices, such as using low-flow fixtures and being mindful of water usage.
6. **Sustainable Consumption:** Understanding the environmental impact of consumer choices and making more sustainable purchasing decisions.
7. **Carbon Footprint Reduction:** Competence in reducing one's carbon footprint by minimizing emissions from daily activities, such as using eco-friendly products.
8. **Behavior Change Techniques:** Proficiency in adopting and encouraging green behaviors, including setting and achieving sustainability goals.

9. **Communication:** Effective communication competency to educate and inspire others to adopt green practices.
10. **Policy Advocacy:** Advocating for green policies and practices, both at a personal and community level.
11. **Adaptability:** The capacity to adapt to changing circumstances and continuously improve green practices.
12. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of sustainable living, including transparency and accountability.
13. **Interpersonal Skills:** Building and maintaining positive relationships with others who share or influence green values and practices.
14. **Data Analysis:** Analyzing data and trends related to environmental impact to refine and enhance green activities.

4.1.23 Eco friendly driving skills;

1. **Fuel-Efficiency Knowledge:** Understanding how to maximize fuel efficiency by optimizing driving habits, vehicle maintenance, and choice of fuel.
2. **Smooth Acceleration and Braking:** Competence in accelerating and braking gently to reduce fuel consumption and emissions.
3. **Speed Management:** Knowing how to maintain a consistent and moderate speed to improve fuel efficiency and reduce emissions.
4. **Vehicle Maintenance:** The ability to perform basic vehicle maintenance, such as checking tire pressure and ensuring proper engine performance, to enhance fuel efficiency.
5. **Eco-Friendly Transport:** Familiarity with and effective use of eco-friendly features in modern vehicles, such as start-stop systems and regenerative braking.
6. **Eco-Driving Techniques:** Knowledge of advanced driving techniques, such as pulse and glide, to further optimize fuel efficiency.
7. **Route Planning:** Competence in planning routes to minimize travel distance and avoid traffic congestion, thereby saving time and fuel.
8. **Reduced Idling:** Understanding the importance of reducing idling time, such as turning off the engine during long stops, to conserve fuel.
9. **Gear Management:** Effective use of the vehicle's transmission system, including gear selection for optimal fuel efficiency.
10. **Environmental Awareness:** Understanding the environmental impact of different driving behaviors and making choices that minimize harm to the environment.
11. **Emission Reduction Technologies:** Familiarity with emission reduction technologies in modern vehicles, such as catalytic converters and exhaust treatment systems.
12. **Alternative Transportation:** Knowledge of and willingness to use alternative transportation methods, such as public transit, biking, or carpooling when feasible.

13. **Eco-Driving Apps and Tools:** Proficiency in using eco-driving apps and tools that provide real-time feedback on driving behavior and efficiency.
14. **Safety Practices:** Maintaining safe driving practices while implementing eco-friendly driving habits, such as avoiding aggressive driving behaviors.
15. **Legal and Regulatory Knowledge:** Understanding and adhering to emissions standards and regulations to ensure compliance with environmental laws.
16. **Eco-Friendly Technology:** Familiarity with alternative and eco-friendly fuel options, such as electric vehicles or biofuels, and their advantages.
17. **Environmental Advocacy:** Promoting and advocating for eco-friendly driving practices and sustainability within one's community or workplace.
18. **Continuous Learning:** Recognizing the importance of staying up-to-date with the latest eco-friendly driving practices and technologies to further reduce environmental impact.

4.1.24 Propose and apply sustainable Green logistic solutions

1. **Environmental Awareness:** A deep understanding of environmental issues and the principles of sustainability in logistics and supply chain operations.
2. **Sustainable Logistics Practices:** Knowledge of green logistics practices, such as eco-friendly packaging, route optimization, and emissions reduction.
3. **Supply Chain Management:** Competence in managing the end-to-end supply chain while considering sustainability and environmental impact.
4. **Eco-Friendly Technology:** Familiarity with and promotion of eco-friendly transportation options, such as electric vehicles, hybrid vehicles, and clean fuel technologies.
5. **Optimization Tools:** Proficiency in using logistics and supply chain optimization tools and software to reduce environmental impact.
6. **Waste Reduction:** Skills to minimize waste generation in logistics and implement effective recycling and waste management practices.
7. **Energy Efficiency:** Implementing energy-efficient practices, such as optimizing warehouse lighting and heating/cooling systems.
8. **Carbon Footprint Reduction:** Knowledge of techniques to reduce carbon emissions during transportation and in logistics processes.
9. **Green Packaging:** Awareness of eco-friendly packaging options and sustainable materials to minimize environmental impact.
10. **Sustainability Metrics:** Using key performance indicators (KPIs) and sustainability metrics to monitor and track environmental impact.
11. **Legal and Regulatory Knowledge:** Ensuring that logistics operations comply with environmental regulations and sustainability standards.
12. **Innovation:** Familiarity with emerging technologies, such as IoT (Internet of Things) and blockchain, for enhancing sustainability in logistics.

13. **Cost-Benefit Analysis:** Evaluating the costs and benefits of sustainable logistics solutions to ensure they are economically viable.
14. **Collaborative Leadership:** Collaborating with stakeholders, suppliers, and partners to implement sustainable logistic solutions and promote a green supply chain.
15. **Stakeholder Engagement:** Engaging with customers, employees, and external stakeholders to raise awareness of sustainable logistics and gain support.
16. **Continuous Improvement:** Committing to ongoing learning and adaptation to refine and enhance green logistic solutions based on changing circumstances and new information.
17. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of sustainable logistics, including transparency and accountability.

4.1.25 Culture/behavior change (i.e 3 green actions every day for 21-day period);

1. **Environmental Awareness:** A deep understanding of environmental issues, climate change, and the importance of adopting green practices.
2. **Behavioral Change Psychology:** Knowledge of the psychology of behavior change, including how to motivate and influence individuals to adopt sustainable habits.
3. **Communication:** Effective communication to convey the benefits of green actions and inspire others to participate.
4. **Motivational Techniques:** The ability to motivate and encourage individuals or groups to commit to and sustain green actions.
5. **Leadership:** Demonstrating leadership by setting an example through personal commitment to green actions.
6. **Setting SMART Goals:** Setting Specific, Measurable, Achievable, Relevant, and Time-bound goals for behavior change.
7. **Data Tracking:** Keeping records and data on green actions, progress, and the environmental impact of these actions.
8. **Feedback and Support:** Providing positive feedback and reinforcement to individuals who engage in green actions, encouraging continued participation.
9. **Cultural Sensitivity:** Understanding cultural and social factors that influence behavior and adapting strategies accordingly.
10. **Community Engagement:** Engaging with local communities, organizations, or social groups to create a sense of shared commitment to green actions.
11. **Advocacy:** Advocating for environmental responsibility and educating others about the benefits of green actions.
12. **Social Media and Outreach:** Leveraging social media and online platforms to promote green actions and build a community of like-minded individuals.
13. **Team Collaboration:** Collaborating with other environmental organizations or advocates to amplify the message and impact.

14. **Public Speaking:** Speaking at events or public forums to raise awareness and inspire action on sustainability.
15. **Monitoring and Evaluation:** Continuously monitoring and evaluating the impact of green actions and adjusting strategies as needed.
16. **Conflict Resolution:** Handling resistance or conflicts that may arise when promoting behavior change and resolving issues diplomatically.
17. **Policy Advocacy:** Advocating for green policies and practices at organizational or governmental levels to support behavior change efforts.
18. **Ethical and Legal Considerations:** Recognizing the ethical aspects of promoting behavior change, including transparency, honesty, and respect for individual choices.

4.1.26 Learn how to measure the environmental impact of their activities

1. **Environmental Literacy:** A fundamental understanding of environmental concepts, issues, and the importance of measuring and reducing environmental impact.
2. **Data Collection:** Proficiency in collecting relevant data related to environmental impact, such as energy consumption, waste generation, and carbon emissions.
3. **Data Analysis:** The ability to analyze environmental data, identify trends, and assess the impact of activities on the environment.
4. **Environmental Indicators:** Knowledge of key environmental indicators and metrics used to measure impact, such as carbon footprint, water usage, and ecological footprint.
5. **Data Visualization:** Skill in presenting environmental data in a clear and comprehensible manner, such as through charts, graphs, and reports.
6. **Tools and Software:** Familiarity with software and tools used for environmental data collection and analysis, such as sustainability reporting software.
7. **Life Cycle Assessment:** Understanding the principles of life cycle assessment (LCA) to assess the environmental impact of products or processes from production to disposal.
8. **Environmental Monitoring:** The ability to set up and maintain environmental monitoring systems to track impact over time.
9. **Carbon Accounting:** Knowledge of carbon accounting methodologies and the ability to calculate and report carbon emissions.
10. **Eco-Efficiency:** Implementing eco-efficient practices to reduce environmental impact while maintaining or improving performance.
11. **Continuous Improvement:** A commitment to continuously assess and reduce environmental impact, making ongoing improvements.
12. **Benchmarking:** Comparing environmental impact data with industry benchmarks or best practices to identify areas for improvement.
13. **Stakeholder Engagement:** Engaging with stakeholders, such as customers, employees, or communities, to communicate environmental impact and gather feedback.

14. **Sustainability Reporting:** Preparing sustainability reports or statements that transparently communicate environmental impact data.
15. **Resource Efficiency:** Identifying and implementing resource-efficient practices that reduce waste and resource consumption.
16. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of measuring and mitigating environmental impact, including transparency and accountability.
17. **Legal and Regulatory Knowledge:** Understanding and adhering to environmental laws and regulations related to data collection and reporting.

4.1.27 Learn how to propose green solutions based on the UPU’s guide for a greener postal sector

1. **Environmental Awareness:** A deep understanding of environmental issues, sustainability principles, and the UPU's guide for achieving a greener postal sector.
2. **Environmental Policy:** Knowledge of the postal organization's environmental policies and commitment to following them.
3. **Green Technology Awareness:** An awareness of green technologies and solutions that can be applied within the postal sector to reduce environmental impact.
4. **Problem-Solving:** The ability to identify environmental challenges within postal operations and propose effective solutions.
5. **Data Analysis:** Proficiency in analyzing data related to postal operations and their environmental impact, identifying areas for improvement.
6. **Cross-Functional Collaboration:** Collaborating with various departments and teams within the postal organization to implement green solutions.
7. **Innovation:** The ability to think creatively and propose innovative solutions that align with the UPU's green guidelines.
8. **Project Management:** Skills in planning, executing, and managing green initiatives to achieve sustainability goals.
9. **Communication:** Effective communication to present green solutions, gain support, and engage stakeholders.
10. **Stakeholder Engagement:** Engaging with employees, customers, and external stakeholders to promote green initiatives and garner support.
11. **Change Management:** Facilitating the adoption of green solutions within the organization and managing resistance to change.
12. **Sustainability Reporting:** Preparing reports that transparently communicate the implementation and impact of green solutions, aligning with UPU reporting requirements.
13. **Monitoring and Evaluation:** Continuously monitoring the performance of green solutions and evaluating their effectiveness.

14. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of implementing green solutions, including transparency, accountability, and consideration of stakeholder interests.
15. **Legal and Regulatory Knowledge:** Understanding and adhering to environmental laws and regulations related to postal operations.
16. **Financial Acumen:** The ability to assess the financial implications of green solutions, including cost-benefit analysis.
17. **Continuous Learning:** A commitment to staying informed about evolving sustainability practices and the UPU's updates to its guidelines.

4.1.28 Learn how to mitigate their environmental impact based on concrete and well defined objectives

1. **Environmental Literacy:** A fundamental understanding of environmental issues, climate change, and the importance of reducing environmental impact.
2. **Goal Setting:** The ability to define clear, measurable, and time-bound objectives for environmental impact reduction.
3. **Data Analysis:** Proficiency in analyzing data related to environmental impact to identify areas where mitigation efforts are needed.
4. **Sustainability Strategies:** Knowledge of sustainable practices and strategies that can be applied to mitigate environmental impact.
5. **Resource Efficiency:** Implementing resource-efficient practices to reduce waste and resource consumption.
6. **Eco-Friendly Technology:** Awareness of eco-friendly technologies and solutions that can be integrated into daily activities to reduce impact.
7. **Lifecycle Assessment:** Understanding the principles of life cycle assessment (LCA) to assess environmental impact from production to disposal.
8. **Legal and Regulatory Knowledge:** Ensuring that mitigation efforts comply with environmental regulations and standards.
9. **Monitoring and Evaluation:** The ability to track progress towards mitigation objectives and adjust strategies as needed.
10. **Team Collaboration:** Collaborating with colleagues, stakeholders, or organizations to implement mitigation initiatives.
11. **Communication:** Effective communication to convey the importance of mitigation efforts and gain support from others.
12. **Stakeholder Engagement:** Engaging with employees, customers, and external stakeholders to promote and garner support for mitigation goals.
13. **Financial Acumen:** Assessing the financial implications of mitigation efforts, including cost-benefit analysis.

14. **Change Management:** Facilitating the adoption of mitigation strategies within the organization and managing resistance to change.
15. **Continuous Improvement:** A commitment to continuously assess and improve mitigation efforts based on changing circumstances and new information.
16. **Ethical and Legal Considerations:** Recognizing the ethical and social responsibility aspects of mitigating environmental impact, including transparency and accountability.
17. **Environmental Reporting:** Preparing reports that transparently communicate the implementation and impact of mitigation efforts, aligning with regulatory and organizational requirements.

Security Officer meta-profile

4.1.29 Protects mail confidentiality and privacy of Postal and Courier Enterprises.

1. **Data Privacy:** A deep understanding of data privacy laws, regulations, and best practices, such as GDPR.
2. **Confidentiality Awareness:** Recognizing the importance of keeping sensitive information and mail confidential.
3. **Legal and Legal and Regulatory Knowledge:** Understanding and adhering to privacy laws and regulations that apply to postal operations.
4. **Ethical Conduct:** Recognizing and adhering to ethical standards related to data privacy and confidentiality.
5. **Information Security:** Proficiency in implementing security measures to safeguard mail and sensitive information from unauthorized access or breaches.
6. **Security Policies:** Knowledge of organizational security policies and the ability to enforce them to protect mail confidentiality.
7. **Access Control:** Implementing measures to control and restrict access to sensitive mail and data.
8. **Crisis Response:** Being prepared to respond to breaches or incidents that threaten mail confidentiality and privacy.
9. **Encryption Techniques:** Understanding and using encryption methods to secure electronic mail and sensitive information.
10. **Education and Training:** Training and educating employees on the importance of mail confidentiality and their role in safeguarding it.
11. **Risk Assessment:** Identifying and assessing potential risks to mail confidentiality and privacy and taking steps to mitigate them.
12. **Incident Reporting:** Establishing procedures for reporting and responding to incidents that could compromise mail privacy.
13. **Documentation:** Maintaining records of security and privacy measures, incidents, and responses.

14. **Customer Privacy:** Recognizing and respecting the privacy of postal customers and the mail they send and receive.
15. **Audit and Monitoring:** Conducting audits and ongoing monitoring to ensure compliance with privacy and security policies.
16. **Cross-Functional Collaboration:** Collaborating with other departments and organizations to enhance mail privacy and security.
17. **Communication:** Communicating effectively with colleagues and customers regarding mail privacy and security.
18. **Continuous Learning:** Staying informed about evolving privacy and security practices and regulations to adapt to changing threats.

4.1.30 Determines the appropriate measures to protect the postal supply chain from possible breaches.

1. **Risk Assessment:** The ability to assess potential risks and vulnerabilities within the postal supply chain, considering both internal and external factors.
2. **Security Knowledge:** A deep understanding of security principles, technologies, and best practices related to supply chain protection.
3. **Threat Analysis:** Proficiency in analyzing potential threats, such as theft, fraud, or cyberattacks, that could compromise the postal supply chain.
4. **Legal and Regulatory Knowledge:** Understanding and adhering to security regulations and standards relevant to the postal industry.
5. **Crisis Response:** Being prepared to respond to security breaches or incidents that may occur within the supply chain.
6. **Security Policies:** Developing and implementing security policies and procedures to protect the supply chain.
7. **Access Control:** Implementing measures to control and restrict access to supply chain components, information, and facilities.
8. **Technology Utilization:** Leveraging security technologies, such as surveillance systems and access control systems, to safeguard the supply chain.
9. **Education and Training:** Training and educating employees on security protocols and their role in protecting the supply chain.
10. **Collaborative Leadership:** Collaborating with various departments and stakeholders to enhance supply chain security.
11. **Incident Reporting:** Establishing procedures for reporting and responding to security incidents within the supply chain.
12. **Crisis Management:** Developing and implementing strategies to manage and mitigate supply chain security incidents.

13. **Data Protection:** Ensuring the security of data within the supply chain, including sensitive customer information and operational data.
14. **Cross-Functional Collaboration:** Effective communication with colleagues and stakeholders about security measures and risks within the supply chain.
15. **Monitoring and Evaluation:** Continuously monitoring the security of the supply chain, assessing the effectiveness of security measures, and making adjustments as necessary.
16. **Ethical Conduct:** Recognizing and adhering to ethical standards related to security and risk management.
17. **Financial Acumen:** Assessing the financial implications of security measures and ensuring they are cost-effective.
18. **Continuous Learning:** Staying informed about evolving security threats and practices to adapt to changing risks.

4.1.31 Responsible for conducting regular reviews of the Security Policy that results in the assurance of confidentiality.

1. **Security Policies:** A deep understanding of the organization's security policies, procedures, and relevant industry standards.
2. **Legal and Regulatory Knowledge:** Familiarity with and adherence to security regulations and standards that pertain to the organization.
3. **Confidentiality Awareness:** Recognizing the significance of maintaining confidentiality and the potential consequences of security breaches.
4. **Data Protection:** Knowledge of data protection principles and practices to safeguard sensitive information.
5. **Security Auditing:** Proficiency in conducting security audits, assessments, and reviews of policies and procedures.
6. **Risk Assessment:** The ability to assess potential risks and vulnerabilities related to data confidentiality.
7. **Policy Development:** Developing, updating, and maintaining security policies and procedures to address evolving threats and challenges.
8. **Policy Implementation:** Ensuring the effective implementation and enforcement of security policies across the organization.
9. **Policy Documentation:** Keeping thorough records and documentation of security policies, reviews, and changes made.
10. **Security Technologies:** Familiarity with security technologies, tools, and solutions that support data confidentiality.
11. **Audit and Monitoring:** Preparing reports and documentation that demonstrate compliance with security policies and regulations.

12. **Ethical and Legal Considerations:** Recognizing and adhering to ethical standards in security policy management, including transparency and accountability.
13. **Communication:** Effectively communicating security policy changes and requirements to employees and stakeholders.
14. **Collaborative Leadership:** Collaborating with various departments and teams to ensure the consistent application of security policies.
15. **Continuous Learning:** Staying updated on emerging security threats and best practices to adapt security policies accordingly.
16. **Incident Response:** Being prepared to respond to security incidents or breaches and taking corrective actions to maintain confidentiality.
17. **Cross-Functional Collaboration:** Engaging with employees, stakeholders, and external partners to promote confidentiality and security.
18. **Data Privacy:** Understanding the importance of data privacy and its relationship with security policy management.

4.1.32 Acts when an extraordinary and particularly serious risk of breach of the Security Policy is established in the Postal Enterprises shall promptly and by all appropriate means inform users of such risk, proposing protection measures.

1. **Security Incident Response:** The ability to effectively respond to security incidents and breaches, including understanding the incident's scope, impact, and urgency.
2. **Risk Assessment:** Proficiency in assessing the severity and potential consequences of security risks to determine their extraordinary and serious nature.
3. **Security Policies:** A deep understanding of the organization's security policies, procedures, and relevant industry standards.
4. **Legal and Regulatory Knowledge:** Familiarity with and adherence to security regulations and standards that pertain to the organization.
5. **Crisis Management:** Developing and implementing strategies to manage and mitigate security incidents, including communication and protection measures.
6. **Effective Communication:** The ability to communicate security risks and protection measures clearly and promptly to users and stakeholders.
7. **Collaborative Leadership:** Collaborating with various departments, teams, and stakeholders to respond to security incidents and protect against breaches.
8. **Incident Documentation:** Keeping thorough records and documentation of security incidents, including their causes, consequences, and mitigation efforts.
9. **Policy Enforcement:** Ensuring the effective enforcement of security policies, procedures, and protection measures.
10. **Ethical Conduct:** Recognizing and adhering to ethical standards in security incident response, including transparency and accountability.

11. **Technical Knowledge:** Familiarity with technical aspects of security incidents, such as identifying and addressing vulnerabilities and threats.
12. **Data Protection:** Understanding and implementing data protection measures to safeguard sensitive information.
13. **Training and Awareness:** Providing training and awareness programs to educate users and employees about security risks and protection measures.
14. **Regulatory Reporting:** Preparing and submitting reports as required by relevant regulations, especially in cases of serious security incidents.
15. **Continuous Learning:** Staying updated on emerging security threats and best practices for incident response and risk management.
16. **Legal and Regulatory Knowledge:** Understanding the legal and regulatory aspects related to security incident reporting and protection measures.
17. **Security Technologies:** Familiarity with security technologies, tools, and solutions that support incident response and risk mitigation.
18. **Incident Follow-Up:** Conducting post-incident reviews to learn from security incidents and improve protection measures.

4.1.33 Responsible for the quality of postal services

1. **Quality Management:** Understanding and applying quality management principles and methodologies to ensure the consistency and improvement of postal services.
2. **Customer-Centric Approach:** Focusing on the needs and preferences of postal service customers to enhance their satisfaction.
3. **Service Design:** Designing postal services that meet customer expectations, from the initial request to delivery.
4. **Performance Metrics:** Defining and monitoring key performance indicators (KPIs) to assess and improve service quality.
5. **Operational Efficiency:** Identifying and implementing process improvements to increase efficiency while maintaining quality standards.
6. **Service Level Agreements (SLAs):** Developing and managing SLAs to set clear expectations for service quality and delivery.
7. **Customer Feedback:** Collecting, analyzing, and acting on customer feedback to continuously improve postal services.
8. **Problem-Solving:** Addressing service issues, identifying root causes, and implementing solutions to prevent recurrence.
9. **Cross-Functional Collaboration:** Collaborating with various departments and teams to ensure seamless service delivery.
10. **Training and Development:** Providing training and development opportunities for postal service staff to enhance their skills and service quality.

11. **Innovation:** Encouraging innovative approaches to service improvement and staying updated on industry trends.
12. **Service Recovery:** Developing procedures for addressing and rectifying service failures and customer complaints.
13. **Communication:** Effective communication with customers, employees, and stakeholders to promote service quality.
14. **Compliance:** Ensuring that postal services adhere to relevant regulations and standards.
15. **Data Analysis:** Using data analysis to identify service trends, customer behavior, and areas for improvement.
16. **Cost Management:** Managing costs while maintaining service quality, optimizing resource allocation.
17. **Ethical and Legal Considerations:** Recognizing and adhering to ethical standards in service delivery, including transparency and accountability.
18. **Continuous Learning:** Staying informed about evolving service quality practices and customer expectations.

4.2 Chart of DigiGreen competences and links to defined updated skills

Table 1. List of DigiGreen competences linked to updated skills

	4.1.1	4.1.2	4.1.3	4.1.4	4.1.5	4.1.6	4.1.7	4.1.8	4.1.9	4.1.10	4.1.11	4.1.12	4.1.13	4.1.14	4.1.15	4.1.16	4.1.17	4.1.18	4.1.19	4.1.20	4.1.21	4.1.22	4.1.23	4.1.24	4.1.25	4.1.26	4.1.27	4.1.28	4.1.29	4.1.30	4.1.31	4.1.32	4.1.33		
Access Control								X									X												X	X					
Accountability	X						X																												
Active Listening									X	X										X															
Adaptability	X	X			X				X		X	X	X							X	X	X	X												
Advocacy				X								X														X									
Alternative Transportation																								X											
Antivirus and Malware Protection						X																													
Audit and Monitoring																													X		X				
Basic Cryptography						X																													
Behavior Change Techniques																							X												
Behavioral Change Expertise													X																						
Behavioral Change Psychology																										X									
Benchmarking																											X								
Carbon Accounting																											X								
Carbon Footprint Reduction												X											X		X										
Change Management	X		X	X			X								X	X												X	X						
Coaching and Mentoring	X																																		
Collaboration Tools					X														X																
Collaborative Leadership																									X						X	X	X		
Communication	X	X		X					X	X	X		X	X	X							X	X		X		X	X	X	X	X	X			X
Community Building													X																						
Community Engagement												X											X		X										
Compliance								X										X																	X
Computer Literacy					X																														
Confidentiality Awareness																													X		X				

Table 2. Table of number of competencies and sub-skills identified during mapping process.

Skills on specific domains	Number of updated identified competencies and sub-skills
Coaching and leadership	12
Measure the “digital footprint” of activities and apply solutions to mitigate its impact	12
Measure the “environmental footprint” of the current operations, setting targets and promote quick-win solutions to achieve agreed targets on CO2 emission reduction	15
Digigreen Ambassador Skills	14
ICT basic skills	12
Cybersecurity basic skills	12
GDPR skills	13
Privacy-security-confidentiality	18
Customer service skills (in parallel with basic IT skills)	18
Solve IT problems in the office while performing customer service skills	14
Adaptability skills	18
Appling green skills to daily activities	18
Culture/behavior change	17
Learn how to measure the environmental impact of activities	18
Learn how to propose green solutions based on the UPU’s guide for a greener postal sector	18
Learn how to mitigate their environmental impact based on concrete and well de-fined objectives	17
Privacy-security-confidentiality skills	18
Cybersecurity basic skills	18
Customer service skills in parallel with basic IT skills	17
Adaptability skills	15
Solve IT problems in the field	14
Applying green skills to daily activities	14
Eco friendly driving skills	18
Propose and apply sustainable Green logistic solutions	17
Culture/behavior change	18
Learn how to measure the environmental impact of activities	17
Learn how to propose green solutions based on the UPU’s guide for a greener postal sector	17
Learn how to mitigate environmental impact based on concrete and well de-fined objectives	17
Protects mail confidentiality and privacy of Postal and Courier Enterprises.	18
Determines the appropriate measures to protect the postal supply chain from possible breaches.	18
Responsible for conducting regular reviews of the Security Policy that results in the assurance of confidentiality.	18
Acts when an extraordinary and particularly serious risk of breach of the Security Policy is established in the Postal Enterprises shall promptly and by all appropriate means inform users of such risk, proposing protection measures.	18
Responsible for the quality of postal services	18

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