

COMMON COMPETENCE FRAMEWORK MATRIX



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Introduction

This common competence framework matrix depicts the attitude, knowledge, skill and behaviour required for the occupational profile of workers in bike-based last mile deliveries (LMD).

It also presents the necessary competences required for workers to operate bike-based vehicles (i.e., skills demand), the skills and competences available in the labour market (skills supply) and the skills and competences that are missing (skills gaps).

The matrix is based on skills intelligence and core and functional competences. This is essential to detect and account for new trends and occupational needs in urban logistics and cycle logistics to further develop and encourage sustainable LMD practices.

Competences need to be developed and strengthened throughout one's career. Acquiring the required competences for safe and environmental riding is not a one-time event but rather an ongoing process, and provision of formal and informal training helps as a starting point.

Experience acquired on the ground, regular mentoring and coaching, feedback and individual learning are also needed after the initial training. Safe last mile delivery competences relate more to what a bicycle courier does, rather than what their knowledge is. Competences are observable, they can be described and exemplified in practice.

This common competence framework matrix promotes shared values and common standards of performance through the acquisition of transversal skills and competences.



Matrix legend

Attitude

The correct attitude, or outlook of the riders, is a required willingness for getting started in competence development. Attitude in turn leads to knowledge development.

Knowledge

This refers to the knowledge gained through training, practice, experience, literature, publications and other sources, such as the internet.

Skill

Skills are the ability to perform a last mile delivery task, by applying the knowledge acquired during training and turning it into actions. This will then inform rider behaviour.

Behaviour

Behaviour is the appropriate conduct for safe and environmentally friendly last mile delivery urban delivery and related actions.

Agency

Agency encourages fast-paced decision making. It facilitates in distinguishing how the human component remains key for efficiency and satisfactory results, even beyond technologised logistics support.



Competence	Attitude	Knowledge	Skill	Behaviour
<ul style="list-style-type: none"> • Integrity, trustworthiness and loyalty. 	<ul style="list-style-type: none"> • Have the desire to become a reliable rider. • Observe good and bad practices and evidence in day-to-day procedures. • Show confidence. • Be secure towards others. 	<ul style="list-style-type: none"> • Know the ethical code of conduct for working within the last mile delivery sector. • Understand what is required for acting reliably, ethically, morally and compliantly. 	<ul style="list-style-type: none"> • Reliably execute tasks for colleagues and clients. • Inspire those around you with confidence and trust. • Assume responsibility for a delivery. • Maintain reliability and punctuality. • Ensure quality work. • Perform independently without supervision. 	<ul style="list-style-type: none"> • Relate with both customers and colleagues in an open and transparent manner. • Follow ethical code of conduct. • Act confidently and reliably. • Adopt a safe riding attitude to prevent damage of equipment/products, and to avoid conflicts and accidents.
<ul style="list-style-type: none"> • Riding safely, responsibly and assertively. 	<ul style="list-style-type: none"> • Have an interest in the vehicle and its technology. • Have a desire to operate and control vehicles, and carry out a basic cycle check. • Be ready to identify/repair damage. • Apply legal requirements for reflectors, lights, to charge batteries, control speed, avoid hazards and safely share space with pedestrians and other riders. 	<ul style="list-style-type: none"> • Know how gears (if present) assist steady pedalling, know how an electrical motor (if present) can assist steady pedalling. • Know how to ride/control movement of two or three-wheeled vehicles. • Know how to conduct routine maintenance checks. • Adopt safe, ergonomic riding principles. 	<ul style="list-style-type: none"> • Safely ride bicycles/vehicles. • Be able to move off and stop, turn corners, and position the vehicle on the road. • Execute safe, healthy and ergonomical riding techniques. • Respect vulnerable pedestrians/nonprofessional cyclists/car drivers. 	<ul style="list-style-type: none"> • Have an open-mindedness towards innovative vehicles and an interest in vehicle technology. • Use ergonomic riding posture. • Perform the riding and transport tasks according to delivery riding class (light, medium, heavy loads). • Understand how to cycle in unfavourable weather conditions.

Competence	Attitude	Knowledge	Skill	Behaviour
		<ul style="list-style-type: none"> • Have a good knowledge of cycling infrastructure/ parking areas. • Continue learning about road signs, markings and legislation and about cycle technologies. • Know how riding position can improve visibility, particularly during interactions with large vehicles and blind spots, • Know how to negotiate junctions, riding at the speed of other traffic. • Know how to safely interact with the apps/technology while riding (i.e., stopping riding while physically interacting with the app). 	<ul style="list-style-type: none"> • Be able to ride assertively, raise awareness of presence. • Interpret correctly and act according to traffic regulations. • Be able to negotiate junctions using a systematic routine. 	<ul style="list-style-type: none"> • Ride without distraction (due to app interaction for example).
<ul style="list-style-type: none"> • Abiding by road traffic laws and complying with signals, signs, road markings and with other road users. 	<ul style="list-style-type: none"> • Be willing to obey traffic rules, maintain a suitable road position and interpret and follow traffic signs. • Always try to minimise conflict with road users. 	<ul style="list-style-type: none"> • Know the local road traffic laws, traffic signs and how to negotiate junctions. • Know the local cycle infrastructure code concerning cycles. 	<ul style="list-style-type: none"> • Observe road conditions, nearby traffic and prescribed speed limits to ensure safety. • Interpret and respond to all permanent and temporary traffic signals. 	<ul style="list-style-type: none"> • Apply "defensive riding", using observation, anticipation and control to help you be prepared for the unexpected.

Competence	Attitude	Knowledge	Skill	Behaviour
	<ul style="list-style-type: none"> • Be willing to manage crises and adjust riding attitude depending on the situation. • Value life, health and products. 	<ul style="list-style-type: none"> • Know how to act when approaching pedestrians. • Know how to avoid conflicts with other road users and how to avoid being harmed and causing harm. • Know the legal requirements for cycling depending on geographic location (e.g., having lights on the bike, wearing helmet, etc.) 	<ul style="list-style-type: none"> • Be able to comply with legal guidelines for bicycle courier/delivery rider. • Implement priorities at junctions. • Implement hazard detection when negotiating road junctions. • Act according to traffic rules and adjust behaviour when rules evolve/are updated. 	<ul style="list-style-type: none"> • Communicate and respect other road users. • Think critically when interacting with other road users • Obey, comply, adhere, follow road safety regulations and adopt safe riding behaviours. • Respect foreseen safety and mobility national regulations.
<ul style="list-style-type: none"> • Route planning and route information literacy. 	<ul style="list-style-type: none"> • Be prepared to plan suitable routes (including alternative routes) and estimate the time needed to complete journey, including breaks. • Use maps or electronic journey planners to plan the route. • Accurately evaluate, effectively use and clearly understand information. 	<ul style="list-style-type: none"> • Know the geography of areas. • Understand electric assist and accessories to maximise journey efficiency. • Know about digital shipping/routing platforms and how to use digital maps and routing applications. 	<ul style="list-style-type: none"> • Be able to orientate and move efficiently within the relevant geographic area. • Be able to use efficient and suitable bike types. • Be able to appraise technical problems. • Adapt, organise and secure load to ensure stability and efficient load to maximise journey. 	<ul style="list-style-type: none"> • Apply energy efficient riding techniques and geographical orientation. • Use software and digital shipping platforms to create efficient service. • Make real-time decisions to overcome technological shortcomings and cope with complex socio-cultural and spatial circumstances.

Competence	Attitude	Knowledge	Skill	Behaviour
	<ul style="list-style-type: none"> • Be sensitive to ethical aspects of using information. • Be able adapt to new information to improve services. 	<ul style="list-style-type: none"> • Know principles of distributing and securing cargo weight to optimise journey. 	<ul style="list-style-type: none"> • Be able to properly use scanners, terminals, headsets and routing softwares. 	
<ul style="list-style-type: none"> • Risk assessment/reduction and problem solving. 	<ul style="list-style-type: none"> • Be aware that likely hazards could delay setting off. • Be patient and maintain steady cycling. • Evaluate the facts, develop alternative courses if needed. • Be problem-solving oriented and confident in own knowledge. • Prepare to make the best decisions possible based on available info/data. • Notice risk taking behaviours in own cycling. 	<ul style="list-style-type: none"> • Know to continually scan the riding space ahead and behind, close to the cycle and in the distance to identify and anticipate possible hazards. • Identify distractions. • Know how to take the correct action after a crash/accident, prevent any more injury or damage. • Master first aid skills in case of road accident. 	<ul style="list-style-type: none"> • Be able to apply defensive riding to prevent accidents. • Have the ability to cope with "new" situations. • Act correctly in event of accident, provide necessary first aid. 	<ul style="list-style-type: none"> • Keep safe. Do some deep breathing and relax jaw and shoulders. • Avoid criticising other road users' behaviour. • Behave cautiously. • Comply with first aid set of skills and behaviours to act immediately in situation of accident. • Think critically to adjust riding attitude to interact with other road users.

Competence	Attitude	Knowledge	Skill	Behaviour
<ul style="list-style-type: none"> • Efficiency and time management. 	<ul style="list-style-type: none"> • Be willing to use innovative technologies. • Be flexible, allow for unforeseen delays, arrange back-up solutions and to meet the demands. • Be willing to evaluate programmes, equipment to reduce travel time. • Maintain a curious, critical mindset. 	<ul style="list-style-type: none"> • Master information skills. • Know how to use innovative technologies (GPS and digital devices) to improve time management. • Recognise importance of selection of bike type in relation to specific urban areas and load. • Time management. • Knowledge of material and information flows in logistics system. Know how to optimise riding scenarios. 	<ul style="list-style-type: none"> • Act to improve journey efficiency and reduce travel time, adopting innovative technologies. • Use a variety of bike types to comply with efficiency indicators. • Use technologies to optimise materials and information flow. • Solve logistic problems with IT tools. 	<ul style="list-style-type: none"> • Apply travel alternatives to improve efficiency. • Comply with loading plan, weight distribution, time management. • Comply with urban access regulations. • Resolve problems apply new and creative solutions, avoid occupational stress and fatigue.
<ul style="list-style-type: none"> • Handling. 	<ul style="list-style-type: none"> • Handle cargo with care, including delicate/ dangerous packages to prevent damage. 	<ul style="list-style-type: none"> • Knowledge of handling requirements for different types of packages (specialised goods/art/ hazardous, etc). • Knowledge of how to move, lifting, sorting materials and products ergonomically/ efficiently. 	<ul style="list-style-type: none"> • Ensure the integrity/good condition of packages. • Avoid package displacement, damage or loss. • Consider differences of packages to foresee the necessary tools required for lifting, securing, handling, delivery. 	<ul style="list-style-type: none"> • Comply with recommendations to ensure the integrity of packages, to avoid damage.

Competence	Attitude	Knowledge	Skill	Behaviour
<ul style="list-style-type: none"> • Communication and customer service. 	<ul style="list-style-type: none"> • Enjoy contact with people (customers). • Be willing to listen effectively. • Be willing express ideas effectively to address different customers. • Have an assisting and caring attitude. • Seek agreements to achieving a desired outcome 	<ul style="list-style-type: none"> • Know how to establish customer relations. • Language knowledge. • Be knowledgeable in customer relations principles. • Know the basic principles of the parcel takeover process and documentation, such as the rights and obligations of the parties, delivery documents and complaints procedures. 	<ul style="list-style-type: none"> • Be able to establish positive contact with customers. • Communicate with customers appropriately, and keep them involved along the process. • Respond to customer requests. • Build and nurture quality relationships through customers' feedback. 	<ul style="list-style-type: none"> • Create a personalised delivery experience for customers. • Engage and interact with customers. • Comply with principles of insurance, carrier liabilities and return policies. • Prepare correspondence, comply with customer privacy regulations.
<ul style="list-style-type: none"> • Social and environmental responsibility. 	<ul style="list-style-type: none"> • Consider last mile delivery in a new way, bringing a new social/ecological perspective, whether through structured or unstructured processes. • Be creative to overcome unpredicted situations and ensure customers trust and loyalty. • Embody social/ecological perspective. 	<ul style="list-style-type: none"> • Know and demonstrate strong values regarding the protection of the environment and how low emission transport can increase quality of life in the inner city and reduce sound and air pollution. • Have pride in representing these sectorial values. 	<ul style="list-style-type: none"> • Be able to positively influence customer experience. • Propose corrective/responsible actions if needed. • Co-design and embody strategic vision of the sector. • Actively seek to improve efficiency while enhancing social/environmental responsibility. 	<ul style="list-style-type: none"> • Relate to and promote sustainable behaviours. • Promote a responsible and positive image of LMD riders • Stand for sectorial value, value of safety and diversity, social and environmental sustainability. • Generate sustainable value creation.

Competence	Attitude	Knowledge	Skill	Behaviour
	<ul style="list-style-type: none"> • Be bold to overcome unpredicted situations and ensure customers trust and loyalty. • Keep customers involved to improve process and experience. • Continue learning to remain relevant, pursue personal and sectorial values. • Capitalise on diversity. • Use innovative (new) technologies and communication tools. • View failure as an opportunity to learn. 	<ul style="list-style-type: none"> • Know how to build trust and understanding, as well as long-term relationship with customers. • Know how to positively influence work surroundings and attitude. • Know how to promote professionalism and responsible behaviours and value creation. 	<ul style="list-style-type: none"> • Be able to switch perspectives and shape a new image of the last mile delivery courier. • Be able to foster opportunities to bolster and shape value creation both at individual and collective levels. 	<ul style="list-style-type: none"> • Care for others and the environment. • Advocate for sustainable/ smart urban life. • Propose novel, creative solutions for other stakeholders such as retailers and city planners.
<ul style="list-style-type: none"> • Sense of agency, purpose and entrepreneurship 	<ul style="list-style-type: none"> • Actively pursue and seek to enforce (independent) worker rights and understand employers' rights. • Become equipped and engaged, that is, agenced. 	<ul style="list-style-type: none"> • Know about administrative procedures to attain (independent) worker status and knowledge of work rights. • Know and understand work regulations (duties and responsibilities) as a (independent) worker. 	<ul style="list-style-type: none"> • Be skilled in dealing with administrative tasks to attain a self-employment status or employment status. • Be able to discern the rights and duties as (independent) workers. • Have entrepreneurship skills. 	<ul style="list-style-type: none"> • Be confident in enforcing individual and group rights as (self) employed professional, vis-a-vis of company regulations. • Demonstrate increased agency, this creates smarter, more agile interwoven actors.

Competence	Attitude	Knowledge	Skill	Behaviour
	<ul style="list-style-type: none"> • Become experienced in dealing with technical disfunctions that require one to develop their own coping tactics (i.e. open source solutions). • Understand the importance of collective value. • Produce feelings of accomplishment and demonstrate distinct skills and capabilities. • Leverage both rational and emotional aptitudes to deal with the unexpected, fluid nature of last mile delivery. 	<ul style="list-style-type: none"> • Know how task autonomy works to produce agenced delivery workers and cultivate a sense of purpose. • Know how to negotiate, leverage and stabilise co-creation benefits in regard to the fulfilment and the social value and responsibilities associated with workers' professional experiences. • Understand appropriate social value and social resonance, with the need of being part of a quest and a collective. 	<ul style="list-style-type: none"> • Be able to embody experiential interactions as constitutive relationships that represent important progress toward sustainable logistics value creation. • Enhance and extend both personal and organisational capabilities. • Leverage both rational and emotional aptitudes and appreciate that all actors' roles are special. • Be well prepared to foster own social identities to accomplish goals. • Be influential, but careful, agents of change. 	<ul style="list-style-type: none"> • Be a transformed, concerned workforce, compelling affected actors to participate and advocate for the advancement of more sustainable e-logistics value). • Co-create valuable operating relations between e-retailers, delivery contractors and final consumers. • Demonstrate a sense of the "big picture" of what the value of the delivery work is. • Display remarkable talents beyond traditional job descriptions to become legitimate actors to bring forwards sustainable logistics value propositions within urban spaces.
<ul style="list-style-type: none"> • Mentoring 	<ul style="list-style-type: none"> • Want to develop the capability of transmitting knowledge and experience to others, especially newly recruited personnel. 	<ul style="list-style-type: none"> • Demonstrate aptitudes of teaching others, make knowledge and experience explicit. 	<ul style="list-style-type: none"> • Have strong communication and demonstration skills. • Show a strong sense of leadership and partnership. 	<ul style="list-style-type: none"> • Be patient, show by example and lead in a collegial way.

	<ul style="list-style-type: none"> • Appreciate that Safe LMD skills are developed in daily practice to a large extent, therefore their transmission to less experienced will be key to success. • Recognise that not every experienced courier is necessarily a good teacher and/or mentor; therefore, it is important to invest time and effort in developing such skills. 	<ul style="list-style-type: none"> • Know how to choose the appropriate way of teaching and mentoring. • Have patience and the capability of observing and listening. • Have a strong sense of adaptation to the learner's needs. 		
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