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This document contains the “translation” (with some adaptations) of the Training Programme for employers proposed by Hellenic Open University (IO 3) in terms of Learning Outcomes and therefore deployed into knowledge, skills and competences.

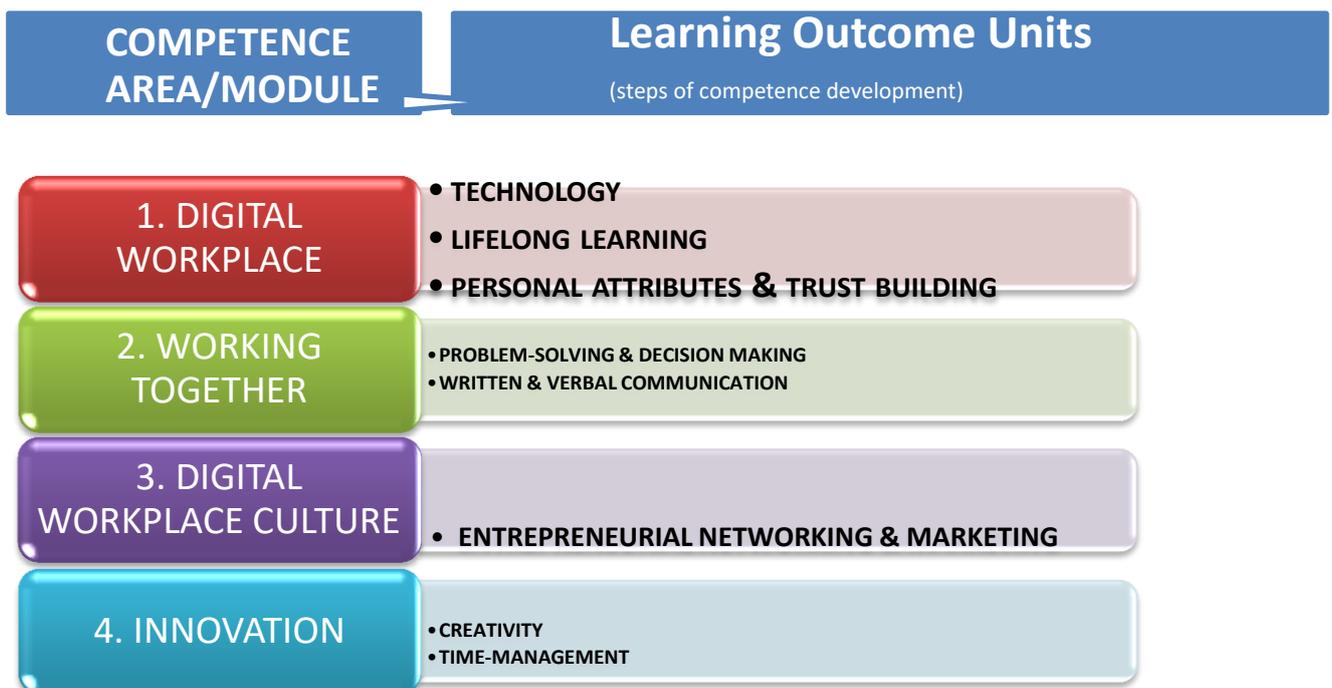
The programme designed by HOU is composed of 4 modules, addressing 4 main content and competence areas.

The translation of the programme into Learning Outcomes is a key part of the certification scheme (IO 5), because it facilitates the organization of the assessment and the certification phase. Moreover, the Digital Workplace project intends to contribute to applying the learning outcomes-oriented ECVET approach, following the EU Commission recommendations for a more transparent system of qualification in Europe that could promote Lifelong Learning, mobility and better employment.

The overall scheme of the programme, in terms of Learning Outcomes, is described in the following picture. Each competence area is subdivided into one or more Learning Outcome Unit, depending on its complexity. Each single unit is therefore described in terms of Learning Outcomes in tables that contain the summary description of the Unit and the breakdown of the Unit in Knowledge, Skills and Competences.

The professional profile addressed corresponds to employers of companies of all kind of size. As we cannot know his/her level of independency and “power” within the organization, the Unit content can be adapted and some items can be just deleted (this is the case when “if applicable” is indicated).

The addressed competences correspond to **European Qualification Framework levels 5-7**, depending on the previously acquired competences and qualifications and on the level of details and deepening of the contents treated.



DIGITAL WORKPLACE

Unit 1.1	TECHNOLOGY		
	Summary description: He/She is able to understand basic and advanced technology terminology; to operate computer software and hardware independently; to evaluate data and outcomes for quality and credibility and to propose changes and improvements for procedures and task performance.		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> • understand basic and advanced technology terminology • recognize and understands the functions of computer components • understand network security issues, e.g. be aware of the most reliable computer antivirus systems and of the types of websites and scams commonly used by computer hackers • understand the structure of the Internet and the World Wide Web • identify and select online collaboration tools 	<ul style="list-style-type: none"> • perform operating system functions • operate, troubleshoot and maintain computer software and hardware independently, e.g. navigate a website, interact on line • demonstrate familiarity with social networking sites • demonstrate familiarity with online file-sharing and collaboration tools • use web conferencing programs for synchronous, online meetings or learning • locate and follow information sources to stay informed of new technologies and social tools 	<ul style="list-style-type: none"> • evaluate information for quality and credibility • analyze pros and cons of off line and online tools for process and share data • select the most appropriate software application for the task at hand • solve problems in offline and online task performance • propose changes and improvement about procedures and task performance

Unit 1.2	LIFELONG LEARNING
	Summary description: He/She is able to be self-motivated to stay up-to-date on current trends that may influence their work and help to

	maintain their competitive edge.		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> recognize reliable resources identify appropriate applications for using information 	<ul style="list-style-type: none"> explore and express ideas and opinions, using multiple media, the arts, and technology demonstrate ethical behavior and respect for diversity through daily actions and decision making 	<ul style="list-style-type: none"> analyze data, evaluate processes and products and draw conclusions apply habits of mind and metacognitive strategies to plan, monitor, and evaluate one's own work develop strategies for gathering information that will assist them in being knowledgeable of the trend and events that may influence their work

Unit 1.3	PERSONAL ATTRIBUTES & TRUST BUILDING		
	Summary description: He/She is able to work in a complex and unique environment where change is constant, displaying key attributes and developing trust in others.		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> recognize and understand personal limits show open-mindedness show flexibility recall and define the work performed by your unit but also the basics of management 	<ul style="list-style-type: none"> deal with complexity develop interest in and sensitivity toward other culture develop resilience and optimism act honestly 	<ul style="list-style-type: none"> analyze and evaluate decisions made and actions taken take into proper consideration others' point of view value others' contribution

WORKING TOGETHER

Unit 2.1	PROBLEM-SOLVING AND DECISION-MAKING		
	Summary description: He/She is able to use analysis, wisdom, experience, and logical methods to make good decisions and solve difficult problems with effective solutions; appropriately incorporates multiple inputs to establish shared ownership and effective action		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> • seeks relevant information and answers to key questions from several sources • understands levels of inclusion in decision making 	<ul style="list-style-type: none"> • demonstrate a strong content knowledge of the work that needs to be accomplished • demonstrate to have the confidence to resolve effectively business challenges on their own • use a combination of logic, analysis, experience, wisdom, advanced methods, and other resources to make sound, timely decisions and to solve problems 	<ul style="list-style-type: none"> • deliver solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions

Unit 2.2	WRITTEN AND VERBAL COMMUNICATION		
	Summary description: He/She is able to perform with success the whole information process required by the company by taking into proper consideration content relevance, communication channels and expected results, overcoming the difficulty of not having non-verbal cues in distant/online interaction.		

	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> • identify and select appropriate transmission medium • show clarity in verbal communication in order to avoid misinterpretation 	<ul style="list-style-type: none"> • write accurately and clearly, without misspelled words and messaging, in direct and concise language which may work to establish a strong working relationship • reduce productivity when collaboration is necessary to complete work assignment 	<ul style="list-style-type: none"> • analyze and clarify misunderstanding by overcoming language and cultural barriers • interpret the signals sent by team members • receive and process adequately feedback about the outcomes produced

DIGITAL WORKPLACE CULTURE

Unit 3.1	ENTREPRENEURIAL NETWORKING & MARKETING		
	Summary description: He/She is able to organize formally or informally an entrepreneurial system of interconnected components with the object of increasing the effectiveness of the members' business activities.		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> • understand and define the company overall vision • identify strategic opportunities or threats for the company • define convincing approaches to moving their company forward 	<ul style="list-style-type: none"> • demonstrate the motivation, work ethic, basic business skills, marketing skills, social networking skills to seek new business opportunities • travel independently for company purposes • apply a knowledge-based SWOT (strengths, weaknesses, opportunities and threats) analysis 	<ul style="list-style-type: none"> • analyze company networking and marketing potential • elaborate plans to improve company networking and marketing strategy • maintain a strategic business perspective • stay on the cutting edge of social media

INNOVATION

Unit 4.1	CREATIVITY		
	Summary description: He/She is able to generate and apply knowledge and ideas in the workplace, to demonstrate curiosity and to lead courageously		
	KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
	<ul style="list-style-type: none"> • identify where a plan to minimize the risk is needed most • identify opportunities for new initiatives within the organization/company • recognize innovative and leadership qualities in others as well as in themselves 	<ul style="list-style-type: none"> • manage risk • experiment with new approaches • initiate reasonable action when potentially negative consequences are expected • develop plans to minimize the risk • create a learning environment or community to encourage the free flow of new knowledge and perspectives 	<ul style="list-style-type: none"> • shift the approach from thinking things through thoroughly toward getting started without knowing all of the answers • stimulate new thinking by examining mistakes and setbacks as opportunities to learn • share feelings and opinions with clarity and conviction, despite any resistance

Unit 4.2	TIME MANAGEMENT
	Summary description: He/She is able to achieve better results, both at work and in personal life by organizing time effectively and utilizing

self-management habits that lead to increased productivity both on and off the job.		
KNOWLEDGE (he/she is able to)	SKILLS (he/she is able to)	COMPETENCES (he/she is able to)
<ul style="list-style-type: none"> • recognize your habits • identify how to motivate yourself • learn to focus on one task at a time and block out all distractions • describe a well-made plan • know how to cope with setbacks • understand that it is better to prevent problems than having to deal with it once it does occur • determine what information is needed and how to collect and store it effectively 	<ul style="list-style-type: none"> • create structure for themselves and stick to a self-imposed plan during their allotted work time • work effectively without external support in an independent and flexible environment • set a time limit for analyzing a particular situation • have patience and take precisely the amount of time required to do a job properly 	<ul style="list-style-type: none"> • prioritize work assignments on a daily bases • make time for developmental activities, such as taking classes and participating in workshops • show balance of their professional and personal lives • consider the consequences and make effective, clear decisions • build positive relationships where you can work together for the benefit of all concerned • ensure that the important work has been done