



IO2

**Preparation of Training Courses for
“Cultural Mediators in the postal
sector”**

Project Coordinator: National Centre for Social Research | Agreement Number: 2018-1-EL01-KA202-047904



Task 1: Preparation of an Initial Training Material using a two days' workshop per country

Using the DACUM process, high-performing incumbent workers analyze their own job.

DACUM utilizes a panel of six to eight high-performing incumbent workers.

Over a two-day period, these skilled workers identify the duties and tasks that make up their job.

Under the direction of a neutral facilitator, the panel analyzes their job-related tasks while using a modified brainstorming process that encompasses a storyboarding technique.



Purpose of the DACUM two days' workshop

To develop an occupational profile
«Cultural Mediator in the Postal Sector»
 (Job description in terms of: specific duties, tasks, knowledge, skills and traits)

Outcomes

- Occupational profile that
 - ranks the Duties
 - defines the sequence and prioritizes related tasks
- Creating a (Hierarchy) list of knowledge & skills
- Creating a list of employee traits with the duty / task

DACUM Research Chart for HVACR Service Technician

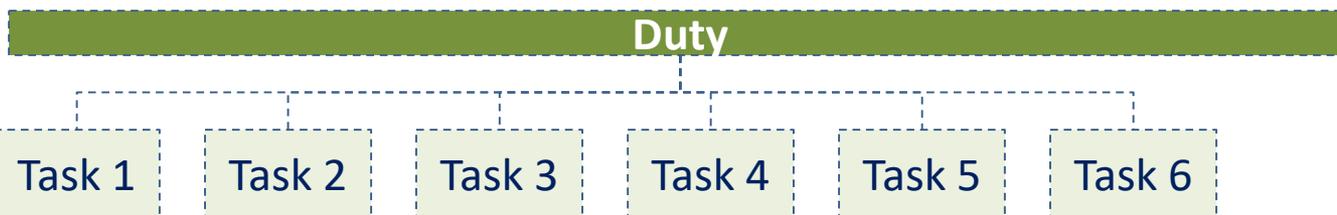
	Duties	Tasks			
	E-11 Check compressor oil pressure	E-12 Clean flame sensors	E-13 Inspect gas orifices and burners	E-14 Check motor function	E-15 Inspect heat exchanger integrity
	E-16 Check gas manifold pressure	E-17 Adjust gas manifold pressure	E-18 Perform combustion analysis	E-19 Check operation of gun type burners (e.g., pilot, flame, rectification)	E-20 Check and clean strainers
	E-21 Assess proper pump operation	E-22 Test low water cut-off/flow switch and pressure stats	E-23 Clean chiller bundles (e.g., evaporator, condenser)	E-24 Inspect bearings on unit	E-25 Lubricate bearings on units
F Perform HVACR Electrical Maintenance	F-1 Follow wiring schematics	F-2 Verify wiring connections	F-3 Check for correct voltage (e.g., line, control)	F-4 Check component amp draw	F-5 Inspect electrical contactors
	F-6 Check and test safety switches	F-7 Verify sensor calibration			
G Conduct Service Calls	G-1 Communicate with dispatch	G-2 Prioritize customer calls	G-3 Check in with customers upon arrival	G-4 Obtain PO for work	G-5 Evaluate entire system

Application of these tasks will vary based on assigned work.

Definition of DUTY & TASK

DUTY

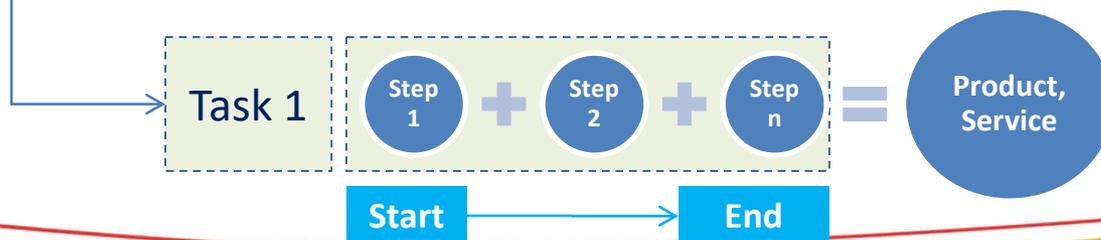
Wider «area» of skills that you act on an ongoing basis.



TASK

Process with:

- Start & End,
- Well defined and Clear,
- It consists, at least, of 3 defined steps,
- It ends up with product or service.





What we did

DACUM Research Chart for Cultural Mediator in the Postal Sector

- **DACUM Panel**

Eirini Veli - Head of Unit of Post Office

Eleni Liolia - Front Office Employee

Voula Chortaria - Front Office Employee

Christina Savva - Direction of Human Resources

Roula Belmpa - Direction of Strategy & Development

Pepy Kalpaka - Direction of Human Resources

- **DACUM Facilitators**

Aris Maragkakis - Direction of Strategy & Development

Afroditi Riga - Direction of International Mail

- **DACUM Recorder**

Vaggelis Chainas - Social Scientist (EKKE)

- **DACUM Observers**

Xenia Thoma - Direction of Strategy & Development

Margarita Pitti - KEK ELTA

Produced by
KEK ELTA S.A.

**Date: June 12 –
June 14, 2019**

Key Components of ELTA's DACUM Workshop (2 days)

WHO	ROLE
Panel of 6 expert workers	Sharing ideas, contributing as equally as possible, listening , contributing to the ideas of others, limiting value judgment
Identification of duties, tasks, knowledge, skills and traits necessary to perform a job	
1 Facilitator	Neutral Facilitation, encouraging full participation, managing time , adhering to the DACUM process
1 Recorder	Listen carefully, record ideas quickly , neatly, legibly and as stated, offer examples, but panel has the final say
1 Observer	Not evaluating or judging . Listen carefully, remain uninvolved, contribute only when and if the facilitator requests
A modified brainstorming process, that incorporates storyboarding	

1st step – Define the main Duties

Tool → Occupational Duties Worksheet (O.D.W)

Technique → Round robin technique

My major duties include:	
1.	
2.	
3.	
4.	
5.	
6.	

WORKSHEET

Occupational Duties Worksheet

Description of the process Round Robin Technique

- We gathered Dacum team around a table and distributed to each panelists the **Occupational duties Worksheet (ODW)** to be properly filled in.
- Upon completion each person **circulate its ODW to the next member**
- We continued this process until the initial ODW get back to its owner, enriched with inputs and ideas from the other members.



My major duties include:

1.	
2.	
3.	
4.	
5.	
6.	

2st step – Define Tasks within each main duty

Tool → Matrix Dacum (Duties/Tasks lay out)

DUTIES	TASKS					
A.	1.1	1.2	1.3	1.4	1.5	
B.	2.1	2.2	2.3	2.4	2.5	2.6
C.	3.1	3.2	3.3	3.4	3.5	3.6
D.	4.1	4.2	4.3	4.4	4.5	4.6
E.	5.1	5.2	5.3	5.4		

DACUM → The Process (Initial version)

- We used different color post-it for each new duty band
- After each duty band was completed, the group identified necessary knowledge, skills, and traits required to perform the defined tasks
- The Recorder captured task-statements of each dacum members on a flip chart

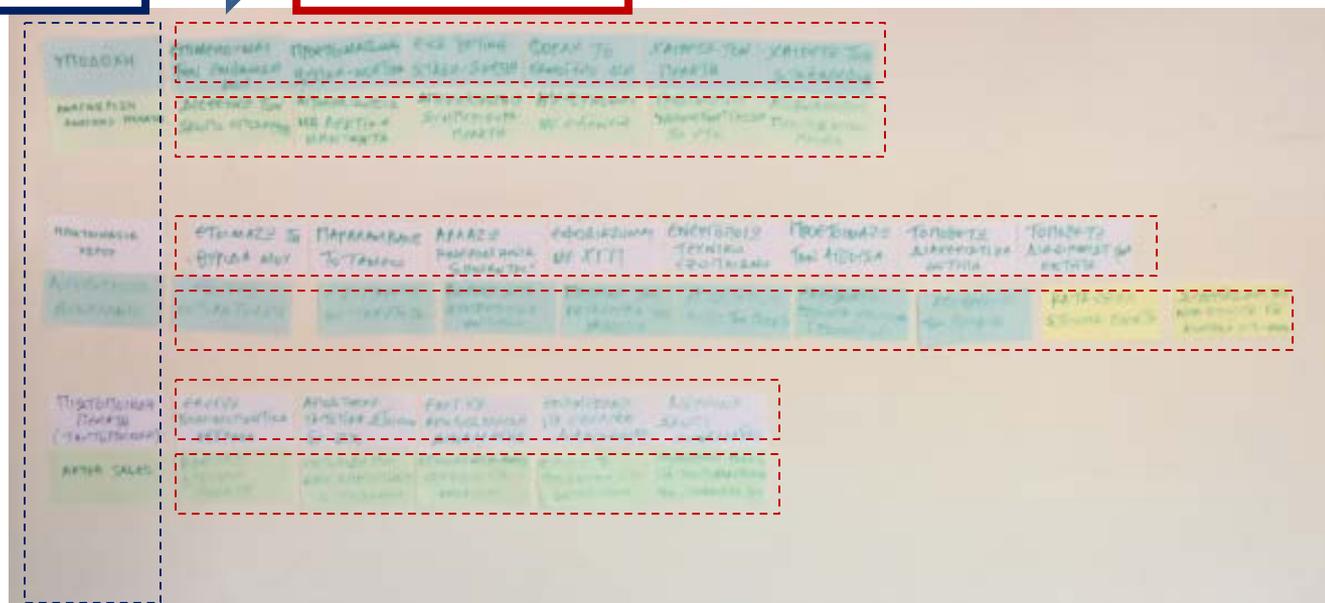
6 Duties



Task Bands

My major duties include:

1.	
2.	
3.	
4.	
5.	
6.	

DACUM in Process



3rd step (2nd day) → SEQUENCING DUTIES and TASKS

➤ Once task cards were finalized, we put them in sequence

- Chronological
- Frequency
- Importance
- Simple to Complex
- Where necessary we merged duties & tasks (from 6 to 4 duties)

The final version of Dacum Matrix

DUTIES	TASKS					
A-PREPARATION OF MY WORKPLACE	A1-Have a professional, clean and neat appearance	A2-Ensure a balanced mental and psychological work environment	A3-Unlock and restart my cashier's office			
B-WELCOMING-GETTING TO KNOW THE CUSTOMER	B1-Decoding the Customer (Through customer behavior and non-verbal messages)	B2-Identifying Customer Need(s) (By asking the right questions)	B3-Decoding Customer's Cultural Background (Create customer profile)	B4-Use of "sign language" when serving TCN ¹	B5-Suggest the appropriate service	B6-Present the right product/service
C-DURING THE TRANSACTION-WITH THE CUSTOMER	C1-Assist the customer in successfully completing the transaction	C2-Support in form filling	C3-Entry Customer data in close collaboration with IT	C4-Obtain relative information for Certification (Identification) of the customer ²	C5-Complete the request and farewell the customer	
D-AFTERSALES * have to get customer's consent on a GDPR special form	D1- Define & analyze problems if the transaction does not proceed	D2-Solve ³ the problem in the "boundaries" of the post office	D3- Collaborate with the competent department(s) to solve the problem(s)	D4-Inform politely the customer about the current status of his/her case	D5-"Educate" the customer about the service provided	D6-Keep customer data for future reference ⁴

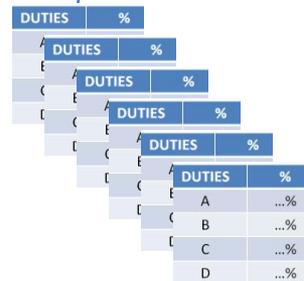
4th step (2nd day) RANKING DUTIES & TASKS

DUTIES	%
A	21%
B	27%
C	37%
D	15%

➤ Each duty band was assigned a letter on the storyboard

- Panelists used their **Duty Ranking hand out** to prioritize (assigned a weight factor (%)) among each duty based on the criticality of the said duty.

➤ Once this was completed, **individual rankings were totaled by the facilitator** and produced the above **Duty Ranking matrix**



DUTIES	%
A	21%
B	27%
C	37%
D	15%

FINALIZE our ANALYSIS

- Once all the **duty bands were sequenced & finalized, we reviewed** the following items to ensure completeness:
- Knowledge, Skills needed for the execution of the tasks
 - Traits required by the front office employee during the performance of its duties/tasks
 - Additional occupational requirements, tools, supplies & materials
 - Future trends and concerns

Knowledge, Skills, Traits, Additional occupational requirements

General knowledge and skills

- Excellent knowledge of internal curricula and procedures
- Excellent knowledge of products and services
- Excellent knowledge in handling the technical equipment (used to carry out postal transactions)
- Knowledge of foreign languages
- Knowledge of basic cultural differences (e.g. gestures, manners, etc.)
- Knowledge of human rights
- General knowledge about services that a third-country national may need (shelter, medical care, authorities etc)
- Knowledge of basic psycho-social aspects relevant to 3rd country nationals

Behavior of a worker

- Accessible - friendly
- Professional
- Polite
- Eager
- Fond of learning
- Cooperative
- Keep a neat and clean appearance
- Be a team player
- Positive thinking - attitude
- Patient and tolerant
- Polite
- Effective
- Understanding - Respecting diversity
- Non-biased, Open-minded
- Trustworthy
- Willing

Tools, Equipment, Supplies and Materials

- Post offices must be fully equipped with printed materials needed to run transactions
- Post offices must be equipped with well-functioned technical equipment (PC's Printers, Scanners etc)
- Forms and leaflets must be translated in foreign languages
- Software for translation
- Functional tools
- Full range of selling products
- Support from headquarters
- Effective Call Center
- Updated mechanical equipment
- Internal curricula must be comprehensive

Future Trends and Concerns

- Continuous job training in:
 - Customer Support
 - Sales techniques
 - GDPR
 - Security Issues (e.g. Fire Safety)
 - First Aid Training
 - IT Skills
- Postal workers must be well trained in customer service techniques.
- Postal workers must be familiar with basic PRACTICAL issues dealing with store and customer safety, (e.g. use of a fire extinguisher, first aid)

Final Dacum document

DUTIES	TASKS					
A-PREPARATION OF MY WORKPLACE	A1-Have a professional, clean and neat appearance	A2-Ensure a balanced mental and psychological work environment	A3-Unlock and restart my cashier's office			
B-WELCOMING-GETTING TO KNOW THE CUSTOMER	B1-Decoding the Customer (Through customer behavior and non-verbal messages)	B2-Identifying Customer Need(s) (By asking the right questions)	B3-Decoding Customer's Cultural Background (Create customer profile)	B4-Use of "sign language" when serving TCN ¹	B5-Suggest the appropriate service	B6-Present the right product/service
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General knowledge and skills	Behavior of a worker
<ul style="list-style-type: none"> • Excellent knowledge of internal curricula and procedures • Excellent knowledge of products and services • Excellent knowledge in handling the technical equipment (used to carry out postal transactions) • Knowledge of foreign languages • Knowledge of basic cultural differences (e.g. gestures, manners, etc.) • Knowledge of human rights • General knowledge about services that a third-country national may need (shelter, medical care, authorities etc) • Knowledge of basic psycho-social aspects relevant to 3rd country nationals 	<ul style="list-style-type: none"> • Accessible - friendly • Professional • Polite • Eager • Fond of learning • Cooperative • Keep a neat and clean appearance • Be a team player • Positive thinking - attitude • Patient and tolerant • Polite • Effective • Understanding - Respecting diversity • Non-biased, Open-minded • Trustworthy • Willing
Tools, Equipment, Supplies and Materials	Future Trends and Concerns
<ul style="list-style-type: none"> • Post offices must be fully equipped with printed materials needed to run transactions • Post offices must be equipped with well-functioned technical equipment (PC's Printers, Scanners etc) • Forms and leaflets must be translated in foreign languages • Software for translation • Functional tools • Full range of selling products • Support from headquarters • Effective Call Center • Updated mechanical equipment • Internal curricula must be comprehensive 	<ul style="list-style-type: none"> • Continuous job training in: <ul style="list-style-type: none"> - Customer Support - Sales techniques - GDPR - Security Issues (e.g. Fire Safety) - First Aid Training - IT Skills • Postal workers must be well trained in customer service techniques. • Postal workers must be familiar with basic PRACTICAL issues dealing with store and customer safety,(e.g. use of a fire extinguisher, first aid)

NEXT STEPS

Within 5 days

- Conduct of a Validation Workshop among CNPR, ELTA, and KEK-ELTA for the final result of the 2 national dacum workshops (via skype)

Within 20 days

- Produce a common unit/task matrix among the two Postal Operators
- Validate the unit/task matrix and from experts in the field of intercultural mediation

Until end of September

- Development of Curriculum including Training Material
 - Trainers Manual
 - A Train Trainers guide
 - A portfolio of Learners Resources
 - An employer / End User Handbook
- Drafting a Code of Conduct
- Adaptation of Training Material to specific country context

Unit/ Task Matrix

		Principles of intercultural mediation	Knowledge of the legal framework and of the history of immigration of the	Apprehend the administrative structures and procedures of the host	Qualifications in areas of expertise?	Communication skills	Techniques for conflict resolution	The specifics of conflict among different ethnic groups and ways to deal	Techniques in consecutive interpretation	Distance intercultural mediation	Introduction to psychology concepts	Knowledge of basic socio-cultural structures and anthropological concepts	Knowledge of exclusion and discrimination mechanisms	The Gender Theory	Distinct features of vulnerable social groups	The impact of and ways to deal with socio-cultural differences on service	Code of professional interaction and ethics	Professional identity and tools	Awareness of and reactions according to situations	Self-improvement techniques	Interpersonal skills	Intercultural skills	E-mail	Effective retrieval of information from the Internet	Word processing	Use of distance learning platforms
B-GETTING TO KNOW THE CUSTOMER (27%)	B1-Decoding the customer (Through customer behavior and non-verbal messages) **					X		X																		
	B2-Identifying Customer Need(s) (By asking the right questions) ***								X		X	X	X													
	B3-Decoding Customer' Cultural Background (Create customer profile)***																									
	B4-Use of "sign language" when serving TCN																									
	B5-Suggest the appropriate service																									
	B6-Present the right product/service																									
C-DURING THE TRANSACTION WITH THE CUSTOMER (37%)	C1-Assist the customer in successfully completing the transaction ****																									
	C2-Support in form filling																									
	C3-Entry Customer data in close collaboration with IT																									
	C4-Obtain relative information for Certification (Identification) of the																									
	C5-Complete the request and farewell the customer**																									
	D-AFTER SALES (15%)	D1- Define & analyze problems if the transaction does not proceed																								
D2-Solve the problem in the "boundaries" of the post office *																										
D3- Collaborate with the competent department(s) to solve the problem(s)																										
D4-Inform politely the customer about the current status of his/her case																										
D5-"Educate" the customer about the service provided																										
D6-Keep customer data for future reference																										

(x) Represents "Assignment" of lesson(s) to a specific task

Thank you for your attention!