

DESCRIPTION OF SUSTAINABILITY MANAGEMENT COMPETENCIES AT TWO LEVELS OF ADVANCEMENT



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Introduction - the role and importance of managerial competence in the implementation of sustainability goals in the company

The research identifies various factors that put pressure on companies to adopt sustainable practices, such as changes in customer preferences and demand, government regulations, ethical motivations and efficiency considerations¹. From this perspective, new professional competencies, i.e. green competencies, which LinkedIn's Global Green Skills Report 2022 describes as a catalyst for enabling environmental sustainability of business activities, are gaining importance².

It should be noted that the literature lacks a single universally accepted definition of the concept of green competence. Moreover, the definitions of green competence presented in the literature are characterized by variation in terms of indicating the dimensions of green competence. However, from the analysis of various approaches to the conceptualization of green competence, three basic components of green competence emerge, i.e. knowledge, skills and attitudes, so for the purposes of this report, we can define green competence as: "the complex of knowledge, skills and attitudes that enable successful performance of tasks and problem-solving, in relation to real challenges and, at the same time, opportunities related to sustainable development"³.

As indicated in the literature, the source of competitive advantage in the market is, among other things, the construction and maintenance by the enterprise of appropriate interactions with the environment⁴. The creation of positive relationships in this regard depends on the knowledge and skills of the staff of a given enterprise. Hence, it becomes necessary to properly form green competencies among employees.

¹ T.K. Betts, F. Wiengarten, S.K. Tadisina, *Exploring the impact of stakeholder pressure on environmental management strategies at the plant level: what does industry have to do with it?*, Journal of Cleaner Production, 2015, Vol. 92, pp. 282-294; I. Aust, B. Matthews, C. Muller-Camen, *Common Good HRM: A paradigm shift in Sustainable HRM*. Human Resource Management Review, 2019, pp. 121-130.

² LinkedIn, *Global Green Skills Report 2022*, LinkedIn Economic Graph, 2022.

³ A. Wiek, L. Withycombe, C.L. Redman, *Key competencies in sustainability: A reference framework for academic program development*. Sustainability, 2011, Vol. 6, p. 205.

⁴ Ł. Kozar, *Kształtowanie zielonych kompetencji pracowników w gospodarce ukierunkowanej na zrównoważony rozwój*, Zarządzanie Zasobami ludzkimi, 2017, No 6, pp. 57-69.





The results of numerous studies show that environmentally friendly corporate activities generate financial profits⁵ and result in better business performance⁶. Those dealing with this issue also emphasize the great importance of environmental orientation of employees in achieving sales success of enterprises⁷. Pro-environmental activity of companies influences:

- (i) Reduce waste and save money through cost efficiency in production areas⁸;
- (ii) Meeting the environmental requirements of various stakeholders (i.e., the public, NGOs, governments)⁹;
- (iii) gaining a reputational advantage over competitors and increasing the number of markets the company can enter¹⁰.

Introducing environmentally friendly practices positively impacts company image¹¹. Managers are beginning to understand that today's consumers - especially Millennials and Generation Z - are looking for more than a transactional relationship with companies. Regardless of what they buy, consumers are increasingly demanding that companies contribute to reducing their environmental impact. According to Deloitte's 2019 Global Millennial Survey, more than a quarter of Millennials and Generation Z believe that companies should try to mitigate the effects

⁵ W.E. Baker, J.M. Sinkula, *Environmental marketing strategy and firm performance: effects on new product performance and market share*, Journal of the Academy of Marketing Science, 2005, Vol. 33, No. 4, pp. 461-475.

⁶ J.A. Aragón-Correa, N. Hurtado-Torres, S. Sharma, V.J. García-Morales, *Environmental strategy and performance in small firms: A resource-based perspective*, Journal of Environmental Management, 2008, Vol. 86 No. 1, s. 88-100; B. Menguc, L.K. Ozanne, *Challenges of the "green imperative": A natural resource-based approach to the environmental orientation-business performance relationship*, Journal of Business Research, 2005, Vol. 58, No. 4, pp. 430-438.

⁷ N. Bıçakcıoğlu, V. Theoharakis, *Green Business Strategy and Export Performance: An Examination of Boundary Conditions from an Emerging Economy* International Marketing Review, 2019, Vol. 37, No.1, s. 56-75., S. T. Cavusgil, S. Zou, *Marketing strategy-performance relationship: an investigation of the empirical link in export market ventures*, Journal of Marketing, 1994, Vol. 58, No. 1, pp. 1-21.

⁸ Y. S. Peng, S. S. Lin *Local responsiveness pressure, subsidiary resources, green management adoption and subsidiary's performance: evidence from Taiwanese manufactures*, Journal of Business Ethics, 2008, Vol. 79, No. 1, pp. 199-212.

⁹ E. Fraj-AndrésMartínez-Salinas, J. Matute-Vallejo, *Factors affecting corporate environmental strategy in Spanish industrial firms*, Business Strategy and the Environment, 2009, Vol. 18, No. 8, pp. 500-514.

¹⁰ N. Bıçakcıoğlu, V. Theoharakis, *Green Business Strategy and Export Performance: An Examination of Boundary Conditions from an Emerging Economy* International Marketing Review, 2019, Vol. 37, No. 1, pp. 56-75.

¹¹ Ibidem.





of man-made climate change and protect and improve the environment. However, only 12% believe that corporations are working on such issues¹².

In building and shaping employees' green competencies, as well as their green behavior, managers play a very important role. Based on studies of organizational behavior, it was found that leadership is the main source of employee motivation for organizational change initiatives¹³. Environmentally conscious leaders and top managers play a significant role in employee involvement in environmental programs. In fact, as managers' environmental awareness increases, their commitment to pro-environmental behavior also increases, and employees also feel more obligated to comply with environmental rules and regulations. The attitude of the organization's employees and managers also influences their environmental behavior, as they are the ones who will perform environmental tasks. Marshall et al.¹⁴ maintain that the attitudes and norms presented by managers provide motivation for employees to carry out environmental behavior.

In the context of the above, it should be noted that also the authors of the report *Climate Change and "green" competencies of employees*¹⁵ note that it is extremely important to raise the environmental sensitivity of management, especially senior management. The process of transition to sustainable management of a company/organization requires not only precise tools related to the reduction of its environmental impact, such as issues of zero-emission transportation, closed-loop economy or reduction of resource consumption. What matters most is the right management approach, expressed in environmental sensitivity and social responsibility in the decision-making process. Moreover, the authors of the Report point to the importance of building and implementing a company's strategy in the context of its environmental impact. This requires an increase in planning competence, as well as a refocusing

¹² Deloitte, *The Deloitte Global Millennial Survey 2019 Societal discord and technological transformation create a "generation disrupted"*, available at: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/deloitte-2019-millennial-survey.pdf> [dostęp:02.11.2022 r.]

¹³ L.L. Paglis, S.G. Green, *Leadership self-efficacy and managers' motivation for leading change*, Journal of Organizational Behavior, 2002, Vol. 23, pp. 215-235, S.H. Kim, M. Kim, H.S. Han, S. Holland, *The determinants of hospitality employees' proenvironmental behaviors: the moderating role of generational differences*, International Journal of Hospitality Management, 2016, Vol. 52, pp. 56-67.

¹⁴ R.S. Marshall, M. Cordano, M. Silverman, *Exploring individual and institutional drivers of proactive environmentalism in the US wine industry*, Business Strategy and the Environment, 2005, Vol. 14 No. 2, pp. 92-109

¹⁵ *Zmiany klimatyczne a „zielone” kompetencje pracowników*, 2022.





of the optics of the business conducted from an expectation of a quick and high rate of return to long-term business planning combined with an increase in corporate social responsibility.

Given the role of managerial competencies, an extremely important element of creating a strategy in the area of sustainable development of the organization, among other things, is the construction of maps of managerial competencies to determine the required competencies in the field of sustainability management in the area of sustainability management, as well as competency profiles for the above-mentioned managerial positions, to identify the strengths and weaknesses of middle and senior managers.

It should be mentioned at this point that the terms competency map and competency profile are used interchangeably in the literature¹⁶.

For the purposes of this paper, in order to distinguish the terms in question, competence mapping will be referred to as a process that consists primarily in identifying key competencies¹⁷. Competency profile, in turn, we will refer to as a tool that allows you to use the identified competencies in human resource management¹⁸.

A competency map is therefore a much broader concept that includes a competency profile. It is a collection of all competencies required of employees of an organization, grouped into appropriate sets for individual organizational positions. These sets are called competency profiles¹⁹.

¹⁶A. Mangala, K. Ramachandra, *Employee competency mapping as a mechanism to weed out competency gaps in information technology. A conceptual study*, International Journal of Applied Research, 2017; 3(2), pp. 219-223, C.R. Shah, *Competency Mapping and its impact on Organization Effectiveness with special reference to Sales Staff of Pharmaceutical Industry of Ahmedabad Region*, Gujarat Technological University, 2016.

¹⁷ D. Mvv, E. Sivakalyankumar, *Employee Development through Competency Mapping: A Conceptual Study*, Journal of Business and Management, 2022, pp. 42-53.

¹⁸ *Katalizator Innowacji, Uniwersalny Model Kompetencyjny*, Polska Agencja rozwoju Przedsiębiorczości.

¹⁹ Ł. Sienkiewicz, *Badanie empiryczne – założenia i wyniki* [w] Ł. Sienkiewicz, (red.), *Zarządzanie zasobami ludzkimi w oparciu o kompetencje*, IBE, Warszawa 2013, p. 81.





Managerial competency map for sustainability management.

A competency map is an instrument to support knowledge management in large enterprises. Competency mapping is the process of identifying the competencies and behaviors needed for a specific job role.

As already mentioned, this process aims to identify key competencies for the organization and/or position and to integrate these competencies into various processes (i.e., job evaluation, training, recruitment) of the organization. In other words, competency mapping is a method of examining the strengths and weaknesses of an employee or organization.

Competency mapping is not a new concept. In 1911, F.W. Taylor introduced the principle of scientific management, which focused on reducing complexity and increasing productivity, which required that an employee perform work with full efficiency, which would be possible if the employee was assigned work that was consistent with his or her skills, knowledge, and ability to do the job.

Competency mapping involves determining which areas of competence a company should focus on to achieve its short- and long-term goals. It also involves taking an inventory of the current status of employees' knowledge and skills and comparing this status with the preferred status. The result of detailed competency mapping of key positions is usually a catalog of roles with needed competencies. Findings from the mapping are then used to create strategies and action plans to address challenges and achieve competency goals in the best possible way.

Individual organizations gain a competitive advantage when competencies are clearly defined and articulated, in that they have the knowledge of what to look for when hiring and how to develop competencies to be ready for the future. What's more, clearly defined competencies build greater cohesion within an organization, as they increase transparency and consistency with the organization's mission and core values.

The competency mapping process is a very comprehensive and organization-wide activity. It generally begins with a job analysis by collecting through questionnaires information on the key behaviors necessary for individual employees to perform the tasks of their positions. Competency-based job descriptions are then developed based on the analysis of the collected questionnaires. With a competency-based job description, competency mapping can be performed. The competencies of the relevant job description become the evaluation factors in the performance appraisal.





It should be emphasized that an individual does not need a single competency to perform a job, but a combination of several competencies. Two job roles may require the same competencies, but their degree or intensity may differ. Therefore, in the process of competency mapping, those competencies are identified that are necessary to perform the task or job role. These identified competencies can be core competencies that are required of all employees in the organization or workplace competencies that are unique to the role. In addition, the identified competencies may relate to functional and technical skills or specific behaviors. Depending on the identified competencies, a match is made to the relevant competencies of the potential candidate or current employee. The mapping can be specific to the position or at the organization level. The goal is to assess the degree of "fit" between the candidate or employee and the job role or organization.

Competency mapping identifies a person's strengths and weaknesses to help them better understand themselves and show them where to direct their career development efforts. Competency mapping can be done not only for an organization's permanent employees, but also including contract workers or job seekers to highlight specific skills that would make them valuable to a potential employer.

Effective competency mapping can be a tremendous asset to an organization, as it helps to streamline operations, improve productivity and shape strategy in everything from learning and development to recruitment, staff retention and evaluation. Of course, it also comes with individual development benefits.

- 1) Recruitment: Competency mapping can be invaluable at every stage of the recruitment process. Clear job descriptions based on required competencies help attract the right candidates and save HR the time and hassle of a flood of irrelevant resumes. Competency-based interviewing increases the chances of hiring people with the right skills. A lack of clear expectations and accurate job descriptions creates fear among employees that they will be seen as incompetent and punished for it, according to Gallup's 2017 State of the American Workplace report. The survey found that four in 10 employees were unaware of their job expectations, while only 41% said their work matched the job description.
- 2) Professional development: competency mapping allows organizations to identify gaps in existing and desired competencies and levels of proficiency, and to address these shortcomings by offering goal-oriented support for learning, skills upgrading and training. Providing clear pathways for professional growth and career development is critical not only to retain high-performing employees, but also to attract new talent.





Competency mapping increases employees' awareness of what is expected of them, helping them manage their careers in ways that lead to greater opportunities for promotions and more rewarding roles within the organization.

- 3) Appraisals: evaluating employees based on their proficiency in a set of competencies ensures a fair, merit-based appraisal system that will not only be appreciated by staff, but also improve productivity and performance. The standards set forth in the competency map will allow managers to communicate the strengths and weaknesses of each team member and advise on how to address their shortcomings - with the support of the organization, of course. Encouraging candid feedback from those being evaluated and acting on that feedback will make the process more transparent.
- 4) Succession planning: employees who demonstrate leadership skills and qualities can be prepared for future leadership roles through competency mapping. Gaps between current and desired levels of sophistication in the required competencies can be filled so that candidates are ready to take on the challenge when the time comes. In the absence of a strong competency matrix, one of the biggest obstacles to effective leadership is again the lack of clear expectations. The aforementioned State of the American Workforce report by Gallup found that managers, compared to their team members, are "four points less likely to say that their job description is clear or that it is consistent with the work they do."
- 5) Resource allocation: competency mapping facilitates project planning by helping companies assign the right people to the job, greatly increasing the chances of a project's success.

Bearing in mind that competency mapping and profiling should be carried out within and specifically dedicated to a specific organization, both the map and the competency profiles for sustainability management will be based on the competencies that have been identified in this area in the literature.

It should be noted that few studies have focused on explicitly specifying sustainability competencies. An analysis of the results of research conducted abroad points to 7 universal types of green competencies:





- 1) competence in systems thinking to understand complex sustainability problems: defined as "the ability to collectively analyze complex systems across different domains (society, environment, economy, etc.) and at different scales (from local to global)"²⁰;
- 2) competence in sustainability-related fields because in addition to general competence, a sustainability specialist should have competence in his or her specific field²¹;
- 3) interpersonal competence to facilitate stakeholder collaboration in the area of sustainability defined as "the ability to motivate, enable and facilitate collaboration and participation in sustainability research and problem solving"²²;
- 4) competence to act and take initiative, defined as the selection and implementation of appropriate actions to solve problems in the area of sustainable development²³;
- 5) the ability to anticipate future sustainability issues²⁴;
- 6) strategic thinking focused on developing strategies for sustainable development, defined as "the ability to collaboratively design and implement interventions and transformative management strategies toward sustainable development"²⁵;
- 7) Normative competence for sustainable development, defined as "the ability to map, define, apply, agree on and negotiate the principles, goals and objectives of sustainable development"²⁶.

In addition, *the Report on Climate Change and "Green" Workforce Competencies*, points out three additional competencies in this area in addition to the aforementioned, namely.

- 1) analysis of changes in customer preferences - customers not only want to purchase what is safe for the environment, but they also want to be convinced that these products have

²⁰ A. Wiek, L. Withycombe, C.L. Redman, *Key competencies in sustainability: A reference framework for academic program development*. Sustain. Sci. 6, p. 207, (2011)

²¹ N. Roorda, *A Strategy and a Toolkit to Realize System Integration of Sustainable Development (SISD)*. [In]: *Sustainability Assessment Tools in Higher Education Institutions: Mapping Trends and Good Practices Around the World*, 2013, p. 101-119.

²² A. Wiek, L. Withycombe, C.L. Redman, *Key competencies in sustainability: A reference framework for academic program development*. 2011, Sustain. Sci. 6, p. 211.

²³ N. Roorda, *A Strategy and a Toolkit to Realize System Integration of Sustainable Development (SISD)*. [In]: *Sustainability Assessment Tools in Higher Education Institutions: Mapping Trends and Good Practices Around the World*, 2013, pp. 101-119.

²⁴ E.R. Osagie, R. Wesselink, V. Blok, T. Lans, M. Mulder, *Individual Competencies for Corporate Social Responsibility: A Literature and Practice Perspective*, 2014, J. Bus. Ethics 135 (2), pp. 233-252.

²⁵ A. Wiek, L. Withycombe, C.L. Redman, *Key competencies in sustainability: A reference framework for academic program development*. 2011, Sustain. Sci. 6, s. 211

²⁶ Ibidem s. 209





been produced in an ethical way that does not have a negative impact on the environment. Our environmental consciousness is growing and consumer behavior is changing, which is why competence in marketing research methods and techniques is so important, especially with regard to so-called *green marketing*;

- 2) green supply chain management - companies increasingly need to attach importance to recycling, reuse and reproduction, changing their production and distribution strategies to make more efficient use of the natural resources they obtain from the environment. This management plays a key role in helping companies gain a competitive advantage and improve their environmental image. Effective practices can help organizations reduce cash flow time, minimize risk, increase profits and ensure revenue predictability;
- 3) competence in shaping pro-environmental behavior at work - manifestations of such behavior are: taking care to save water, electricity, proposing new technical solutions conducive to the environment, educating other employees. In the case of managers, a very important task is such setting an example to others with their own behavior.

Having specified and defined competencies in the area of sustainability management, one can proceed to the construction of a very theoretical map of competencies for senior and middle management.

The competency map developed as part of the *Survey of Competencies in Networks and Clusters in the Creative Industries* will serve as a model for its development²⁷.

Figure 1: Map of managerial competencies in sustainability management.

| "Green Competence". | Middle management | Senior managers |
|---|-------------------|-----------------|
| competence in system thinking | | + |
| Competence in areas related to sustainable development | + | |
| interpersonal competence in the area of sustainable development | | + |
| competence to act and take initiative | + | |

²⁷ S. Olko, *Badania kompetencji w sieciach i klastrach w przemyśle kreatywnych*, Zeszyty Naukowe Politechniki Śląskiej, 2014, z. 76, p.46.





| | | |
|---|---|---|
| The ability to anticipate future sustainability issues | | + |
| Strategic thinking focused on developing strategies for sustainable development | | + |
| normative competence for sustainable development | + | |
| analyzing changes in customer preferences | | + |
| green supply chain management | + | |
| Competence in shaping pro-environmental behavior at work | + | |

Source: own elaboration

The above competence map was created on the basis of a general characterization of the area of responsibility of middle and senior managers. It should be emphasized that a detailed competency map should take into account the specifics of the organization and be prepared after an in-depth analysis.

A detailed competency map for middle and senior management should take into account factors such as:

- the specifics of a given company or organization
- sector and area of activity
- size of the company
- organizational structure
- the adopted hierarchy in the structure
- the adopted division of tasks and duties and roles and responsibilities in divisions/departments
- the adopted management model





These and many other factors will influence the specification of a competency map for a particular enterprise or organization.

The indicated areas in the presented competence map are the starting material for in-depth individual analysis and show a certain direction of thinking in the area of broadly understood green competencies.





Competency profiles for managerial positions in sustainability management

The competency profile indicates what competencies are necessary to perform the tasks of the job, and, above all, what their degree of mastery should be.

A competency profile is a document that records and identifies competencies for a job function. Indeed, a competency profile can be developed for a job, role, shared function or occupation. The purpose of a competency profile is to identify the level of mastery of competencies required to perform a job, role, function or occupation, and to organize them in an easily accessible and useful way. As part of the creation of the profile, all competencies should be translated into indicators (i.e., behaviors) so that interested parties can see the exact requirements of the jobs.

When selecting competencies for the expected competency profile of a job, it is important to remember that it should not include all competencies that affect the work of the position, but only those of key importance that contribute most to the quality of the tasks performed and efficiency in the position.

They definitely facilitate the recruitment process, since, having examined the competencies along with the levels of their mastery by the recruit, it is possible to easily compare them with the optimal mastery of the competencies indispensable for the position. However, the recruitment process is not the only scope for using competency profiles. It is also possible to outline the expectations of the current employees of a given company or tailor training that shapes the relevant competencies.

A competency profile chart is a general view of a competency profile. A complete competency profile is a detailed document that also includes the "sub-skills" required to perform each skill and the supporting knowledge and skills required to perform each skill.

Competency profiles are the basis for comprehensive performance development. Competency profiles define exactly what a person must be able to do in order to succeed at work.

They can provide various benefits, including:

- Providing a basis for recruitment and selection;
- Identifying strengths and skill gaps in employees;
- targeting skill gaps for development;





- creating employee development plans;
- providing the basis for succession planning;
- developing training programs that address the skills needed to succeed in the organization; and
- identifying overlapping job roles.

These are the many advantages of creating competency profiles. Organizations typically begin the process by identifying key roles in their organizations where competency profiles can provide the greatest benefit. For example, organizations often select key roles in security, leadership, customer service, or finally in sustainability to begin designing competencies.

This study will use the observation scale used within the framework of a study prepared for the Polish Agency for Enterprise Development entitled *Universal Competency Model. User's Guide*. (POL: *Uniwersalny Model Kompetencyjny. Podręcznik Użytkownika*)²⁸.

Figure 2 Competency development scale

| LEVEL | DESCRIPTION |
|-----------|--|
| A1 | Lack of desired behaviors, making mistakes, clear inability to cope with tasks requiring a given competence. |
| B2 | Making attempts to behave in the expected way, to cope with tasks that require given competencies, making mistakes. |
| C3 | Self-reliance, correct performance of most tasks requiring a given competence, problems with slightly more difficult tasks, errors in the case of new, non-standard situations. |
| D4 | Efficient, flawless execution of most tasks requiring a given competence, dealing also with difficult tasks in non-standard situations. Displaying positive behaviors that describe the given competence (such people are often put forward as role models). Pointing out and explaining expected behaviors to others. |
| E5 | Excellent performance of even extremely difficult tasks that require a creative approach to a given competence. A high level of automaticity of performed activities. Manifesting new behaviors in a given competence, setting trends and tendencies in this area |

Source: *Uniwersalny Model Kompetencyjny. Podręcznik Użytkownika*. p. 23

We cannot directly observe competencies, as they are a theoretical construct. This means, among other things, that competence does not exist in isolation from specific behaviors.

²⁸ *Uniwersalny Model Kompetencyjny. Podręcznik Użytkownika*, Polska Agencja Rozwoju Przedsiębiorczości, 2022





As can be seen from the table above, specific behaviors are evidence of mastery of some competence, we can say that they are indicators of competence²⁹. Definitions and descriptions of competencies are created precisely on the basis of observable behaviors.

The fact that we describe professional competence by means of behavior gives us the opportunity to observe it and, consequently, to measure it accurately. The behavior on the basis of which we infer the competence possessed is called an indicator. Depending on what behavior the observed person exhibits in terms of a given category of behavior, we infer the level of his competence.

When creating a description of a given competency, it is first necessary to identify and list those behaviors through which the competency is made visible. Then the indicators thus identified and highlighted should be described. The description of competencies, made on the basis of the above-described scale of competence development, should lead to the fact that each of the highlighted competencies is presented in the form of a table. These tables are often called observation scales, as they allow us to observe individual behaviors according to their placement on the development scale. Of course, it is worth remembering that such a scale, as a rule, cannot represent all the behaviors associated with a given competence at a very detailed level. This would be impractical in the first place.

Through the implementation of the activities described above, observation scales for sustainability competencies were developed.

Tab. 1 Competencies in system thinking

| Competence in system thinking | | | | | |
|---|---|---|---|---|---|
| Index | A1 | B2 | C3 | D4 | E5 |
| Identifying sustainability processes in the organization | Cannot identify processes related to sustainable development. | Does not take steps to identify processes for sustainable development. Does not have skills in this area. | In most cases, is able to successfully identify processes related to sustainable development. | Effectively identifies processes for sustainable development. | Identifies all processes related to sustainable development. Can predict the processes that will occur in the future. |

²⁹ G. Filipowicz, *Zarządzanie kompetencjami. Perspektywa firmowa i osobista*, Wolters Kluwer, Warszawa 2016, p. 61.





| | | | | | |
|--|--|---|--|--|---|
| Conducting analyses of sustainability processes | Not competent in the area of sustainability process analysis. | It does not carry out analyses of sustainability processes. It considers it an unnecessary activity. | Conducts analyses of sustainability processes. Considers this activity as important. | It conducts very effective analyses of sustainability processes. The conclusions that flow from them have a positive impact on the functioning of the entire organization. | They are expert in conducting analyses of sustainability processes. Their relevance and merit are a point of reference for the operation of the organization. |
| Implementing changes in processes that require it, in the area of sustainability. | Considers implementing change as an unnecessary activity. Takes a negative approach to any change. | Does not implement changes in sustainability processes. Fails to recognize the concreteness of their implementation. Lacks competence in this area. | Identifies processes in the area of sustainability that require change. In most cases, successfully implements changes in processes that require it. | Effectively implements changes in processes that require it. Flawlessly identifies sustainability processes requiring change. | An expert and visionary in the area of implementing change in organizations, especially regarding sustainability. |
| Combining and synthesizing data and facts from different fields | He is unable to combine data and facts from different fields. | Tries to combine facts and data from different fields however, mostly ineffectively | Combines facts and data from various fields. Makes very useful syntheses used in the area of sustainable development. | Flawlessly combines data and facts from different fields. The syntheses created in the area of sustainable development affect the functioning of the entire organization. | Combines data and facts from a number of fields with a primary focus on sustainability aspects. The syntheses created on this basis form the basis of the organization's functioning in the area of sustainable development. |
| Introducing systemic changes for sustainable development | Is negative towards any kind of systemic change. | Attempts to implement systemic changes in the field of sustainable development however, they are often not implemented to the end or end in failure | Introduces systemic changes in sustainability. In most cases, they have a positive impact on the organization's operations. | It is successfully implementing systemic changes in sustainability. They have an effective impact on the operation of the organization | Implements systemic changes in the area of sustainable development exactly when needed and to an adequate size. Is an expert and leader in this area. The changes implemented not only account for the positive development of the entire organization, but also serve as a model for others. |

Tab. 2 Competencies in areas related to sustainable development





| Competence in areas related to sustainable development | | | | | |
|---|---|--|---|---|--|
| Index | A1 | B2 | C3 | D4 | E5 |
| Synthesis of the specialization possessed with the sustainability requirements implemented in the organization | Cannot synthesize his qualifications with the requirements for sustainable development. Considers it an unnecessary activity. | Tries to perform syntheses of its specialization with the requirements for sustainable development, however, does not do so effectively. | In most cases, correctly synthesizes his specialty with the requirements for sustainable development. | Correctly synthesizes his specialization with the requirements for sustainable development. | Always able to properly synthesize his qualifications and specialties with the requirements for sustainable development, which result in very positive results in the functioning of the organization. |
| Systems thinking with sustainability in mind | Fails to think systemically while taking into account sustainability. | Makes attempts at systems thinking and analysis in the field of sustainable development, but mostly unsuccessful. | Thinks systemically and tries to incorporate sustainability into most of this. | Thinks systemically and considers sustainability aspects every time. | An expert and mentor in systems thinking with sustainability in mind. |
| Consideration of different perspectives in decision-making | Doesn't consider different perspectives in decision-making. Thinks in unison. | Tries to take into account different perspectives in decision-making but with mediocre results. | In most cases, it takes into account different perspectives in decision-making. | Takes into account different perspectives in decision-making. | Every time, tries to take into account different perspectives in making decisions. Thinks outside the box. |
| Open-mindedness and acquisition of knowledge in various management-related fields | Is not open to new knowledge, does not seek to acquire it. | Acquires only the necessary knowledge. Is open to new knowledge to a very limited extent. | Is open minded and seeks to acquire new knowledge in various management-related fields. | Is very focused on acquiring new knowledge in various fields related to management. He has an open and receptive mind to all kinds of information that can be useful in this field. | Acquiring new knowledge is his priority. He is open to new knowledge and tries to initiate situations himself that promote its acquisition. |

Tab.3 Interpersonal competencies in the area of sustainable development

| Interpersonal competencies in the area of sustainable development | | | | | |
|--|----|----|----|----|----|
| Index | A1 | B2 | C3 | D4 | E5 |
| | | | | | |





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|---|---|--|--|--|--|
| <p>Collaboration with others in the area of sustainable development</p> | <p>Uncooperative, often competitive or manipulative of others.</p> | <p>Sometimes competes with others, sets personal goals higher than team goals.</p> | <p>Cooperates effectively With others, does not compete, seeks agreement.</p> | <p>He puts group goals first and actively ensures that there is no competitive atmosphere.</p> | <p>Anticipates and actively prevents any manifestation of destructive competition. Is a model of cooperation and collaboration for others.</p> |
| <p>Resolving conflicts and problem situations in the area of sustainable development</p> | <p>Fails to recognize destructive situations and behaviors. Sometimes he creates conflicting circumstances and causes disputes himself. He is not interested in ending conflict, but rather flares it up. He is not well-liked.</p> | <p>In conflict and difficult situations, remains indifferent. Neither is he the initiator of conflicts, but he also does not get involved to resolve them.</p> | <p>Generally, is able to explain the misunderstanding and is rather anxious to clean up the relationship. When asked to intervene, he gets involved in the problem and looks for possible solutions.</p> | <p>Does not generate conflict situations, always able to clarify misunderstandings.</p> | <p>He handles all kinds of misunderstandings and uses such situations to strengthen relationships.</p> |
| <p>Seeking, working out agreement</p> | <p>Does not seek agreement, is unable to give way and seek compromise.</p> | <p>In most cases, knows when he should offer concessions to reach a compromise.</p> | <p>Is flexible in discussions and seeks agreement and compromise solutions.</p> | <p>Helps others see when offering certain concessions leads to an agreement.</p> | <p>Even in "non-negotiable" cases, he anticipates and actively prevents any manifestation of destructive rivalry. Is a model of cooperation and collaboration for others. Works out a favorable agreement.</p> |
| <p>Motivating colleagues in the area of sustainability activities</p> | <p>Does not motivate employees in the area of sustainability. Sometimes takes demotivating action.</p> | <p>Does not undertake motivational activities in terms of sustainability. Does not have a demotivating effect on employees.</p> | <p>Tries to motivate employees. In most of the measures taken in this area, he is effective.</p> | <p>Effectively motivates employees. Takes into account sustainability aspects every time.</p> | <p>Motivates and inspires colleagues through appropriate selection of tools and methods. Is able to link motivation in the area of sustainability with other areas of team management.</p> |





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| Developing, building relationships | Does not care about building and developing initiated relationships. He does not take any action to maintain established relationships. | Accepts relationship-building gestures from others under the condition that they are well-known people whom he trusts. | Cares about relationships, takes the initiative of contacts and activities to improve relationships. With selected people he enters into a closer acquaintance. | Always cares about others and cares about positive relationships with people. He systematically maintains contacts and develops relationships. He initiates conversations, meetings and activities. | Always cares about others and cares about positive relations with people. He initiates meetings for larger groups and on his own initiative organizes meetings of an integrative nature. |
|---|---|--|---|---|--|

Tab. 4 Competence to act and take initiative

| Competence to act and take initiative | | | | | |
|---|---|--|--|--|---|
| Index | A1 | B2 | C3 | D4 | E5 |
| Showing initiative in action | Lacks initiative, is negative towards all kinds of extra-curricular activities. | For the most part, lacks initiative. Only on issues that affect him directly is he able to take grassroots action. | Able to show initiative in sustainable development, take necessary actions. | Shows initiative in sustainable o development and takes appropriate action. | Whenever the need arises, he shows initiative, takes rational and necessary actions while inspiring others. |
| Striving to achieve the set plans | Fails to carry out the plans set out, does not take steps toward their implementation. | Takes steps towards realization of set plans but most of the time inappropriate, ending in failure | For the most part, it successfully pursues its plans with sustainability in mind | Carries out the established plans, on time and in an appropriate manner, in particular taking into account sustainable development | Always implement the plans set out, even ahead of schedule, and always include sustainability considerations in the plans |
| Undertaking new sustainability initiatives and seeking solutions | Does not undertake new sustainability initiatives and does not seek solutions to emerging problems. | Tries to take new initiatives and seeks solutions only when forced to do so. | Takes new initiatives and seeks solutions - in most cases effectively and efficiently. | Undertakes new sustainability initiatives and effectively addresses emerging issues. | Strives to seek new initiatives, always undertakes them and finds solutions. |





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| Identifying problems in the area of sustainable development and solving them | Cannot recognize problems in the area of sustainable development. | Tries to recognize problems in the area of sustainable development while failing to solve them. | Recognizes problems in the area of sustainable development and, in most cases, solves them. | He always recognizes emerging sustainability issues and solves them effectively. | Even recognizes potential problems in the area of sustainability. It always solves them effectively by also taking measures to prevent them in the future. |
|---|---|---|---|--|--|

Tab. 5 Ability to anticipate future sustainability issues

| Ability to anticipate future sustainability issues | | | | | |
|--|---|---|--|--|--|
| Index | A1 | B2 | C3 | D4 | E5 |
| Analyzing the company's environment in terms of sustainable development | Is negative about analyzing the company's environment in terms of sustainability. Does not have competence in this area | Tries to analyze the company's environment for sustainability. His analyses are mostly wrong. | Analyzes the company's environment in terms of sustainability. His analyses are mostly accurate. | Has an analytical mind and attitude. His analysis of the company's environment in terms of sustainability is always correct. | Is an analytical expert in terms of sustainability. His analyses have a significant impact on the operation of organizations. |
| Anticipating potential sustainability issues | Cannot anticipate potential problems of sustainable development. He has no knowledge in this regard. His action is focused on the here and now. | He tries to anticipate potential problems in the area of sustainable development, but lacks competence in this area. | For the most part, he can foresee potential sustainability issues. | Anticipates potential sustainability issues with very high efficiency. | Always able to anticipate potential sustainability issues. |
| Critical analysis of sustainability issues in the organization | Does not critically analyze the organization's problems. Focuses only on the current operation | Attempts to critically analyze the organization's problems in terms of sustainability. Due to the lack of competence in this area, they are generally misguided | Critically analyzes the organization's problems in terms of sustainability. His analyses are mostly correct. | His critical analyses of the organization's problems are of very high merit and have a significant impact on the organization's functioning. | He is an expert in conducting critical analyses of the organization's problems. Thanks to them, emerging problems are always solved. |
| Taking risks | He does not want to take risks. Action in this area is unfamiliar to him. | Tries to take risks however, not always when required. | Takes risks, however, to a limited extent. | Is not afraid to take risks. He tries to analyze the consequences of taking it | He often takes risks, however, each time calculated and preceded by analysis. |





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|---|--|--|---|--|---|
| Seeking information on trends in the area of sustainable development | Does not seek information and trends in the area of sustainability. He considers it an unnecessary activity. | Makes attempts to seek information on trends in the area of sustainable development. | Looks for information on trends in the area of sustainability. However, this is his additional activity and he does not focus on it enough. | Keeps up to date on sustainability trends. | He is an expert on trends in the area of sustainability. He is not only up to date with information in this area but generates trends in this area himself. |
|---|--|--|---|--|---|

Tab. 6 Strategic thinking aimed at developing strategies for sustainable development

| Strategic thinking aimed at developing strategies for sustainable development | | | | | |
|--|---|---|--|---|---|
| Index | A1 | B2 | C3 | D4 | E5 |
| Identification and selection of sources of information and data needed to make a strategic analysis for sustainable development | Does not perform strategic analysis for sustainable development. He considers it an unnecessary activity. | Tries to identify and select sources of information and data, but they are generally not useful for making strategic analyses related to sustainable development. | Identifies and selects sources of information and data needed to make strategic analyses related to sustainable development. However, these are not always sufficient to make a comprehensive analysis | Selects and identifies always necessary and correct information to conduct strategic analysis | He is an expert in selecting sources of information and data needed for strategic analysis in the field of sustainable development. The analyses that arise from the information he collects are the basis for the organization's functioning in this area. |
| Processing the collected information in the field of sustainable development and drawing conclusions from it | Unable to properly process the information collected in the field of sustainable development and what follows, to draw conclusions from it. | Attempts are being made to process the data collected in the field of sustainable development, however, as the information collected is inadequate the conclusions are mostly missed. | Processes the collected information in the field of sustainable development and draws generally correct conclusions. | Draws highly relevant conclusions from the organization's perspective on the sustainability information gathered. | He is a specialist in collecting information on sustainable development. He sets trends in this area. The resulting conclusions are the basis of the organization's operations |





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| Formulation of the strategic mission of the organization in the area of sustainable development | Does not participate in the formulation of the organization's strategic mission in the area of sustainable development. He is not competent in this area and has a negative attitude towards this activity | He tries to participate in the formulation of the organization's strategic mission in the area of sustainable development, but his lack of knowledge in this area makes his efforts inactive. | Participates in the formulation of the organization's strategic mission for sustainable development. His participation is quite significant but limited by his knowledge in this area | His activities in the area of formulating the company's strategic mission for sustainable development are crucial. He has extensive knowledge and experience in this area. | He is the main author of the organization's strategic mission for sustainable development. His knowledge and visionary approach set trends in this area. |
| Communication of the results of the strategic analysis in the area of sustainability to the company's employees | Is unable to communicate the results of strategic analysis to colleagues. Has problems with communication. | He tries to communicate the results of the strategic analysis on sustainability to employees, however, his message is often unclear and inconsistent. | Effectively communicates the results of the strategic analysis to the company's employees | His way of communicating the results of the strategic analysis for sustainable development makes them understandable to all. | His natural interpersonal and communication skills mean that the strategic analysis results communicated are understood by all and bring about positive change in the organization. |
| Understanding the complexity of sustainable development phenomena | Does not understand the complexity of the phenomena of sustainable development. | Attempts to understand the complexity of sustainable development phenomena, however, ineffective. | Understands, for the most part, the complexity of phenomena related to sustainable development. | He understands the complexity of phenomena related to sustainable development very well. He can connect many facts and issues in this area. | He is an expert in understanding and also explaining complex phenomena related to sustainable development. He has very extensive knowledge in this aspect |

Tab. 7 Normative competence for sustainable development

| Normative competence for sustainable development | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|
| Index | A1 | B2 | C3 | D4 | E5 |
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|---|--|---|---|---|---|
| Mapping sustainable development goals and objectives | Fails to map sustainability goals and objectives. Negates the legitimacy of the process | Tries to map goals and objectives related to sustainable development. He lacks competence in this area and the results of his work in this area are unsatisfactory | He correctly maps sustainability goals and objectives. The results of its activities in this area are correct | He flawlessly maps sustainability goals and objectives. The results of his work are understandable and accessible to the employees implementing the resulting objectives. | He is an expert in mapping sustainability goals and objectives. The results of his work are not only perfectly understood by his colleagues but also inspiring and prompting. |
| Defining the organization's sustainability principles and goals | Is unable to define the organization's principles and goals for sustainable development. Considers this activity as unnecessary | He tries to set goals and principles for sustainable development, but insufficient factual knowledge in this area makes his work ineffective. | Can correctly identify the goals and objectives of the organization regarding sustainable development. | The principles and goals he defines are of very high merit and understood by his colleagues. | The sustainability goals and principles he has defined are of the highest merit and inspire his colleagues to act |
| Negotiating the organization's principles, goals and objectives in the area of sustainable development | Does not have negotiation skills. Does not know the principles and goals of the organization in the area of sustainable development. | Does not have a good understanding of the organization's sustainability principles and goals. Tries to negotiate the principles, goals and objectives of sustainable development but ineffectively. | He knows well the principles, goals and objectives of the organization in the area of sustainable development and can negotiate them. | Is a very good and effective negotiator of the organization's principles, goals and objectives in the area of sustainable development | Is an outstanding negotiator of the organization's principles, goals and objectives in the area of sustainable development. The negotiations he conducts end with the satisfaction of all parties involved. |
| Applying the organization's established sustainability principles and goals | Does not know and does not apply the organization's established sustainability principles and goals. | He tries to apply the sustainability goals and principles established in the organization. However, he does not know them well and does not give them the required importance. | In most cases, he applies the organization's established sustainability principles and goals. | He knows very well, and in any case applies, the principles and objectives for sustainable development established in the organization. | He is a mentor and expert in applying the organization's established sustainability principles and goals. He serves as a role model and example for other employees in this area. |

Tab. 8 Analysis of changes in customer preferences

| Analysis of changes in customer preferences | | | | | |
|---|----|----|----|----|----|
| Index | A1 | B2 | C3 | D4 | E5 |
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|--|---|---|---|---|---|
| <p>Identifying and describing the needs and expectations of different customer groups in the area of sustainability</p> | <p>Does not know the needs and expectations of different customer groups in terms of sustainability. Does not consider this aspect important from the perspective of the organization's operation</p> | <p>He attempts to identify and describe the needs and expectations of various customer groups in the area of sustainable development. He has negligible skills in this area and therefore his analyses in this area do not have sufficient content value.</p> | <p>He is able to identify and describe the needs and expectations of various social groups in the area of sustainable development. His analyses in this area are often accurate and of high content value.</p> | <p>He identifies and describes flawlessly the needs and expectations of various customer groups in the area of sustainability. His actions in this area have a positive impact on the functioning of the entire organization.</p> | <p>He flawlessly identifies and describes the needs and expectations of various customer groups in the area of sustainability. The results of his work form the basis of the organization's performance in this area.</p> |
| <p>Analyzing and interpreting the results of marketing research</p> | <p>Does not know the principles and methodology of analyzing the results of marketing research.</p> | <p>He attempts to analyze and interpret the results of marketing research. Does not have sufficient factual knowledge as a result, his analyses are fudged or incomplete.</p> | <p>He analyzes and interprets the results of marketing research to very good effect. His analyses and interpretations are successfully used within the operation of the organization.</p> | <p>Creates very good analyses and interpretations of marketing research results that significantly affect the operation of the organization.</p> | <p>He flawlessly and visionarily analyzes and interprets marketing research results. The conclusions of his analyses are well understood by his colleagues and used extensively in their daily work.</p> |
| <p>Suggesting changes to the company's offerings based on the results of marketing research</p> | <p>Does not pay due attention to the results of marketing research. Is unable to formulate proposals for changes in the company's offerings.</p> | <p>He tries to propose changes to the company's offerings based on the results of marketing research however, he is not competent enough in this area. His proposals generally do not meet with acceptance.</p> | <p>Proposes changes to the company's offerings with positive results. Engages in this activity. He carries them out with measurable results for the organization. His proposals are generally accepted and implemented.</p> | <p>His proposals for changes in the company's offerings are mostly accepted and produce positive results for the organization.</p> | <p>He sets trends in modifying the company's offerings based on the results of marketing research. His suggestions are always accurate and translate into tangible benefits for the organization.</p> |
| <p>Implementation and application of green marketing tools and activities</p> | <p>Cannot implement and apply green marketing tools and activities</p> | <p>He tries to implement and apply tools and activities from the area of green marketing, however, he lacks competence in this area, as a result of which his activities in this area are often ineffective.</p> | <p>In most cases, he implements and also effectively applies green marketing tools and activities.</p> | <p>Implements and successfully applies green marketing tools and activities. Able to motivate employees in green marketing activities.</p> | <p>The green marketing tools and activities he implements and applies have a very positive impact on the organization. He inspires employees to apply them.</p> |





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| Familiarity with marketing tools focused on forming customer relationships. | Doesn't know marketing tools aimed at forming customer relationships | Knows the basic marketing tools aimed at forming customer relationships | Has a good understanding of marketing tools geared toward forming customer relationships | Very familiar with and navigates marketing tools geared toward forming customer relationships | He is an expert in the knowledge of marketing tools focused on forming customer relationships. |
|--|--|---|--|---|--|

Tab. 9 Green supply chain management

| Green supply chain management | | | | | |
|--|---|---|--|--|---|
| Index | A1 | B2 | C3 | D4 | E5 |
| Green supply chain planning | Does not plan for a green supply chain. Does not have the knowledge and skills for green supply chain planning. | He is trying to execute green supply chain plans. Does not have enough knowledge in this area. | Plans effective green supply chains in most cases. Has knowledge in this area. | His green supply chain plans are fully understood by his colleagues. As a result, their implementation is always successful | The green supply chain plans he creates are inspiring to his colleagues. By fully understanding them, everyone is committed beyond the norm to their implementation, which always results in success for the company. |
| Controlling and monitoring the green supply chain | Does not control and monitor the green supply chain. He does not pay proper attention to this activity. | Tries to take measures in the area of controlling and monitoring the green supply chain, but fails to implement them accurately and with due diligence. | Controls and monitors the green supply chain. Tries to carry out these activities with due diligence. Can generally point out any errors or inaccuracies in its framework. | The green supply chain, thanks to the effects of its work in the area of control and monitoring, works smoothly, efficiently and generates tangible benefits for the organization. | The green supply chain, thanks to his controls and monitoring, works to perfection and serves as a model for other organizations. |
| Ordering products in accordance with sustainable development principles | Doesn't pay attention to sustainability when ordering products | He tries to pay attention to sustainability principles when ordering products. However, its poor knowledge of them and its general lack of attention to them results in it not following them during the process. | In most cases, he orders products in accordance with sustainable development principles. | Always orders products in accordance with sustainable development principles. | Not only does he always order products in accordance with sustainable principles, but he sets new trends in this area and inspires his colleagues. |





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| Product lifecycle management with sustainability in mind | He does not consider sustainability when managing the life cycle of products. He is negative about involving these aspects in management processes. | Attempts to implement the process of product life cycle management with sustainability in mind, but does not do due diligence in this activity. Does not know the principles of sustainability well. | Correctly manages the life cycle of products with sustainability in mind. | He always strives to implement a product lifecycle management process with sustainability in mind. | He is a role model for others in the field of sustainable product lifecycle management. He sets trends in this area. His action brings very tangible benefits to the organization. |
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Tab. 10 Shaping green behavior at work

| Shaping green behavior at work | | | | | |
|--|--|--|---|--|--|
| Index | A1 | B2 | C3 | D4 | E5 |
| Use of methods and tools to build commitment to green behavior | Not familiar with methods and tools for building commitment to green behavior | Has basic knowledge of methods and tools for building commitment to green behavior but does not apply them. | He knows the methods and tools for building commitment to green behavior and applies them effectively in most cases. | He is very familiar with methods and tools for building commitment to green behavior and applies them effectively. | He has expert knowledge of methods and tools for building commitment to green behavior, applies them flawlessly, and innovates them effectively. |
| Stimulating employees to take action by setting examples in implementing green behavior | He sets a negative example for employees in implementing green behavior and demotivates them in this regard. | He does not set an example for his employees in implementing green behaviors, he does not implement them. They are indifferent to him. | He mostly sets a positive example for employees in implementing green behaviors. He tries to perform them however, he does not have full knowledge of how to implement them properly. | He sets a positive example for employees in implementing green behavior. Has a great deal of knowledge in this area and uses it in the course of his professional duties | He stimulates and inspires employees with his attitude, knowledge and commitment to implementing green behaviors. He is highly committed to their performance. |





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|---|--|--|--|---|---|
| Creating solutions to increase employee engagement in implementing green behaviors | Fails to create solutions to increase employee commitment to implementing green behavior. | Tries to create solutions to improve employee engagement, however, ineffectively. He does not have enough knowledge and competence in creating them. | He creates solutions to improve employee engagement. They are mostly effective. | He is very knowledgeable in creating solutions to improve employee engagement. Creates very effective solutions in this regard involving subordinate employees. | Creates solutions to engage all subordinate employees in implementing green behavior. Has expertise in this area. He is a mentor and coach. |
| Promoting values related to sustainable development | He has a negative attitude toward sustainability values. His behavior in this area is disempowering to co-workers | He does not promote sustainability values. They are indifferent to him. | It strives to promote values related to sustainable development. Is mostly effective in its activities, in this area | He effectively promotes values related to sustainable development. Is committed by his attitude and behavior to their implementation. | He tries to promote sustainability values at every turn. His activities in this area are very effective. He inspires his co-workers and serves as a model and example for them. |
| Designing future activities in the area of sustainable development | He does not project future activities in the area of sustainable development. He considers it an unnecessary activity. | Tries to design future activities in the area of sustainable development, however, ineffectively. Does not have skills in this area. | Designs future activities in the area of sustainable development. Has basic skills in this area | He has extensive knowledge in the area of designing future activities. He is committed to the process and executes it very effectively. | He has expertise in designing future activities. His designs give birth to effective activities, and are implemented with enthusiasm by employees. |

Each competency consists of several indicators - behaviors. To determine the level of a given competence, the level of each indicator is determined, and then an average is drawn.

Based on the above scale, theoretical competency profiles of middle and senior managers in the field of sustainability management were built.

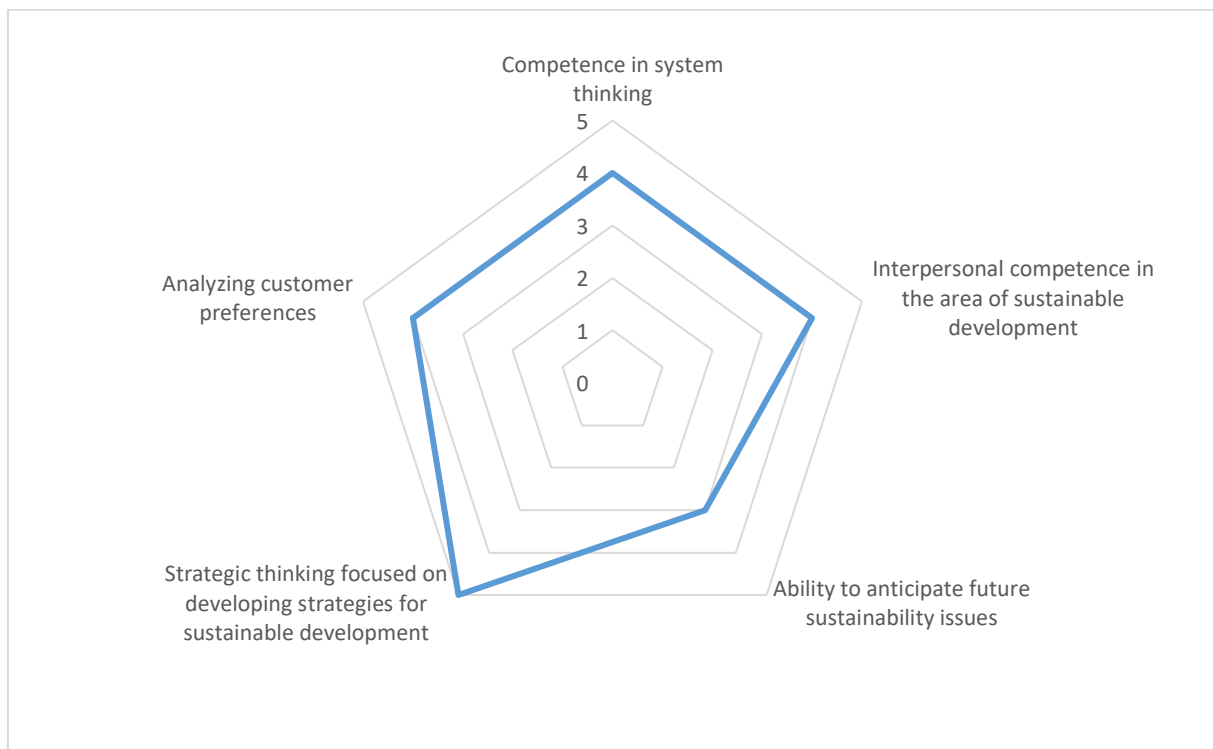




Figure 3 Competency profile of middle managers in sustainability management



Figure 4 Competency profile of senior managers in sustainability management





The above radar charts show the competency profiles of middle and senior managers in sustainability management. They have been defined in a general way so that they can be a reference for building dedicated profiles in the ranks of the organizations concerned. The following are worth noting in this chart:

1. Each competency is scaled, that is, it includes, according to the assumptions described above, five levels of its acquisition.
2. The chart shows a bold line, which defines the desired state, which w should be determined, depending on a number of conditions and analyses, by the company in question.

In determining the optimal level of each indicator, it is necessary to approach this very rationally, to determine what level of competence is actually necessary in the company.

In general, as the competencies of senior managers are profiled, their levels have been set quite high on a five-point scale (average of 4), since it should be assumed that they are high-ranking specialists in terms of their position and role in the organization.





COMPETENCY MATRICES FOR MIDDLE MANAGERS IN SUSTAINABILITY MANAGEMENT BY AREA OF OPERATION (ENTRY LEVEL)³⁰

| | |
|------------------------|---|
| 1. | SALES, MARKETING, CUSTOMER SERVICE, PUBLIC RELATIONS <ul style="list-style-type: none">• Sales manager (sales manager), key account manager (head account manager), business development manager (market development manager).• Marketing manager (marketing manager), product manager (product manager), brand manager (brand manager).• Customer service manager• PR manager (public relations manager) |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Planning and control of individual marketing activities, analysis of market reports and forecasts, verification of sales plans;• Searching for new markets; co-creating the company's sales strategy, coordinating sales campaign activities; setting promotional goals; building brand awareness;• Supervision of the correctness of the concluded contracts;• Supervise the proper implementation of the customer service process;• Participate in the development and launch of new products and services;• Supervision of PR activities;• Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations;• Organizing the work of the subordinate department/team, ensuring clear rules for the performance of work, managing conflict;• Taking care of the development of subordinate employees, implementing incentive systems and evaluating employees;• Implementation and monitoring of the implementation of policies, strategies, plans, performance standards, ethical standards adopted within the organization;• Analyzing and reporting on the effectiveness of the activities undertaken and the degree to which the goals were achieved;• Managing cooperation with external parties and conducting discussions with the organization's key customers;• Participation in events relevant to the operation of the organization (trade fairs, conferences, industry meetings, etc.). |

³⁰ Wykaz stanowisk na podst. *Raportu placowego Sedlak&Sedlak wiosna 2020, lista stanowisk*, dostępne na stronie: <https://wynagrodzenia.pl/kategoria/wynagrdzanie-menedzerow-podsumowania-raportow-placowych> [dostęp:02.11.20222]; wykaz zadań zawodowych na podst.: <https://psz.praca.gov.pl/rynek-pracy/bazy-danych/klasyfikacja-zawodow-i-specjalnosci/wyszukiwarka-opisow-zawodow>





| | |
|------------------|---|
| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to identify aspects of sustainability in the managed area;• The ability to search for sustainability trends relevant to the department being managed;• The ability to identify, interpret and implement legal requirements for the environment and company operations;• Implementation of the established sustainability goals in the managed area and analysis and evaluation of the degree of their achievement;• The ability to analyze and interpret internal and external data on the managed area in the context of sustainable development;• The ability to assess changing conditions on the implementation of professional tasks;• The ability to make periodic employee evaluations that take into account compliance with accepted standards, norms to achieve sustainable development goals;• The ability to implement effective incentive systems that take into account encouraging employees to behave in accordance with the idea of sustainable development;• The ability to integrate the requirements of the sustainable management system with other management systems;• The ability to identify customer needs in the context of a growing awareness of the impact of everyday decisions on ensuring sustainability;• The ability to apply marketing methods and techniques with a focus on green marketing;• The ability to develop pro-environmental attitudes in the workplace;• The ability to resolve conflicts in the workplace;• The ability to manage a diverse work environment;• The ability to plan your own development path and that of your colleagues;• The ability to clearly and accurately communicate information within the organization as well as to people/entities working with the organization.• The ability to create reports. |
|------------------|---|





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|--------------------------------|--|
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists sustainability trends pertaining to the managed area;• selects tools and methods appropriate for achieving the established goals of sustainable development;• Identifies reliable sources of information on sustainable management;• gathers the data needed to evaluate the effectiveness of the actions taken;• Analyzes data using appropriate tools and methods;• draws conclusions based on the analyses made;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• Identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Takes initiatives to foster pro-environmental attitudes, improve workplace conditions, work towards an inclusive work environment;• Creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• makes a critical assessment of the results of implemented measures. |
| LIST OF POSITIONS | <ul style="list-style-type: none">• The ability to act in accordance with the values and principles of sustainable development (CSR, ESG)• Awareness of the impact of the organization's activities on the environment, economy and society• setting an example with their own pro-environmental behavior to subordinate employees• Demonstrate creativity to serve the goals of sustainable development;• Inspiring and organizing activities for the natural and social environment;• Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development;• Adopting a critical assessment of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none">• indicates the effects of the managed department on the environment, economy and society• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken. |





IDENTIFICATION OF LEARNING OUTCOMES

Knowledge:

- Discusses the main assumptions of the concept of sustainable development;
- characterizes trends in sustainable development relevant to the managed area;
- Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace.

Skills:

- conducts internal audits to assess the extent to which the composite sustainability goals are being met;
- selects methods, means and tools appropriate for the implementation of the established goals of sustainable development;
- Analyzes and evaluates the work of subordinate employees in the context of achieving the established goals of sustainable development;
- reports the results of his work, the work of subordinate employees and the conclusions of observations on other aspects of the organization;
- Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them;
- applies environmental legal requirements to the operations of the company/organization;
- Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals.

Attitudes:

- indicates the effects of the organization/enterprise on the environment, economy and society
- Identifies areas for improvement from the point of view of the established sustainable development goals;
- evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;
- Proposes new and unusual solutions to serve the goals of sustainable development;
- uses sources of information on applicable environmental regulations;
- Indicates the importance of ethical standards in the actions taken.





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| <p>OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE ENHANCEMENT</p> | <ul style="list-style-type: none">• Postgraduate studies in CSR and ESG• Courses and training for middle management on CSR and ESG• Participation in panel discussions and forums on ESG• Participation in CSR and ESG conferences and webinars• Participate in the activities of organizations dedicated to promoting CSR and ESG principles• Involvement in the company's environmental initiatives• Worker mobility/exchange of experience |
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| 2. | FINANCE, ADMINISTRATION <ul style="list-style-type: none">• Finance & controlling manager.• Office manager (administrative manager). |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Management of the organization's finances;supervision of contacts with financial institutions;• Conducting internal financial controls/audits;• Optimizing costs; assessing financial and commercial risks;• Seeking sources of funding for the operation of the organization;• Supervision of the procurement of items necessary for the operation of the office;• Supervision of the proper circulation of documents;• Data management in the company's information system;• Providing administrative and organizational support to management bodies and other employees;• Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations;• Organizing the work of the subordinate department/team, ensuring clear rules for the performance of work, managing conflict;• Taking care of the development of subordinate employees;• Implementation and monitoring of the implementation of policies, strategies, plans, performance standards, ethical standards adopted within the organization;• Analysis of data from external sources that affect the operation of the organization, implementation of changes resulting from changing external conditions. |
| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to identify aspects of sustainability in the managed area;• The ability to search for sustainability trends relevant to the department being managed;• The ability to implement the established sustainability goals in the managed area and to analyze and evaluate the degree to which they have been achieved;• The ability to organize training that incorporates the tenets of sustainability in the workplace;• The ability to develop pro-environmental attitudes in the workplace;• The ability to engage employees in actions promoting sustainable development;• The ability to identify inequalities in the workplace and resolve conflicts;• The ability to manage a diverse work environment;• The ability to clearly and accurately communicate information within the organization and to individuals/entities working with the organization;• The ability to create reports on the implementation of sustainable development goals. |





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| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists the assumptions of sustainable development in the context of the professional tasks performed;• Identifies areas of operation of the managed department/area that are key to achieving the established sustainability goals;• points to sources where it can obtain information to help implement the Sustainable Development Goals;• Indicates ways of organizing the work of the managed department/area aimed at minimizing the organization's impact on the environment;• indicates the benefits that an organization can gain from implementing solutions that serve sustainability goals;• selects tools and methods appropriate for achieving the established goals of sustainable development;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• proposes topics for training, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• Uses a variety of conflict resolution techniques in the workplace;• identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels;• selects tools and methods to create reports on the operation of the managed department. |
| LIST OF POSITIONS | <ul style="list-style-type: none">• The ability to act in accordance with the values and principles of sustainable development (CSR, ESG)• Awareness of the impact of the activities of the managed department/area on the environment, economy and society• setting an example with their own pro-environmental behavior to subordinate employees• Demonstrate creativity to serve the goals of sustainable development;• Inspiring and organizing activities for the natural and social environment;• Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development;• To make a critical assessment of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none">• indicates the effects of the managed department on the environment, economy and society• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken;• uses various sources of information;• indicates the need to verify the information received. |





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| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • Characterizes the functioning of the managed department/area in the context of the assumptions of sustainable development, including the assumptions of sustainable finance; • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none"> • Implements the established sustainability goals in the managed department; • Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved; • reports the results of his work, the work of subordinate employees, and the conclusions of his observations on the sustainable development measures taken; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; • Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> <ul style="list-style-type: none"> • indicates the importance of the actions taken by the employees of the managed department/area in making sustainability a reality; • indicates the effects of the managed department/area on the environment, economy and society; • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken. |
| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS | <ul style="list-style-type: none"> • Postgraduate studies in CSR and ESG • Courses and training for middle management on CSR and ESG • Participation in panel discussions and forums on ESG • Participation in CSR and ESG conferences and webinars • Participation in activities of organizations involved in promoting CSR and ESG principles • Engage in the organization's environmental initiatives • Worker mobility/exchange of experience |





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| 3. | <p>HUMAN RESOURCES (HR) HR manager (human resources manager), recruitment manager (recruitment manager), training manager (training manager).</p> |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none"> • Participation in the development and implementation of the organization's personnel policy, code of ethics and other regulations relevant to the managed area; • Organizing the work of the subordinate department/team, ensuring clear rules for the performance of work, managing conflict; • Organizing the recruitment process;; building competency profiles; • Planning the career path of employees and training offerings in the organization; • Making periodic evaluations of employees; • Maintaining contact with other employees and managers, as well as external institutions, e.g., human resource consulting institutions, labor offices, training organizations; • Analyzing HR-related data to optimize operations; • Implementation and monitoring of the implementation of policies, strategies, plans, performance standards, ethical standards adopted within the organization; • Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations; • Reporting your work. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> • The ability to identify aspects of sustainability in the managed area; • The ability to search for sustainability trends relevant to the department being managed; • The ability to implement the established sustainability goals in the managed area and to analyze and evaluate the degree of their achievement; • The ability to develop procedures in the area of human resource management, taking into account aspects relating to the idea of sustainable development; • The ability to analyze labor market data for the availability of candidates with green skills; • The ability to build competency profiles with competencies and tasks that meet sustainability goals; • The ability to organize training that incorporates the tenets of sustainability in the workplace; • The ability to develop pro-environmental attitudes in the workplace; • The ability to engage employees in actions promoting sustainable development; • The ability to develop incentive systems that take into account the promotion of sustainable behavior; • The ability to identify, interpret and implement legal requirements for the environment and company operations; • The ability to conduct periodic employee evaluations that take into account compliance with accepted standards and norms to achieve sustainability goals; • The ability to identify inequalities in the workplace and resolve conflicts; • The ability to manage a diverse work environment; • The ability to clearly and accurately communicate information within the organization as well as to people/entities working with the organization.. |





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| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• selects tools and methods appropriate for achieving the established goals of sustainable development;• lists the assumptions of sustainable development in the context of the professional tasks performed;• creates provisions in the organization's personnel policy, code of ethics and other internal regulations relating to the tenets of sustainability in the workplace;• lists the key workforce competencies relevant to achieving the stated sustainability goals;• I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• develops a path for the adaptation of a new employee, which includes familiarizing the employee with the organization's accepted guidelines that support sustainability in the workplace;• selects appropriate sources of information and tools to analyze internal and external data on the managed area;• gathers the data needed to evaluate the effectiveness of the actions taken;• Analyzes data using appropriate tools and methods;• draws conclusions based on the analyses made and incorporates them into reports;• creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• makes a critical assessment of the results of implemented measures. |
| LIST OF POSITIONS | <ul style="list-style-type: none">• The ability to act in accordance with the values and principles of sustainable development (CSR, ESG)• Awareness of the impact of the organization's activities on the environment, economy and society• setting an example with their own pro-environmental behavior to subordinate employees• Demonstrate creativity to serve the goals of sustainable development;• Inspiring and organizing activities for the natural and social environment;• Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development;• To make a critical evaluation of the knowledge they have and the content they receive. |





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| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • indicates the effects of the organization/enterprise on the environment, economy and society • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken; • uses various sources of information; • indicates the need to verify the information received. |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • characterizes the assumptions of <i>green HR</i>. • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none"> • Conducts an assessment of the degree to which the composite sustainable development goals have been achieved; • implementation of the established sustainable development goals; • searches for information and analyzes data to help implement the established goals of sustainable development; • implements procedures to achieve its sustainability goals; • Analyzes and evaluates the work of subordinate employees in the context of achieving the established goals of sustainable development; • reports the results of his work, the work of subordinate employees and the conclusions of observations on other aspects of the organization; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; • Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> <ul style="list-style-type: none"> • Indicates the importance of the actions taken by the HR department/team in making sustainability a reality; • indicates the effects of the organization/enterprise on the environment, economy and society; • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken. |





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| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS | <ul style="list-style-type: none">• Postgraduate studies in CSR and ESG• Courses (including e-learning) and training for middle management on CSR and ESG• Participation in panel discussions and forums on ESG• Participation in CSR and ESG conferences and webinars• Participation in activities of organizations involved in promoting CSR and ESG principles• Involvement in the company's environmental initiatives• Worker mobility/exchange of experience |
| 4. | INFORMATION TECHNOLOGY (IT) IT manager (IT department manager), IT project manager (IT project manager) |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Supervision of the proper functioning of computer systems, software and networks;• Taking care of the maintenance of the IT infrastructure;• Implementing improvements and introducing novelties to the company's offerings;• Organizing specialized training courses for IT employees;• Reporting on the performance of the subordinate department, preparing plans and forecasts;• IT project schedule management;• Participation in the development and implementation of the organization's personnel policy, code of ethics and other regulations relevant to the managed area;• Organizing the work of the subordinate department/team, leading the team, ensuring clear rules for performing work, managing conflict;• Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations;• Maintaining contact with customers and other external parties. |





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| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to identify the sustainability aspects of the managed area• The ability to search for sustainability trends relevant to the department being managed;• The ability to analyze the implemented project in terms of the requirements of sustainable development;• The ability to implement the established goals of sustainable development in the managed area and to analyze and evaluate the degree of their achievement;• The ability to develop procedures in the area of human resource management, taking into account aspects relating to the idea of sustainable development;• The ability to identify, interpret and implement legal requirements for the environment and company operations;• The ability to organize training that incorporates the tenets of sustainability in the workplace;• The ability to develop pro-environmental attitudes in the workplace;• The ability to engage employees in actions promoting sustainable development;• The ability to identify inequalities in the workplace and resolve conflicts;• The ability to manage a diverse work environment;• The ability to clearly and accurately communicate information within the organization and to people/entities working with the organization. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists the assumptions of sustainable development in the context of the professional tasks performed;• Identifies areas of the company's operations that are key to achieving its sustainability goals;• points to sources where it can obtain information to help implement the Sustainable Development Goals;• lists the assumption of the implemented project key to the Sustainable Development Goals;• selects tools and methods appropriate for achieving the established goals of sustainable development;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• Creates provisions of the organization's personnel policy, code of ethics and other internal regulations relating to the tenets of sustainability in the workplace;• I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• Identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels• makes a critical assessment of the results of implemented measures;• gathers the data needed to evaluate the effectiveness of the actions taken;• Analyzes data using appropriate tools and methods;• draws conclusions based on the analyses made and incorporates them into reports. |





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| LIST OF POSITIONS | <ul style="list-style-type: none"> • The ability to act in accordance with the values and principles of sustainable development (CSR, ESG) • Awareness of the impact of the organization's activities on the environment, economy and society • setting an example with their own pro-environmental behavior to subordinate employees • Demonstrate creativity to serve the goals of sustainable development; • Inspiring and organizing activities for the natural and social environment; • Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development; • To make a critical evaluation of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • indicates the effects of the organization/enterprise on the environment, economy and society • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken; • uses various sources of information; • indicates the need to verify the information received. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • Characterizes the concepts of sustainability in the context of the operation of the managed department; • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none"> • Implements the established sustainability goals in the managed department; • Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved; • reports the results of his work, the work of subordinate employees, and the conclusions of his observations on sustainable development efforts; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; • Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> |





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| | <ul style="list-style-type: none"> • Indicates the importance of the actions taken by the IT department/team in making sustainability a reality; • Indicates the effects of the managed department on the environment, economy and society; • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS</p> | <ul style="list-style-type: none"> • Postgraduate studies in responsible management in the digital reality • Courses and training for middle management in new technologies for sustainable development • Participation in panel discussions and forums on CSR and ESG • Participation in CSR and ESG conferences and webinars • Participate in the activities of organizations dedicated to promoting CSR and ESG principles • Involvement in the company's environmental initiatives • Labor mobility/exchange of experience. |
| <p style="text-align: center;">5.</p> | <p style="text-align: center;">PRODUCTION AND TECHNICAL DIVISION</p> <ul style="list-style-type: none"> • Production manager, manufacturing project manager, production line manager, shift manager, production planning manager. • Technical manager, maintenance manager |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Supervising the operation of the production facility; planning optimal solutions for the production process; ensuring trouble-free execution of the production process; • Maintaining high production quality; keeping production costs within budget; • Implementing improvements in the production process; developing technical development plans for the company; • Maintenance of technical documentation; • Supervision of the installation, maintenance and operation of technical equipment; • Organizing specialized training for the department's employees; • Reporting the performance of the subordinate department, preparing plans and forecasts; • Participation in the development and implementation of policies, code of ethics and other regulations relevant to the managed area; • Organizing the work of the subordinate department/team, leading the team, ensuring clear rules for performing work, managing conflict; • Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations. |





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| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to identify aspects of sustainability in the managed area;• The ability to search for sustainability trends relevant to the department being managed;• The ability to implement sustainable solutions in the company's production and technical development areas;• The ability to use technological solutions to improve the production and operation of the organization and to achieve its sustainability goals;• The ability to analyze and evaluate the impact on organizational operations of implemented solutions to ensure a sustainable workplace;• The ability to identify, interpret and implement legal requirements for the environment and operation of the organization;• The ability to organize training that incorporates the tenets of sustainability in the workplace;• The ability to develop pro-environmental attitudes in the workplace;• The ability to engage employees in actions promoting sustainable development;• The ability to identify inequalities in the workplace and resolve conflicts;• The ability to manage a diverse work environment;• The ability to clearly and accurately communicate information within the organization and to individuals/entities working with the organization. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists the assumptions of sustainable development in the context of the professional tasks performed;• Identifies areas of operation of the managed department/area that are key to achieving the established sustainability goals;• points to sources where it can obtain information to help implement the Sustainable Development Goals;• Indicates ways of organizing the work of the managed department/area aimed at minimizing the organization's impact on the environment;• indicates the benefits that an organization can derive from the implementation of a given solution, including in the context of its stated sustainability goals;• selects tools and methods appropriate for achieving the established goals of sustainable development;• gathers the data needed to evaluate the effectiveness of implemented solutions;• Analyzes data using appropriate tools and methods;• draws conclusions based on the analyses made and incorporates them into reports;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• Creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels;• makes a critical assessment of the results of implemented measures;• selects tools and methods to create reports on the operation of the managed department. |





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| LIST OF POSITIONS | <ul style="list-style-type: none"> • The ability to act in accordance with sustainable development values and principles (CSR, ESG); • Awareness of the impact of the activities of the managed department/area on the environment, economy and society; • setting an example by their own pro-environmental behavior to subordinate employees; • Demonstrate creativity to serve the goals of sustainable development; • Inspiring and organizing activities for the natural and social environment; • Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development; • To make a critical assessment of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • indicates the effects of the managed department on the environment, economy and society • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken; • uses various sources of information; • indicates the need to verify the information received. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • characterizes the functioning of the managed department/area in the context of workplace sustainability objectives; • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none"> • Implements the established sustainability goals in the managed department; • Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved; • reports the results of his work, the work of subordinate employees, and the conclusions of his observations on the sustainable development measures taken; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; • Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> <ul style="list-style-type: none"> • indicates the importance of the actions taken by the employees of the managed department/area for the realization of sustainable development; • indicates the effects of the managed department/area on the environment, economy and society; |





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| | <ul style="list-style-type: none"> • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS</p> | <ul style="list-style-type: none"> • Postgraduate studies in sustainable development management • Courses and training for middle management in sustainable production • Participation in panel discussions and forums on CSR and ESG • Participation in CSR and ESG conferences and webinars • Participate in the activities of organizations dedicated to promoting CSR and ESG principles • Engage in the organization's environmental initiatives • Worker mobility/exchange of experience |
| <p style="text-align: center;">6.</p> | <p>RESEARCH AND DEVELOPMENT, QUALITY</p> <ul style="list-style-type: none"> • Research and development manager - R&D manager, R&D project manager. • Quality manager / quality systems manager, lean manufacturing manager (production optimization / process improvement manager). |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Formation of the organization's invention policy, implementation of development and research strategy; • Conducting research and implementation work; seeking new business opportunities; • Conducting market research, preferences of specific target groups; monitoring competitors' activities; • Securing the appropriate quality of products and services offered; creating quality requirements for new products and services; improving the quality management system; • Preparation and presentation of quality reports for management; • Conducting internal quality assurance audits; meeting established quality objectives; • Analysis of functionality and production method; • Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations; • Organizing the work of the subordinate department/team, ensuring clear rules for the performance of work, managing conflict; • Taking care of the development of subordinate employees; • Implementation and monitoring of the implementation of policies, strategies, plans, performance standards, ethical standards adopted within the organization; |





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| | <ul style="list-style-type: none"> Analyzing and reporting on the effectiveness of the activities undertaken and the degree to which the goals were achieved; Cooperation with employees from other departments/teams; Analysis of data from external sources that affect the operation of the organization, implementation of changes resulting from changing external conditions. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> The ability to identify aspects of sustainability in the managed area; The ability to search for sustainability trends relevant to the department being managed; The ability to implement the established sustainability goals in the managed area and to analyze and evaluate the degree to which they have been achieved; The ability to organize training that incorporates the tenets of sustainability in the workplace; The ability to develop pro-environmental attitudes in the workplace; The ability to engage employees in actions promoting sustainable development; The ability to identify inequalities in the workplace and resolve conflicts; The ability to manage a diverse work environment; The ability to clearly and accurately communicate information within the organization and to individuals/entities working with the organization. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none"> lists the assumptions of sustainable development in the context of the professional tasks performed; Identifies areas of operation of the managed department/area that are key to achieving the established sustainability goals; points to sources where it can obtain information to help implement the Sustainable Development Goals; Indicates ways of organizing the work of the managed department/area aimed at minimizing the organization's impact on the environment; indicates the benefits that an organization can derive from the implementation of a given solution, including in the context of its stated sustainability goals; selects tools and methods appropriate for achieving the established goals of sustainable development; gathers the data needed to evaluate the effectiveness of the actions taken; Analyzes data using appropriate tools and methods; draws conclusions based on the analyses made and incorporates them into reports; Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc; I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment; identifies potential sources of conflict and takes measures to prevent or further develop the conflict; Uses a variety of conflict resolution techniques in the workplace; Identifies inequalities in the workplace and takes action to mitigate/eliminate them; Selects appropriate communication channels to communicate relevant information related to the operation of the organization; |





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| | <ul style="list-style-type: none"> • Creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels; • makes a critical assessment of the results of implemented measures; • selects tools and methods to create reports on the operation of the managed department. |
| LIST OF POSITIONS | <ul style="list-style-type: none"> • The ability to act in accordance with the values and principles of sustainable development (CSR, ESG) • Awareness of the impact of the activities of the managed department/area on the environment, economy and society • setting an example with their own pro-environmental behavior to subordinate employees • Demonstrate creativity to serve the goals of sustainable development; • Inspiring and organizing activities for the natural and social environment; • Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development; • To make a critical evaluation of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • indicates the effects of the managed department on the environment, economy and society • Identifies areas for improvement from the point of view of the established sustainable development goals; • evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set; • Proposes new and unusual solutions to serve the goals of sustainable development; • uses sources of information on applicable environmental regulations; • Indicates the importance of ethical standards in the actions taken; • uses various sources of information; • indicates the need to verify the information received. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • characterizes the functioning of the managed department/area in the context of the objectives of sustainable development; • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace; <p>Skills:</p> <ul style="list-style-type: none"> • Implements the established sustainability goals in the managed department; • Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved; • reports the results of his work, the work of subordinate employees, and the conclusions of his observations on the sustainable development measures taken; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; |





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| | <ul style="list-style-type: none">• Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals; <p>Attitudes:</p> <ul style="list-style-type: none">• indicates the importance of the actions taken by the employees of the managed department/area in making sustainability a reality;• indicates the effects of the managed department/area on the environment, economy and society;• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken. |
| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS | <ul style="list-style-type: none">• Postgraduate studies in sustainable development management• Courses and training for middle management in sustainable innovation and technology,• Participation in panel discussions and forums on CSR and ESG• Participation in CSR and ESG conferences and webinars• Participation in activities of organizations involved in promoting CSR and ESG principles• Engage in the organization's environmental initiatives• Worker mobility/exchange of experience |





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| 7. | <p>SAFETY, ENVIRONMENTAL PROTECTION</p> <ul style="list-style-type: none"> • Security manager (security manager), • Environmental protection manager. |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none"> • Supervision of compliance with environmental regulations in the organization and monitoring of legal changes in this area natural; • introduce the procedure with the aim of reducing the negative impact of the organization's operation on the environment; • Extension of the necessary permits to continue operations; • Preparing reports on the environmental impact of the organization's operations; • Ensuring a safe working environment, controlling compliance with health and safety regulations, fire protection; • Evaluation of investment and modernization plans in terms of safety, health, ergonomics and environmental protection; • Risk assessment for the job; • Supervision of technical acceptance of workstations, equipment and facilities; • Participation in determining the causes of accidents in the workplace; • Organizing for the organization's employees training in occupational health and safety and environmental protection; • Making analyses of the state of safety at the workplace; • Proper completion and maintenance of documentation related to the duties performed; • Organizing the work of the subordinate department/team, leading the team, ensuring clear rules for performing work, managing conflict; • Cooperation with other departments of the organization and external entities. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> • The ability to identify aspects of sustainability in the managed area; • The ability to search for sustainability trends relevant to the department being managed; • Ability to interpret environmental, health and safety and fire regulations; • The ability to develop procedures, standards, rules to reduce the negative impact of the organization on the environment; • The ability to analyze data and prepare reports based on it, including assessing the environmental impact of the organization's operations; • The ability to evaluate investment and modernization plans for the maintenance of occupational safety, health and ergonomics, as well as the requirements of environmental regulations; • The ability to organize training that incorporates the tenets of sustainability in the workplace; • The ability to develop pro-environmental attitudes in the workplace; • The ability to engage employees in actions promoting sustainable development; • The ability to identify inequalities in the workplace and resolve conflicts; • The ability to manage a diverse work environment; • The ability to clearly and accurately communicate information within the organization as well as to people/entities working with the organization. |





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| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists the assumptions of sustainable development in the context of the professional tasks performed;• Identifies areas of operation of the managed department/area that are key to achieving the established sustainability goals;• points to sources where it can obtain information to help implement the Sustainable Development Goals;• Indicates ways of organizing the work of the managed department/area aimed at minimizing the organization's impact on the environment;• indicates the benefits that an organization can derive from the implementation of a given solution, including in the context of its stated sustainability goals;• selects tools and methods appropriate for achieving the established goals of sustainable development;• gathers the data needed to evaluate the effectiveness of implemented solutions;• Analyzes data using appropriate tools and methods;• draws conclusions based on the analyses made and incorporates them into reports;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• Identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels• makes a critical assessment of the results of implemented measures;• selects tools and methods to create reports on the operation of the managed department. |
| LIST OF POSITIONS | <ul style="list-style-type: none">• The ability to act in accordance with the values and principles of sustainable development (CSR, ESG)• Awareness of the impact of the activities of the managed department/area on the environment, economy and society• setting an example with their own pro-environmental behavior to subordinate employees• Demonstrate creativity to serve the goals of sustainable development;• Inspiring and organizing activities for the natural and social environment;• Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development;• To make a critical evaluation of the knowledge they have and the content they receive. |





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| <p>ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none">• indicates the effects of the managed department on the environment, economy and society• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken;• uses various sources of information;• indicates the need to verify the information received. |
| <p>IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none">• Discusses the main assumptions of the concept of sustainable development;• characterizes the functioning of the managed department/area in the context of workplace sustainability objectives;• Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none">• Implements the established sustainability goals in the managed department;• Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved;• reports the results of his work, the work of subordinate employees, and the conclusions of his observations on the sustainable development measures taken;• Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them;• takes into account legal requirements and other recommendations to achieve sustainability in the workplace;• Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> <ul style="list-style-type: none">• indicates the importance of the actions taken by the employees of the managed department/area in making sustainability a reality;• indicates the effects of the managed department/area on the environment, economy and society;• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken. |





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| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE | <ul style="list-style-type: none">• Postgraduate studies in sustainable development management• Courses and training for middle management in current legal requirements for health and safety, fire safety, environmental protection and waste management• Participation in panel discussions and forums on security and environmental protection in relation to the Sustainable Development Goals• Participation in CSR and ESG conferences and webinars• Participate in the activities of organizations dedicated to promoting the Sustainable Development Goals• Engage in the organization's environmental initiatives• Worker mobility/exchange of experience |
| 8. | PURCHASING, LOGISTICS Purchasing manager (head of purchasing department), logistic manager (head of logistics department) |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Coordination and supervision of purchasing processes;• Supervision of the stability and timeliness of deliveries;• Conducting business discussions/negotiations with customers, suppliers and other business partners;• Contracting with suppliers;• implementation of improvements;• Sourcing new suppliers;• Organizing specialized training for the department's employees;• Reporting the performance of the subordinate department, preparing plans and forecasts;• managing the allocation of human and financial resources• Participate in the development and implementation of policies, code of ethics and other bylaws relevant to the managed area• Organizing the work of the subordinate department/team, leading the team, ensuring clear rules for performing work, managing conflict;• Ensuring a safe working environment, controlling compliance with health and safety, fire protection and environmental protection regulations;• Cooperation with other departments of the organization. |





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| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to identify the sustainability aspects of the managed area• The ability to search for sustainability trends relevant to the department being managed;• The ability to implement sustainable solutions in all logistics and purchasing processes;• The ability to analyze and evaluate the impact on organizational operations of implemented solutions to ensure a sustainable workplace;• The ability to identify, interpret and implement legal requirements for the environment and operation of the organization;• The ability to use technological solutions to streamline the work of the logistics and purchasing department and to achieve its sustainability goals;• The ability to create predictive analysis to control the flow of goods and minimize negative effects on the environment;• The ability to organize training that incorporates the tenets of sustainability in the workplace;• The ability to develop pro-environmental attitudes in the workplace;• The ability to engage employees in actions promoting sustainable development;• The ability to identify inequalities in the workplace and resolve conflicts;• The ability to manage a diverse work environment;• The ability to clearly and accurately communicate information within the organization as well as to people/entities working with the organization. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• lists the assumptions of sustainable development in the context of the professional tasks performed;• Identifies areas of the company's operations that are key to achieving its sustainability goals;• points to sources where it can obtain information to help implement the Sustainable Development Goals;• selects tools and methods appropriate for achieving the established goals of sustainable development;• Optimizes routing, fuel consumption, natural resources;• selects appropriate vehicles and routes and reduces empty trips;• performs supplier selection in terms of supply chain integration;• Organizes planning, transportation and storage processes in a thoughtful and responsible manner;• Proposes environmentally friendly solutions for waste management and recycling;• Corrects the actions of co-workers that are inconsistent with the organization's accepted standards, ethical norms, procedures, etc;• I propose topics for trainings, meetings, projects aimed at increasing awareness and competence of employees in areas related to sustainable development, including those related to strengthening pro-environmental attitudes and creating an inclusive work environment;• identifies potential sources of conflict and takes measures to prevent or further develop the conflict;• Uses a variety of conflict resolution techniques in the workplace;• identifies inequalities in the workplace and takes action to mitigate/eliminate them;• Selects appropriate communication channels to communicate relevant information related to the operation of the organization;• Creates clear and concise messages about the organization's standards, norms, procedures and uses various communication channels;• makes a critical assessment of the results of implemented measures. |





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| LIST OF POSITIONS | <ul style="list-style-type: none"> • The ability to act in accordance with the values and principles of sustainable development (CSR, ESG) • Awareness of the impact of the managed department's activities on the environment, economy and society • setting an example with their own pro-environmental behavior to subordinate employees • Demonstrate creativity to serve the goals of sustainable development; • Inspiring and organizing activities for the natural and social environment; • Demonstrates responsibility for the implementation of assigned professional tasks and the achievement of the set goals of sustainable development; • To make a critical evaluation of the knowledge they have and the content they receive. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • wskazuje skutki oddziaływania zarządzanego działu na środowisko, gospodarkę i społeczeństwo • identyfikuje obszary wymagające poprawy z punktu widzenia założonych celów zrównoważonego rozwoju; • ocenia podejmowane przez siebie działania prośrodowiskowe w kontekście wpływu na podległych pracowników oraz w odniesieniu do założonych celów; • proponuje nowe i nietypowe rozwiązania służące celom zrównoważonego rozwoju; • korzysta ze źródeł informacji dotyczących obowiązujących przepisów środowiskowych; • wskazuje na znaczenie norm etycznych w podejmowanych działaniach; • korzysta z różnych źródeł informacji; • wskazuje na potrzebę weryfikacji otrzymywanych informacji. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • Characterizes the concept of a <i>green supply chain (green supply chain)</i>; • Discusses the factors that affect the achievement of the stated goals of sustainable development in the workplace. <p>Skills:</p> <ul style="list-style-type: none"> • Implements the established sustainability goals in the managed department; • Analyzes and evaluates the extent to which the complex goals of sustainable development have been achieved; • reports the results of his work, the work of subordinate employees, and the conclusions of his observations on sustainable development efforts; • Identifies processes/activities within the organization that are contrary to the idea of sustainability and takes steps to reduce/eliminate them; • takes into account legal requirements and other recommendations to achieve sustainability in the workplace; • Communicates with co-workers and external stakeholders on all relevant issues regarding adherence to accepted standards, norms, procedures to ensure the achievement of established sustainability goals. <p>Attitudes:</p> <ul style="list-style-type: none"> • Indicates the importance of the actions taken by the IT department/team in making sustainability a reality; • Indicates the effects of the managed department on the environment, economy and society; |





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| | <ul style="list-style-type: none">• Identifies areas for improvement from the point of view of the established sustainable development goals;• evaluates the pro-environmental measures it has taken in the context of the impact on subordinate employees and in relation to the objectives set;• Proposes new and unusual solutions to serve the goals of sustainable development;• uses sources of information on applicable environmental regulations;• Indicates the importance of ethical standards in the actions taken. |
| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS | <ul style="list-style-type: none">• Postgraduate studies in sustainable development, including environmentalism• Courses and training for middle management in CSR and ESG and green supply chain• Participation in panel discussions and forums on ESG• Participation in CSR and ESG conferences and webinars• Participate in the activities of organizations dedicated to promoting CSR and ESG principles• Engage in the organization's environmental initiatives• Worker mobility/exchange of experience |





COMPETENCY MATRICES FOR SENIOR MANAGERS IN SUSTAINABILITY MANAGEMENT BY AREA OF OPERATION (ADVANCED LEVEL)³¹

| 1. | MANAGEMENT |
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| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Planning and developing a vision and strategy for the development of the company/organization;• Developing and implementing organizational changes for the development of the company;• Monitoring and analyzing the performance of the entire company/organization, in terms of, among other things, cost intensity, productivity, contract performance, etc...;• Supervise and coordinate the operational activities of all departments and subordinate units within the company/organization;• Leading a subordinate team of managers and employees;• Optimizing and managing the company's resources and costs, including human capital and material resources;• Supervise the implementation of the budget of the entire enterprise/organization;• Supervising the quality system of the entire enterprise/organization;• Taking part in initiatives that shape the positive image of the company/organization as an employer and socially responsible entity;• Supervise the creation of training and professional development plans for subordinate managers and employees;• Supervising the application of ethics, ergonomics, provisions of the Code of Commercial Companies, occupational health and safety, fire protection and environmental protection in the company. |
| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to communicate the main ideas of the concept of sustainable development;• The ability to express the values, principles and goals of the company / organization in the context of sustainable development;• The ability to formulate sustainable development strategies and environmental policies of the company / organization;• The ability to optimize the use of company resources, including human capital and material resources;• The ability to initiate activities that build the company's image as an employer and socially responsible entity. |

³¹ Wykaz stanowisk na podst. *Raportu placowego Sedlak&Sedlak wiosna 2020, lista stanowisk*, dostępne na stronie: <https://wynagrodzenia.pl/kategoria/wynagrdzanie-menedzerow-podsumowania-raportow-placowych> [dostęp:02.11.20222]; wykaz zadań zawodowych na podst.: <https://psz.praca.gov.pl/rynek-pracy/bazy-danych/klasyfikacja-zawodow-i-specjalnosci/wyszukiwarka-opisow-zawodow>





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| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • presents the main assumptions of the concept of sustainable development; • presents the values, principles and strategic objectives of the company / organization in terms of sustainable development; • sets the strategic objectives of sustainable development and the environmental policy of the company / organization; • Identifies solutions to optimize the use of company resources, including human capital and material resources; • Develops an action plan to build the company's image as an employer and socially responsible entity. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • The ability to act in accordance with sustainable development values and principles (CSR, ESG); • Awareness of the impact of human activities on the environment, economy and society; • Orientation to respect the needs of future generations; • Showing concern for the short- and long-term impact of personal actions on others and the environment. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Identifies the effects of the organization/enterprise on the environment, economy and society;; • Identifies sources of environmental, economic and social risks associated with the activities of the organization/enterprise; • Describes ways to counter the effects of disregarding the needs of future generations; • evaluates the pro-environmental activities it undertakes in the context of its impact on other people and the natural environment. |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the main assumptions of the concept of sustainable development; • Characterizes the values, principles and strategic objectives of the company / organization in terms of sustainable development. <p>Skills:</p> <ul style="list-style-type: none"> • Defines the strategic objectives and environmental policy of the company / organization; • Prepares the sustainability strategy and environmental policy of the company / organization; • Expresses and justifies the values, principles and goals of the company / organization in terms of sustainable development; • Identifies tools, methods and techniques that affect the optimization of the use of company resources, including human capital and material resources; • plans activities that build the image of the company/organization as an employer and socially responsible entity. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is ready to act in accordance with the values and principles of sustainable development (CSR, ESG); • Is aware of the impact of human activities on the environment, economy and society; • Is oriented to respect the needs of future generations; • shows concern for the short- and long-term impact of personal actions on others and the environment. |





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| <p style="text-align: center;">OPPORTUNITIES TO DEVELOP A PATH OF GROWTH AND INCREASE COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in CSR and ESG • CSR and ESG courses and training for senior management • Participation in ESG congresses for sustainability leaders • Participation in panel discussions and forums on ESG • Participation in CSR and ESG conferences and webinars • Participation in activities of organizations involved in promoting CSR and ESG principles |
| <p style="text-align: center;">2.</p> | <p style="text-align: center;">GENERAL MANAGER</p> |
| <p style="text-align: center;">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • business/organization management; • Ensuring the operation and continuity of the enterprise (organization), the conditions of its operation and work organization; • Developing strategies for the development of the enterprise (organization); • Developing and implementing organizational changes for the development of the company; • Supervise and coordinate the operational activities of all departments and subordinate organizational units that make up the organization; • Leading a subordinate team of managers and executive staff; • Optimizing and managing the company's resources and costs, including human capital and material resources; • Exercise supervision over the proper management of the property of the enterprise (organization), ordering services, making purchases and keeping records of the enterprise's assets; • Supervise the implementation of the budget of the enterprise (organization); • Supervising the quality of the work of the enterprise/organization; • Creating and maintaining a positive image of the company (organization); • Meeting the financial targets set by the management; • Maintaining relations with the business environment of the enterprise (organization); • Supervising the provision of a safe working environment and the observance of professional secrecy, professional ethics, and regulations of occupational safety and health, fire protection and environmental protection. |
| <p style="text-align: center;">PROFICIENCY LIST</p> | <ul style="list-style-type: none"> • The ability to communicate the main ideas of the concept of sustainability and the principles of CSR and ESG; • The ability to express the values, principles and goals of the company / organization in the context of sustainable development; • The ability to formulate sustainable development strategies and environmental policies of the company / organization; • The ability to optimize the use of company resources, including human capital and material resources; • The ability to identify, interpret and implement environmental legal requirements; • The ability to make a general assessment of environmental risks in connection with operations; • Knowledge of the general tasks and powers of institutions and services operating in the field of labor and environmental protection; • Knowledge of legal regulations related to health and safety, fire protection, environmental protection and ergonomics; |





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| | <ul style="list-style-type: none"> The ability to manage the company's image in the context of CSR and ESG compliance. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none"> presents the main assumptions of the concept of sustainable development and the principles of CSR and ESG; presents the values, principles and strategic objectives of the company / organization in terms of sustainable development; Describes the strategic objectives of sustainable development and the environmental policy of the company / organization; Identifies solutions to optimize the use of company resources, including human capital and material resources; distinguishes between institutions operating in the field of labor protection, fire protection and environmental protection and identifies their tasks and powers; Indicates legal regulations related to occupational health and safety, fire protection, environmental protection and ergonomics; Identifies sources of danger in selected work processes in terms of environmental impact; Develops an action plan to build the company's image as an employer and socially responsible entity. |
| LIST OF POSITIONS | <ul style="list-style-type: none"> The ability to act in accordance with sustainable development values and principles (CSR, ESG); Awareness of the impact of human activities on the environment, economy and society; setting an example by their own pro-environmental behavior to subordinate employees; Creativity to serve the goals of sustainable development; Awareness of the need to align the company's operations and development plans with environmental requirements; |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> indicates the effects of the organization/enterprise on the environment, economy and society; Identifies sources of environmental, economic and social risks associated with the activities of the organization/enterprise; evaluates the pro-environmental measures it takes in terms of the impact on subordinate managers and executive staff; Proposes new and unusual solutions to serve the goals of sustainable development; uses sources of information on environmental standards and regulations. |
| DETERMINATION OF EFFECTS LEARNING | <p>Knowledge:</p> <ul style="list-style-type: none"> Discusses the main assumptions of the concept of sustainable development and the principles of CSR and ESG; Characterizes the values, principles and strategic objectives of the company / organization in terms of sustainable development; Identifies legal regulations related to health and safety, fire protection, environmental protection and ergonomics; Explains the general tasks and powers of institutions and services operating in the field of labor and environmental protection. <p>Skills:</p> <ul style="list-style-type: none"> Defines the strategic objectives and environmental policy of the company / organization; Expresses and justifies the values, principles and goals of the company / organization in terms of sustainable development; |





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| | <ul style="list-style-type: none"> • Prepares the sustainability strategy and environmental policy of the company / organization; • Identifies tools, methods and techniques that affect the optimization of the use of company resources, including human capital and material resources; • Interprets and applies environmental legal requirements in the operations of the company / organization; • Supervises the monitoring process of testing and measurement of work environment factors; • plans activities that build the image of the company/organization as an employer and socially responsible entity. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is ready to act in accordance with the values and principles of sustainable development (CSR, ESG); • Is aware of the impact of human activities on the environment, economy and society; • follows CSR and ESG principles, setting an example for subordinate employees; • Is creative in its efforts to serve sustainable development goals; • Is aware of the need to adapt the company's operations and development plans to the requirements; environmental. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in CSR and ESG • Courses and training for senior management, including sustainable leadership • Participation in ESG congresses for sustainability leaders • Managerial coaching • Participation in conferences, webinars, panel discussions, CSR and ESG forums • Participate in the activities of organizations dedicated to promoting CSR and ESG principles |
| <p style="text-align: center;">3.</p> | <p style="text-align: center;">CHIEF FINANCIAL OFFICER</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Shaping and implementing the financial strategy of the company/organization; • Oversee the preparation of consolidated financial statements and reports for the company's board of directors, management, shareholders, external entities, etc..; • Supervising the preparation of the annual budget and multi-year plans and controlling their implementation; • Optimizing the organization's cost structure and level of current assets, including conducting an evaluation of investment projects; • Making economic and financial analysis of the enterprise/organization; • Responsibility for liquidity, financial risk management; • Establishing contacts and cooperation with auditors, banks, insurance institutions, investors, tax authorities; • Collaborate with the sales department in the pricing of products and/or services; • To supervise the work of the finance and accounting, controlling and finance departments; • Implementing personnel policies in subordinate departments and ensuring that they improve their skills and update their knowledge (in accounting, tax law, etc.); |





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| | <ul style="list-style-type: none"> • Ensuring a safe working environment for the subordinate team, ensuring compliance with OSH, fire protection and environmental regulations; • Day-to-day management of a subordinate team. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> • Knowledge of the institutional and legal conditions of sustainable finance; • Knowledge of the factors that build financial stability for sustainable development; • The ability to create financial strategies that take into account ESG requirements; • The ability to manage financial risks arising from climate change, environmental degradation and social problems; • The ability to assess the budget for opportunities for improvement and identify environmental aspects; • The ability to assess the effectiveness of investments in terms of their sustainability; • The ability to plan and implement their own professional development on sustainable finance. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none"> • Characterizes the institutional and legal conditions of sustainable finance; • lists the factors that affect the financial stability of the company that determines sustainable development; • Develops the financial strategy of the company / organization taking into account ESG principles; • develops a plan to manage financial risks, climate change, environmental degradation and social problems; • Analyzes the budget of the company / organization for opportunities to identify and improve environmental aspects; • Analyzes the effectiveness of investments in terms of their sustainability; • Evaluates his skills and competencies and plans his own professional development. |
| LIST OF POSITIONS | <ul style="list-style-type: none"> • Awareness of the need to consider ESG factors in the financial strategy and investment decisions of the company/organization; • guided by the principles of financial transparency in business activities in terms of achieving ESG goals; • Orientation to the use of trade partnerships for green and equitable economic growth; • Orientation to professional development of subordinate staff to improve the ESG financial management system. |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • lists the ESG factors to be included in the financial strategy and investment decisions of the company /organization; • Identifies and monitors respect for the principles of financial transparency in achieving ESG goals; • Specifies ESG principles applicable to cooperation with trading partners; • Indicates the need for continuing education for subordinate employees. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the institutional and legal determinants of sustainable finance; • characterizes the factors that build financial stability that determines sustainable development. <p>Skills:</p> <ul style="list-style-type: none"> • prepares the financial strategy of the company/organization, taking into account ESG requirements; |





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| | <ul style="list-style-type: none"> • Prepares a plan to manage financial risks, climate change, environmental degradation and social problems; • Identifies environmental aspects in the budget of the company / organization in order to improve activities within the framework of sustainable development; • Specifies the principles of planning investments for sustainable development; • Develops a plan for its own professional development in sustainable finance. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is aware of the need to respect ESG principles in the financial strategy and investment decisions of the company/organization; • follows the principles of financial transparency in business operations in terms of achieving ESG goals; • Is ready to work together for green and equitable economic growth through trade partnerships; • Is aware of the importance of professional development of subordinate staff to improve the financial management system in terms of ESG. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in sustainable finance and ESG • Training for senior management in sustainable financial management • Sustainable leadership course • Participation in sustainable business and ESG events - conferences, workshops, webinars, etc. • Participation in panel discussions and forums on sustainable finance and ESG • Managerial coaching |
| <p style="text-align: center;">4.</p> | <p style="text-align: center;">CHIEF ADMINISTRATIVE OFFICER</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Organizing the effective and efficient office work of the company/organization by creating and supervising compliance with appropriate procedures; • Organizing and supervising the procurement and equipping of the company with equipment, facilities and supplies necessary for its operation, etc..; • Controlling administrative costs, planning and budgeting expenses for office supplies and business operations; • Provide oversight of business affairs, investments (e.g., expansion of halls, offices, renovations), transportation (e.g., management of vehicle fleets, scheduling maintenance, repairs, purchase and sale of transportation equipment); • Performing oversight of the company's document flow process; • Organizing cooperation with external companies (cooperating companies and suppliers, e.g., repair and construction companies, service companies, office supplies and cleaning products, cleaners, etc.), including negotiating the terms of contracts signed with them; • Directing the work of subordinate personnel, including motivating and holding subordinate employees accountable, setting professional development plans for subordinates and supervising their development; • Improving one's own competence; |





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| | <ul style="list-style-type: none"> • Exercise supervision over the provision of a safe working environment and observance of professional secrecy, principles of professional ethics and regulations of occupational safety and health, fire protection and environmental protection; • To supervise the organization of training courses in occupational safety and health and fire protection. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> • Ability to identify, interpret and implement CSR and ESG principles applicable to professional functions; • Knowledge of the principles of sustainable procurement of materials, supplies, equipment and facilities necessary for the administration of the company / organization; • The ability to supervise a safe working environment, observance of professional secrecy, professional ethics, and OSH, fire protection and environmental regulations; • The ability to optimize the use of materials and supplies, as well as equipment and facilities; • The ability to manage pro-environmental systems and concepts for environmental and energy management system certification; • The ability to manage investments in accordance with CSR and ESG principles, with particular attention to EU environmental directives; • The ability to integrate the requirements of the environmental management system with other management systems. |
| SKILL VERIFICATION CRITERIA I | <ul style="list-style-type: none"> • Presents the CSR and ESG principles applicable in the course of professional functions; • Discusses the principles of sustainable procurement of materials, supplies, equipment and facilities necessary for the administration of the company / organization; • lists the laws and internal regulations defining the requirements for occupational health and safety, fire protection, environmental protection and ergonomics, and describes the activities carried out in this regard; • Identifies solutions to optimize the consumption of materials and supplies, as well as equipment and facilities; • Develops an action plan for investment management in accordance with CSR and ESG principles with particular attention to EU environmental directives; • describes the principles of certification of environmental and energy management systems; • selects methods and tools to integrate the environmental management system with other management systems in the company / organization. |
| LIST OF POSITIONS | <ul style="list-style-type: none"> • Awareness of the impact of human activities on the environment, economy and society; • Guided by environmental ethics; • The ability to solve administrative problems in accordance with CSR and ESG principles; • Interpersonal communication skills in the context of CSR and ESG principles; • The ability to shape pro-environmental behavior (attention to recycling, water and energy conservation, waste reduction, reduction of emissions, promotion of renewable energy, support for environmental associations); • Innovation in pro-environmental solutions. • |
| | <ul style="list-style-type: none"> • Identifies the effects of human activity on the environment, economy and society; • lists the principles of environmental ethics and recognizes violations; • Diagnoses and identifies solutions to administrative problems in accordance with CSR and ESG principles; |





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| | <ul style="list-style-type: none"> • Discusses general principles of interpersonal communication in the context of CSR and ESG principles and uses active listening methods; • Indicates examples of pro-environmental behavior (attention to recycling, saving water and energy, reducing waste, reducing emissions, promoting renewable energy, supporting environmental associations); • Proposes new and unusual pro-environmental solutions. |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Characterizes the CSR and ESG standards applicable to professional functions; • Explains the principles of sustainable procurement of materials, supplies, equipment and facilities necessary for the administration of the company / organization; • indicates the laws and internal regulations defining the requirements for occupational health and safety, fire protection, environmental protection and ergonomics, and describes the activities carried out in this regard; • describes the principles of certification of environmental and energy management systems. <p>Skills:</p> <ul style="list-style-type: none"> • Prepares an action plan for investment management in accordance with public procurement rules and international procedures, taking into account EU environmental directives; • Identifies activities to integrate the environmental management system with other management systems in the company / organization; • Identifies procedures and tools for supervising a safe work environment, compliance with professional secrecy, professional ethics, and health and safety, fire protection and environmental regulations; • Develops solutions to optimize consumption of materials and supplies, as well as equipment and facilities; • manages pro-environmental systems and concepts for certification of environmental and energy management systems; • Plans investments in accordance with CSR and ESG principles, with particular attention to EU environmental directives. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is aware of the impact of human activities on the environment, economy and society; • Is guided by environmental ethics; • Is ready to solve administrative problems in accordance with CSR and ESG principles; • applies the principles of good interpersonal communication in the context of CSR and ESG standards; • follows CSR and ESG principles, setting an example for subordinate employees and external stakeholders. |
| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in CSR and ESG • Training for senior executives in sustainability management • Managerial coaching |





| 5. | SALES DIRECTOR |
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| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Developing, implementing and executing the company's commercial strategy;• Setting goals and objectives for members of the sales department team;• Developing standards for the work of the sales department;• Directing the work of a team of salespeople to achieve targeted sales results, including: monitoring and accounting for the team and individual work of a team of salespeople, developing and managing an incentive compensation system for salespeople, training and supervising the development of subordinate employees in sales skills;• Acquiring new customers and building lasting, good relationships with key customers;• Supervise the preparation of contracts with key customers and control the terms and performance of these contracts;• Analyzing competition and market trends for preparing strategies for sales activities;• Monitoring and researching the market, including analyzing the performance of competitors;• Creating tactical plans and controlling operational activities for the sales department;• Preparing reports for management with the results of the department's work;• Improving one's own competence;• Ensuring a safe working environment for the subordinate team, ensuring compliance with OSH, fire protection and environmental regulations. |
| PROFICIENCY LIST | <ul style="list-style-type: none">• Knowledge of CSR and ESG principles applicable to professional functions;• The ability to develop and implement CSR and ESG goals as part of a company's commercial strategy;• The ability to develop and implement standards for the work of the sales department in accordance with ESG principles;• The ability to monitor a safe work environment, comply with OSH, fire and environmental regulations and ethical standards;• The ability to analyze trends, phenomena and key developments in sustainable trade;• Ability to build good and lasting relationships with key customers in accordance with ESG principles;• Ability to monitor established sales targets in accordance with ESG principles |





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| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Characterizes the CSR and ESG principles that apply when performing professional functions; • creates a list of CSR and ESG goals and prepares an action plan for implementation as part of the company's commercial strategy; • Develops the work standards and action plan of the sales department in accordance with CSR and ESG principles; • Identifies potential hazards and plans measures for a safe work environment, compliance with OSH, fire and environmental protection regulations and ethical standards; • Analyzes trends, phenomena and key developments in sustainable trade; • Justifies the importance of maintaining communication with key customers in accordance with CSR and ESG principles; • Identifies opportunities and threats to achieving sales targets with CSR and ESG principles in mind. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • sensitivity to sustainability issues; • Guided by values and ethical principles; • Motivating subordinate employees to work towards set sales targets based on CSR and ESG principles; • Customer orientation based on CSR and ESG principles; • Promoting the continuous improvement of the sales department team members on CSR and ESG. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Engages in sustainable development activities; • Characterizes ethical values and principles; • lists and selects methods and techniques for motivating others in terms of respecting CSR and ESG principles; • Recognizes and analyzes customer needs; • Explains the need for and identifies the types and opportunities for professional development of subordinate employees. |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Characterizes the CSR and ESG standards applicable to professional functions. <p>Skills:</p> <ul style="list-style-type: none"> • Develops and implements CSR and ESG goals as part of the company's commercial strategy; • Develops and implements the work standards of the sales department in accordance with CSR and ESG principles; • Monitors the provision of a safe working environment, compliance with OSH, fire protection and environmental regulations and ethical standards; • Analyzes trends, phenomena and key developments in sustainable trade; • Builds good and lasting relationships with key customers in accordance with CSR and ESG principles; • Monitors established sales targets in accordance with CSR and ESG principles. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is sensitive to the issue of sustainability; • Is guided by values and ethical principles; • Motivates subordinate employees to work towards set sales targets based on CSR and ESG principles; • Is customer-oriented based on CSR and ESG principles; • Promotes the continuous professional development of sales department team members. |





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| <p style="text-align: center;">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in sustainable trade and ESG • Training for senior management in sustainable trade • Sustainable leadership course • Participation in sustainable business and ESG events - conferences, workshops, webinars, etc. • Participation in panel discussions and forums on sustainable trade and ESG • Managerial coaching |
| <p style="text-align: center;">6.</p> | <p style="text-align: center;">DIRECTOR OF RESEARCH AND DEVELOPMENT</p> |
| <p style="text-align: center;">KEY PROFESSIONAL VTAS</p> | <ul style="list-style-type: none"> • Developing, implementing and overseeing the implementation of the company's research and development strategy; • Overseeing the development and introduction of new products, services, processes and technologies, (from the concept phase, through research, development and implementation to production); • Opinion and active participation in development projects implemented in the company; • Conducting projects related to achieving cost savings and developing and implementing modern quality management systems for products and services; • Development of production strategies and supervision of their implementation in the part concerning the implementation of new or improved existing products and technologies; • Developing and implementing the company's patent strategy, including overseeing the procurement of patents and licenses; • Establish and maintain cooperation with external companies and research and scientific units supporting R&D activities undertaken at the company; • Cooperation with authorities and other certification bodies in obtaining patents, certificates and approvals for new products and technological solutions; • Comprehensive management of the R&D department, including providing training and overseeing the development of subordinate R&D staff; providing expert consultation to company employees; • Overseeing the company's technical infrastructure and managing the company's machinery fleet for opportunities to implement new solutions; • Ongoing market monitoring to seek and obtain information on new products and technologies and trends; • Preparing reports and presentations for management and external needs; • Ensuring a safe working environment for the subordinate team, ensuring compliance with occupational health and safety rules And the application of laws on fire protection and environmental protection. |





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| <p style="text-align: center;">PROFICIENCY LIST</p> | <ul style="list-style-type: none"> • The ability to build the company's R&D strategy in the context of the idea of sustainable development; • Knowledge of the basics of environmental protection and the ability to assess environmental risks; • The ability to identify, interpret and implement environmental legal requirements in the context of research and development work; • The ability to analyze processes for risks, opportunities for improvement, and identify environmental aspects; • The ability to optimize the use of technical infrastructure and machinery; • The ability to supervise a safe working environment, observance of professional secrecy, professional ethics, and OSH, fire protection and environmental regulations; • The ability to improve one's own skills; • The ability to supervise the professional development of subordinate employees. |
| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Creates a list of sustainability goals as part of the company's R&D strategy and prepares an action plan; • Discusses the basics of environmental protection and environmental hazards; • lists environmental laws in the context of research and development; • Analyzes processes for risks, opportunities for improvement, and identification of environmental aspects; • Identifies solutions to optimize the use of technical infrastructure and machinery; • lists the laws and in-house regulations specifying the requirements for a safe working environment, observance of professional secrecy, professional ethics and regulations of occupational safety, health, fire protection and environmental protection; • Evaluates its knowledge and competence and plans its own professional development; • Monitors the professional development of subordinate employees. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • interdisciplinarity; • Creativity in shaping the sustainable development of the enterprise; • Innovation for sustainable development; • The ability to work as a team based on ESG principles; • The ability to work with the environment to comply with the principles of sustainable development. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • evaluates the problem from multiple perspectives, taking into account an assumed set of premises, and synthesizes the collected information; • Analyzes processes based on technical-scientific, business, market, social, environmental and other considerations; • develops its own innovative solutions that go beyond the existing ones; • lists the principles of teamwork and monitors group processes in the context of ESG values; • Characterizes the principles of cooperation with the environment based on CSR and ESG, and oversees the creation of messages and channels of information flow.. |





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| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none">• Discusses the basics of environmental protection and environmental hazards;• Discusses the legal requirements for the environment in the context of research and development. <p>Skills:</p> <ul style="list-style-type: none">• Develops the company's R&D strategy in the context of the idea of sustainable development;• Analyzes processes for risks, opportunities for improvement, and identification of environmental aspects;• Optimizes the use of technical infrastructure and machinery in accordance with the principles of sustainable development;• Monitors the provision of a safe working environment, observance of professional secrecy, professional ethics, and OSH, fire protection and environmental regulations;• Plans to improve his own skills and monitors the professional development of subordinate employees. <p>Attitudes:</p> <ul style="list-style-type: none">• Is prepared for interdisciplinary activities;• Is creative in shaping the sustainability of the company;• Is ready to apply innovative solutions for the sustainable development of the company;• Is prepared to work as a team in accordance with ESG principles;• Is prepared to work with the environment based on CSR and ESG. |
| <p style="text-align: center;">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none">• MBA in sustainable development management• Postgraduate studies in sustainable innovation and technology• Training for senior executives in sustainability management• Participation in sustainability events - conferences, workshops, webinars, etc.• Participation in panel discussions and forums on sustainable development• Managerial coaching• Study visits |





| 7. | IT DIRECTOR |
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| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Planning and implementation of strategies for the development of the company's / organization's IT resources;• Planning and implementation of new information systems to facilitate operations and support the management of the company/organization;• Organizing and day-to-day management of the subordinate IT department, including: hiring, firing, defining responsibilities, motivating and evaluating its employees, budget planning and controlling decision-making processes;• Selecting equipment suppliers and other external cooperating companies and participating in commercial negotiations;• Ensure compliance with applicable regulations of procedures and other internal regulations for data protection and security of the company's information systems;• Preparing reports and statements for the organization's management;• Coordinate cooperation with other departments of the organization, including cooperation with other members of senior management in the implementation and development of information technology;• Training and supervising the development of subordinate employees;• Improving one's own leadership and specialized skills;• Conducting market and competitive analysis;• Participate in the development of the organization's budget in the part related to the implementation and technological development of information resources;• Ensuring a safe working environment for the subordinate team, ensuring compliance with occupational health and safety rules and applying fire and environmental protection laws;• Creating an organizational culture focused on improving financial and organizational efficiency. |
| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to plan and implement strategies for the development of the company's / organization's IT resources based on high economic, social and environmental standards;• Knowledge and ability to implement the principles of circular economy and sustainable use of IT equipment;• The ability to plan and implement new information systems in accordance with the principles of sustainable development;• Ability to set goals, plan activities and monitor the work of the IT department based on CSR and ESG principles;• Ability to analyze business, cultural and socio-economic trends for sustainable management of the IT department;• The ability to improve one's own leadership and specialized skills;• The ability to ensure a safe working environment, ensure compliance with occupational health and safety rules, and apply fire and environmental protection laws |





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| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • creates a list of sustainability goals and prepares an action plan for implementation as part of the company's / organization's IT resource development strategy; • Discusses the principles of circular economy and sustainable use of IT equipment and develops a plan of action in this regard; • Develops a plan for implementing new information systems in accordance with the principles of sustainable development; • sets goals, develops an action plan and determines the results of the IT department's work based on CSR and ESG principles; • Analyzes business, cultural and socio-economic trends for sustainable management of the IT department; • Evaluates his skills and competencies and plans his own professional development; • The ability to supervise a safe working environment, compliance with occupational health and safety rules and the application of fire and environmental protection laws. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • Awareness of the impact of information technology on the environment, economy and society; • Promoting pro-environmental behavior with regard to IT products (reducing e-waste, taking care to recycle electronics, etc.); • The ability to cooperate with the environment, especially with IT suppliers, taking into account the principles of environmental and social responsibility; • Creativity in developing original pro-environmental solutions in the IT industry; • Promoting continuous professional development of IT staff. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • lists the IT factors that affect the environment, economy and society; • Identifies examples of pro-environmental behavior in the IT area; • Discusses the principles of cooperation with the environment, especially with IT suppliers, taking into account the principles of environmental and social responsibility; • Proposes alternative, out-of-the-box solutions to existing IT problems; • Justifies the need for continuous professional development of IT staff. |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Discusses the principles of circular economy and sustainable use of IT equipment. <p>Skills:</p> <ul style="list-style-type: none"> • Plans and implements tasks within the framework of the company / organization's IT resource development strategy based on high economic, social and environmental standards; • implements the principles of circular economy and sustainable use of IT equipment; • Plans and carries out tasks related to the implementation of new information systems in accordance with the principles of sustainable development; • Sets goals, plans activities and monitors the work of the IT department based on CSR and ESG principles; • Analyzes business, cultural and socio-economic trends for sustainable management of the IT department; • Evaluates his skills and competencies and plans his own professional development; • Supervises the safe working environment, compliance with the rules of occupational safety and health, and the application of laws on fire protection and environmental protection. |





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| | <p>Attitudes:</p> <ul style="list-style-type: none"> • Is aware of the impact of information technology on the environment, economy and society; • Promoting pro-environmental behavior with regard to IT products; • Is ready to cooperate with the environment, especially with IT suppliers, taking into account the principles of environmental and social responsibility; • Is creative in developing original pro-environmental solutions in the IT industry; • is oriented toward the continuous professional development of IT employees. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in responsible management in the digital reality • Training for senior management in new technologies for sustainable development • Participation in sustainability events - conferences, workshops, webinars, etc. • Participation in panel discussions and forums on new digital technologies in the context of sustainable development • Managerial coaching • Study visits |
| <p>8.</p> | <p>HUMAN RESOURCES DIRECTOR</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Conducting and supervising activities in the development of the company/organization's personnel strategy and policy; • Directing personnel administration, including supervising the work of the subordinate human resources management department; • Supervise the recruitment and selection processes of employees, including recruitment planning, overseeing the selection of channels to reach candidates and accepting selected candidates for work; • Planning and carrying out social and professional adaptation of newly hired employees; • Creation and implementation of effective incentive systems, including the development and adaptation of incentive measures to specific groups of employees; • Creating a compensation system in the company/organization; • Oversee training and professional development plans for employees based on the needs reported by managers, market offerings for training, and company/organization strategy; • Carrying out tasks arising from employee evaluation systems, including: designing the evaluation system, organizing and conducting cyclical and extraordinary evaluations, formulating conclusions of evaluations, etc; • Building a positive employer image; • Improving one's own competence; • Ensuring a safe working environment for the subordinate team, ensuring compliance with labor, health and safety, fire protection and environmental laws. |





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| <p style="text-align: center;">PROFICIENCY LIST</p> | <ul style="list-style-type: none"> • Knowledge of CSR and ESG principles and the ability to implement them as part of the company/organization's HR strategy and policies; • The ability to lead personnel administration / human resource management work based on CSR and ESG principles; • Knowledge of and ability to oversee the processes of recruitment, selection, adaptation and evaluation of employees in accordance with CSR and ESG standards; • The ability to form pro-environmental and civic behavior; • Ability to develop and implement effective incentive systems and compensation system in accordance with CSR and ESG standards; • Ability to oversee training and professional development plans for employees based on the needs of meeting sustainability goals; • The ability to update one's own professional knowledge and skills in CSR and ESG standards and procedures. |
| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Characterizes the principles of CSR and ESG in the strategy and personnel policies of the company/organization; • Develops standards for the work of the HR department of the company/organization based on CSR and ESG principles; • Discusses and monitors the course of recruitment, selection, adaptation and evaluation of employees in accordance with CSR and ESG standards; • Identifies examples of pro-environmental and civic behavior, diagnoses the progress of such behavior in employees; • Specifies principles in line with CSR and ESG standards applicable to incentive and compensation systems; • monitors training and professional development plans for employees based on the needs to meet sustainability goals; • Participates in training on CSR and ESG standards and procedures, and establishes a knowledge-sharing system within the subordinate team. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • Focusing on activities for the development of future generations; • Orientation to fair treatment, development and well-being of employees; • concern for the development of employees' "green skills" through: recruitment, selection and professional development, and employee evaluation; • Motivating employees to work towards the idea of sustainable development. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Indicates the effects of human activity on the environment, economy and society; • lists ethical principles and procedures for HR policies based on CSR and ESG principles; • Identifies examples of employee "green skills" in relation to recruitment, selection and professional development processes and employee evaluation; • Discusses ways to motivate employees to work toward the idea of sustainability. |





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| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none">• Characterizes CSR and ESG standards in the HR strategy and policy of the company/organization;• Discusses the process of recruitment, selection, adaptation and evaluation of employees in accordance with CSR and ESG standards. <p>Skills:</p> <ul style="list-style-type: none">• develops personnel administration goals based on CSR and ESG principles, plans activities in this regard, and monitors their implementation;• Supervises the processes of recruitment, selection, adaptation and evaluation of employees in accordance with CSR and ESG standards;• Shapes pro-environmental and civic behavior of subordinate employees;• develops effective incentive systems and a compensation system in accordance with CSR and ESG standards;• Oversees training and professional development plans for employees based on the needs of meeting sustainability goals;• Updates professional knowledge and skills on CSR and ESG standards and procedures. <p>Attitudes:</p> <ul style="list-style-type: none">• is focused on activities for the development of future generations;• Is oriented toward fair treatment, development and well-being of employees;• takes care of the development of "green skills" of employees through: recruitment, selection and professional development, and employee evaluation;• Motivates employees to work towards the idea of sustainable development. |
| OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND | <ul style="list-style-type: none">• MBA in sustainable development management• Postgraduate studies in CSR and ESG• Courses and training in sustainable human resource management• Participation in conferences, webinars, panel discussions, CSR and ESG forums• Participate in the activities of organizations dedicated to promoting CSR and ESG principles• Managerial coaching |





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| 9. | DIRECTOR OF LOGISTICS | |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Design, implementation and management of logistics operations;• Implement the company's personnel policy in the logistics department, including motivating, holding subordinate employees accountable, training and supervising their development in logistics-related skills;• Negotiate and coordinate the company's contacts with customers, partners and suppliers;• Searching for new suppliers, negotiating prices and terms of supply of materials and services;• Maintaining long-term cooperation with suppliers and other contractors;• Making plans and harmonizing the timing of goods; | |
| | <ul style="list-style-type: none">• Controlling the cost of delivery of goods, storage, etc...;• Cooperation with other company departments in the development of logistics systems;• Managing and streamlining processes related to logistics and storage of goods;• Managing inventory and keeping it at optimal levels;• Prepare relevant reports, summaries and quality presentations for the company's management and finance department;• Improving one's own competence;• Ensuring a safe working environment for the subordinate team, ensuring compliance with OSH, fire protection and environmental regulations. | |
| PROFICIENCY LIST | <ul style="list-style-type: none">• Knowledge and ability to implement standardization and legal requirements for environmental protection and ecological principles;• Knowledge and ability to implement green supply chain management (GSCM);• The ability to monitor the processes of disposal and recycling of waste materials;• Ability to work with suppliers and contractors based on GSCM principles and ethical requirements;• The ability to make optimal use of resources (elimination of empty mileage, turnover of reusable packaging, optimization of fuel consumption and CO₂ , use of alternative energy sources, full utilization of cargo space, increase in recycling);• Ability to oversee training and professional development plans for employees based on the needs of meeting sustainability goals;• The ability to update one's own professional knowledge and skills on GSCM standards and procedures. | |





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| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Discusses the standardization and legal requirements for environmental protection and the principles of environmentalism; • Discusses the principles of green supply chain management (GSCM) and plans activities in this regard; • Monitors the processes of disposal and recycling of waste materials; • Characterizes the principles of cooperation with suppliers and contractors based on GSCM principles and ethical requirements; • plans measures for optimal use of resources (elimination of empty mileage, turnover of reusable packaging, optimization of fuel consumption and CO₂ , use of alternative energy sources, full utilization of cargo space, increase in recycling); • monitors the process of improvement and professional development of employees based on the needs of achieving the Sustainable Development Goals; • Participates in training on GSCM standards and procedures, and establishes a knowledge sharing system in the subordinate team. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • Rapid response capability in green supply chain management; • flexibility of action based on the principles of environmentalism; • Sensitivity to the needs of consumers for organic products; • Team integration for effective green supply chain management; • Promoting pro-environmental behavior (including minimizing the use of materials, selecting materials that cause low environmental impact, etc.); • Openness to technological improvements and process improvements at every level of the supply chain to reduce environmental impact. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Develops rapid response procedures for green supply chain management; • Discusses alternative action plans based on the principles of environmentalism; • Indicates the needs of consumers for organic products and how to meet them; • establishes the principles of mutual assistance in the team, takes into account the opinions and suggestions of employees and proposes organizational solutions to improve working conditions and quality; • lists examples of pro-environmental behavior; • takes the initiative and applies the principles of creative problem solving at each level of the supply chain to reduce environmental impact |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Characterizes the standardization and legal requirements for environmental protection and the principles of environmentalism; • Discusses the principles of green supply chain management (GSCM). <p>Skills:</p> <ul style="list-style-type: none"> • Develops a plan for implementing green supply chain management; • Controls the disposal and recycling processes of waste materials and provides feedback; • Develops policies for working with suppliers and contractors based on GSCM standards and ethical requirements; |





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| | <ul style="list-style-type: none"> • Oversees the process of optimal use of resources; • monitors the improvement and professional development of employees based on the needs of achieving the Sustainable Development Goals; • Updates professional knowledge and skills on CSR and ESG standards and procedures. <p>Attitudes:</p> <ul style="list-style-type: none"> • Is prepared to respond quickly in green supply chain management ; • Is prepared to act flexibly based on the principles of environmentalism; • Demonstrates sensitivity to the needs of consumers for organic products; • Demonstrates responsibility for team integration for effective green supply chain management; • Is aware of the importance of pro-environmental behavior; • is open to technological and process improvements at every level of the supply chain to reduce environmental impact. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE ENHANCEMENT</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in environmental science • Training for senior management in sustainable supply chain management • Managerial coaching |
| <p style="text-align: center;">10.</p> | <p style="text-align: center;">MARKETING DIRECTOR</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">KEY PROFESSIONAL TASKS</p> | <ul style="list-style-type: none"> • Creating and overseeing the company's policies on marketing and management of trademarks, brand or group of brands; • Setting marketing objectives for the company and individual products and services or groups of products and services; • Planning and controlling marketing activities, including evaluating the implementation of the marketing budget; • Commissioning research on the market, consumer preferences and the company's external environment; • Analyzing the competition based on the received data aimed at modifying and improving the marketing strategy; • Analyzing distribution channels for their effectiveness; • Performing supervision of cooperation with external companies (advertising agencies, opinion poll companies, printers, media houses, suppliers, etc.); • Acquisition of media partners and management of cooperation with them; • Developing and optimizing the processes and structures responsible for marketing in the organization; • Co-creation of new products and services; • Implementation of personnel policies in the subordinate department, in particular, motivating and holding subordinate employees accountable, ensuring that they improve their skills and update their knowledge; |





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| | <ul style="list-style-type: none"> • Improving one's own competence; • Performing supervision of public opinion and image formation activities of the organization (public relations); • Ensuring a safe working environment for the subordinate team, ensuring compliance with OSH, fire protection and environmental regulations. |
| PROFICIENCY LIST | <ul style="list-style-type: none"> • Knowledge of sustainable marketing principles (sustainable research and analysis of the marketing environment, sustainable selection of target markets, sustainable marketing mix); • The ability to create a marketing strategy based on the integration of environmental, social and economic aspects; • The ability to plan and supervise marketing activities with a pro-social and pro-environmental dimension; • Ability to supervise cooperation with external companies (advertising agencies, survey companies, printers, media houses, suppliers, etc.) in accordance with the principles of sustainable development. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none"> • Discusses the principles of sustainable marketing; • Develops a marketing strategy based on the integration of environmental, social and economic aspects; • draws up a plan for marketing activities with a pro-social and pro-environmental dimension; • Establishes an action plan for the supervision of cooperation with external companies based on the principles of sustainable development. |
| LIST OF POSITIONS | <ul style="list-style-type: none"> • Awareness of ecological constraints and efforts to meet customer needs without deteriorating ecosystems; • Compliance with environmental ethics; • Promoting social justice and equality in marketing activities; • Viewing the relationship between business and its consumers in accordance with the principles of sustainable development |
| ATTITUDE VERIFICATION CRITERIA | <ul style="list-style-type: none"> • Indicates the effects of marketing activities on the environment; • lists the principles of environmental ethics and recognizes violations; • Discusses the impact of sustainable marketing on society; • Characterizes sustainable consumption patterns |
| IDENTIFICATION OF LEARNING OUTCOMES | <p>Knowledge:</p> <ul style="list-style-type: none"> • Characterizes the principles of sustainable marketing. <p>Skills:</p> <ul style="list-style-type: none"> • Develops a marketing strategy based on the integration of environmental, social and economic aspects; • Develops a marketing action plan with a pro-social and pro-environmental dimension; • Prepares an action plan for the supervision of cooperation with external companies based on the principles of sustainable development. |





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| | <p>Attitudes:</p> <ul style="list-style-type: none">• Is aware of ecological constraints and strives to meet customer needs without deteriorating ecosystems;• Is guided by environmental ethics;• is oriented toward promoting social justice and equality in marketing activities;• views the relationship between business and its consumers in accordance with the principles of sustainable development |
| <p>OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE ENHANCEMENT</p> | <ul style="list-style-type: none">• MBA in sustainable development management• Postgraduate studies in sustainable marketing and ESG• Training for senior executives in sustainable marketing• Sustainable leadership course• Participation in sustainable business and ESG events - conferences, workshops, webinars, etc.• Participation in panel discussions and forums on sustainable marketing and ESG• Managerial coaching |





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| 11. | PRODUCTION DIRECTOR / TECHNICAL DIRECTOR |
| KEY PROFESSIONAL TASKS | <ul style="list-style-type: none">• Developing the organization's production strategy and policy and the company's technical development;• Managing the work of the production area, with a particular focus on optimizing production processes;• Comprehensive management of technical departments (including activities related to: maintenance, infrastructure, utilities, investment projects, research and development, etc.) to ensure continuity, efficiency and optimization of production processes;• Organizing the work of the production department, taking into account the effective use of resources and achieving the established indicators;• Controlling production costs in terms of efficiency and meeting the established production budget;• Determining the work system and the number of production employees as needed in the departments concerned;• Exercise supervision over compliance with procedures, standards and policies in the production area;• Perform supervision of the appropriate technical level of technical documentation prepared in the company;• Managing the technical infrastructure and machinery park of the production department, ensuring the proper technical condition of the production premises and machinery and equipment, including supervising the implementation of scheduled repair, maintenance and overhaul work;• Developing, optimizing and implementing new solutions in the area of maintenance, in particular, implementing solutions based on good practices, including the elimination of risks in the area of health and safety, environmental protection, elimination and reduction of maintenance costs and optimization of the work of production department employees;• Exercise supervision over ongoing investments in the production department;• Planning and supervising the implementation of investment and optimization projects in the production area;• Preparing reports for the company's board of directors, executives, external entities, etc...;• Developing emergency procedures to prevent interruptions in the production department;• Directing the work of subordinate personnel, including: motivating, training and supervising the development of subordinate employees in the production and technical departments;• Improving one's own competence;• Ensuring a safe working environment for the subordinate team, ensuring compliance with OSH, fire protection and environmental regulations. |
| PROFICIENCY LIST | <ul style="list-style-type: none">• The ability to plan and implement production strategies and policies, taking into account the reduction of resource use and environmental emissions;• Knowledge and implementation of Life Cycle Thinking (LCT) and Life Cycle Assessment (LCA);• The ability to invest in the company's machinery in accordance with the goals of sustainable development (technological eco-innovation);• Eco-design skills (taking into account at the design stage of products their life cycle and environmental impact);• Knowledge of and ability to implement environmental management systems, including in order to obtain the right to eco-label products. |





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| <p style="text-align: center;">SKILL VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Develops the organization's production strategy and policy with a view to reducing resource use and environmental emissions; • Discusses the essence and implementation plan of Life Cycle Thinking (LCT) and Life Cycle Assessment (LCA); • develops a plan to invest in the machinery of the enterprise in accordance with the goals of sustainable development (technological eco-innovation); • designs products taking into account their life cycle and environmental impact; • Discusses and develops a plan to implement environmental management systems, including to obtain the right to eco-label products. |
| <p style="text-align: center;">LIST OF POSITIONS</p> | <ul style="list-style-type: none"> • A holistic approach to the wealth creation process, with an emphasis on reducing negative environmental, social and economic impacts; • Thinking about a company in terms of the life cycle of its products and processes (LCT); • Orientation to the conscious use of pro-environmental products and materials, sourcing of raw materials from natural sources, energy production. |
| <p style="text-align: center;">ATTITUDE VERIFICATION CRITERIA</p> | <ul style="list-style-type: none"> • Explains what a holistic approach to the process of creating goods is in order to reduce the negative impact on the environment, society and the economy; • Thinking about a company in terms of the life cycle of its products and processes (LCT); • presents a plan for the use of pro-environmental products and materials, obtaining raw materials from natural sources and energy production. |
| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none"> • Characterizes the organization's production strategy and policy, taking into account the reduction of resource use and emissions to the environment; • defines Life Cycle Thinking (LCT) and Life Cycle Assessment (LCA); • describes environmental management systems and the principles of eco-labeling products. <p>Skills:</p> <ul style="list-style-type: none"> • Develops a plan to implement Life Cycle Thinking (LCT); • Monitors the implementation of the organization's production strategy and policy based on the principles of reducing resource use and environmental emissions; • Develops a plan for technological eco-innovation in the enterprise; • Develops design principles for products taking into account their life cycle and environmental impact; • draws up plans to implement environmental management systems, including for the purpose of obtaining the right to eco-label products. <p>Attitudes:</p> <ul style="list-style-type: none"> • has a holistic approach to the wealth creation process, with an emphasis on reducing negative environmental, social and economic impacts; • is guided by thinking about a company in the context of the life cycle of its products and processes (LCT); • is oriented towards the conscious use of pro-environmental products and materials, sourcing of raw materials from natural sources, energy production. |





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| <p style="text-align: center;">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none"> • MBA in sustainable development management • Postgraduate studies in sustainable production • Training in Life Cycle Assessment methodology • Participation in Life Cycle Assessment seminars and webinars • Study visits • Managerial coaching |
| <p style="text-align: center;">12.</p> | <p style="text-align: center;">DIRECTOR OF ENERGY</p> |
| <p style="text-align: center;">KEY JOB TASKS</p> | <ul style="list-style-type: none"> • Planning and managing the overall processes of acquisition, production, distribution and use of energy utilities in the organization; • Implementation and development of an integrated energy management system based on ISO 50001 or an environmental management system with certification; • Conducting the energy planning process and cooperating with the management and various departments of the organization in this regard; • Organizing energy audits to perform calculations on proposed energy efficiency projects and provide information on energy savings and environmental impacts; • Identifying areas of significant energy use and opportunities to improve the organization's energy efficiency; • Planning the capital expenditures necessary to implement energy management strategies and energy programs; • Developing, implementing and monitoring energy programs and energy management systems, as well as coordinating the work of all departments of the organization involved in the energy program implementation process and reporting the results to management; • Reporting of energy result indicators to the board of directors and the institution acting as regulator; • Supervising and directing investment and modernization projects and works related to the construction of energy facilities, networks and equipment in the company; • Supervising the making of technical arrangements and conducting negotiations with power grid operators; • Providing oversight of the technical condition of the organization's energy installations, networks and equipment, including overseeing the billing of energy consumption, ensuring the monitoring and reporting of energy consumption and the status of power supply from the grid; • Optimizing energy installations within the organization to implement solutions aimed at reducing energy consumption, minimizing harmful environmental impacts, and ensuring the continuous supply of utilities to production departments; • Planning, implementing and supervising the operation of the organization's energy management information systems; • Identifying the need to obtain external technical or expert support for energy management in the organization, including sourcing external providers of such services; • Preparing reports on energy management; • Ensuring a safe working environment for the subordinate team, ensuring compliance with occupational health and safety rules and applying fire and environmental protection laws. |





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| PROFICIENCY LIST | <ul style="list-style-type: none">• Knowledge of sustainable energy technologies;• Knowledge of the organization's energy management system according to the ISO 50001 standard;• The ability to plan and implement sustainable energy management policies and strategies in the organization, including investing in green energy;• The ability to supervise the energy management system, including measurement and analysis;• The ability to negotiate contracts for in-house energy production. |
| SKILL VERIFICATION CRITERIA | <ul style="list-style-type: none">• Characterizes sustainable energy technologies.• Discusses the organization's energy management system according to the ISO 50001 standard;• Develops a plan for implementing sustainable energy management policies and strategies in the organization;• applies negotiation techniques to contractors in connection with the production of their own energy;• monitors the operation of the energy management system, including making measurements and analyses. |
| LIST OF COMPETENCIES | <ul style="list-style-type: none">• Systems thinking for sustainable energy management;• The ability to anticipate future energy problems;• Strategic thinking focused on developing strategies for sustainable energy management;• Interpersonal competence in dealing with the public;• Awareness of the need to update knowledge and improve professional skills. |
| COMPETENCE VERIFICATION CRITERIA | <ul style="list-style-type: none">• Identifies, analyzes and implements system changes for sustainable energy management;• Analyzes the energy environment and problems, gathers information on the situation and trends in sustainable energy management;• Identifies, sources and processes information and performs strategic analysis to formulate a strategic mission in the area of sustainable energy;• defines the principles of cooperation, building and developing relationships, and ways to resolve problem situations with external and internal stakeholders;• Plans his own professional development. |





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| <p style="text-align: center;">IDENTIFICATION OF LEARNING OUTCOMES</p> | <p>Knowledge:</p> <ul style="list-style-type: none">• Characterizes sustainable energy technologies;• Discusses the organization's energy management system according to the ISO 50001 standard. <p>Skills:</p> <ul style="list-style-type: none">• Develops a plan for implementing sustainable energy management policies and strategies in the organization;• applies negotiation techniques to contractors in connection with the production of their own energy;• Controls the operation of the energy management system, including making measurements and analyses. <p>Attitudes:</p> <ul style="list-style-type: none">• is focused on systems thinking in sustainable energy management;• Is capable of predicting future energy problems;• demonstrates strategic thinking aimed at developing strategies for sustainable energy management;• applies the principles of good interpersonal communication in the area of sustainable development;• Updates knowledge and improves professional skills. |
| <p style="text-align: center;">OPPORTUNITIES FOR GROWTH, DEVELOPMENT PATHS AND COMPETENCE</p> | <ul style="list-style-type: none">• MBA in sustainable development management• Postgraduate studies in energy management• Training for senior managers on energy management in the enterprise• Participation in seminars and webinars on sustainable energy management• Study visits• Managerial coaching |





IRISH EXPERIENCE IN THE AREA OF COMPETENCY MAPPING FOR SUSTAINABILITY MANAGEMENT

Figure 5 The competence map for ESG managers



The purpose of this chapter is to present the findings of a review of ESG manager competencies and competency requirements in the ESG sector in Ireland. The above competency map was prepared using information from a wide range of sources available in Ireland, which allowed for a comprehensive analysis of the ESG sector and the sustainability of sustainable market managers in Ireland.





The competence map for ESG managers has been developed with the use of the following materials:

- *'Ireland for Finance – the strategy for the development of Ireland's international financial services sector to 2025'* launched by the Government in April 2019
- *'Report for Sustainable Nation and Sustainable Finance Skillnet'*, Deep sector analysis of future Sustainable Finance skills and talent requirements in Ireland, 2022
- *'Ready for the Change? An analysis of Irish companies ESG Readiness'*, KPMG 2021
- *'Roadmap to Leadership'* World Business Council for Sustainable Development, March 2022
- *'Organizational Competencies in the Development of Environmental, Social, and Governance (ESG) Criteria in the Industrial Sector'* M. Sierdovski, L.A, Pilatti and P. Rubbo, Sustainability Report October 2022
- *Global Green Skills Report 2022*, LinkedIn Economic Graph
- A thorough analysis of ESG manager job descriptions available in Ireland using www.linkedin.com as a source of information

Ireland is on the right path to become one of the best locations of choice for ESG and sustainable development. It plays a strategic role in recognising growth across all sectors of ESG and sustainability markets including adapting to market changes and the need for skilled employees within the sector.

The Green Industry is becoming increasingly important for Ireland as the market is rapidly expanding and the need to develop products, skills and innovations in line with sustainability and the green industry is becoming more needed each day. Ireland has the potential to meet global demands for employment, growth and meeting stakeholder needs as well as creating a large export platform of green skills to numerous countries which in turn will mobilise the public and private capital and expertise needed to deliver local and national ESG goals and sustainable development. As Deloitte estimates³², €50 bn of financing is required to deliver the sustainable infrastructure investment set out in the Government's National Development Plan 2018- 2027 as part of the overall strategy to meet Ireland's 2030 decarbonisation targets which are currently one of the most important targets when it comes to sustainability and ESG in Ireland.

It is also important to provide examples of companies on the Irish market which focus on sustainability, ESG, the green industry and quality assurance.

Furthermore, the research conducted found that there is no division when it comes to managerial levels in Ireland and all ESG Managers are expected to have the same level of competences, although the job

• ³² *'Report for Sustainable Nation and Sustainable Finance Skillnet'*, Deep sector analysis of future Sustainable Finance skills and talent requirements in Ireland 2022





descriptions may differ as it will be analysed further on in the test, the general competences needed remain uniform across different job titles.

ESG case studies, Ireland

Research conducted showed that even the biggest companies in Ireland are putting a big emphasis on the social aspect of ESG and building community relationships especially post Covid-19 pandemic. Below are case studies which showcase the ESG strategies that companies are using in order to fulfil the social aspect of ESG.

This can aid ESG managers as well as companies who want to become more sustainable and act according to ESG goals in providing good practices and ideas on social development.

McDonald's UK & Ireland

Under its four main pillars of Planet Positive, Great Food, Great Restaurants, and People Positive, McDonald's UK & Ireland's sustainability plan, Plan for Change, includes community- and people-related commitments. McDonald's UK& Ireland Human resources team says, "We will provide training, job experience, and equal employment opportunities to support our communities in acquiring new skills and opening doors."³³ By 2024, every restaurant must employ young people, by 2025, 3,000 apprentices must be supported, and by 2030, 1 million individuals must be assisted in acquiring new skills and finding employment³⁴. It's about utilising skills, and one of them has always been providing opportunity for others.

McDonald's has teamed with Children in Need to assist achieve their goal of having a youth worker in every store by 2024. The goal is to use the system to benefit communities. Franchisees will collaborate with youth workers and other partners on the matters that matter most to their neighbourhood in terms of sustainable development³⁵.

Microsoft UK & Ireland

Microsoft assisted its clients in making the switch to fully remote or hybrid working throughout the pandemic, and Microsoft Teams came to be relied upon by numerous businesses all over the world. "To empower every person and organisation on the planet and to achieve more. Microsoft sees its mission as being more important than simply offering software and services. The effect is what matters, not the technology"³⁶ said Andrea Winfield, general manager of HR Western Europe.

³³ CIPD, Ireland, 2022

³⁴ CIPD, Ireland, 2022

³⁵ CIPD, Ireland, 2022

³⁶ CIPD, Ireland, 2022





Microsoft is a key player in the growth of Ireland's digital economy. It started the "Get On" programme in 2020 with the goal of helping 300,000 individuals find tech jobs and 1.5 million people start careers in technology. This is made available through the ecosystem and partner network of Microsoft.

Employee resource groups (ERGs) are an intriguing method Microsoft use to interact with various communities. In order to create allies and assure inclusion for everyone, the ERGs play a crucial role both inside and outside.

ESG job descriptions, Ireland

The below are two of the job descriptions of an ESG manager found on LinkedIn³⁷ in order to showcase the needed competences, skills and key responsibilities of an ESG manager in Ireland as of November 2022.

Exact job examples taken from LinkedIn³⁸

ESG Manager

Marlet property group is one of Ireland's premier residential developers currently building a mix of high end and large-scale apartments, retail, logistics and office buildings in Dublin, have a unique opportunity for an Environmental, Social and Governance manager to join their team in Dublin.

This role reports to the Head of Development and is responsible for the delivery and co-ordination of the ESG strategy in the in the business. The candidate will be the driving force in the company's journey in ensuring we carry out our activities as sustainably as possible.

Key Responsibilities:

- Drive the delivery of the ESG policy, in collaboration with colleagues across the business, embedding it throughout the organisation
- Responsible for ESG reporting requirements & management of the data collection process
- Concluding on our work committing to science-based targets and mapping our way to success
- Monitoring and analysis of data to support GHG emissions KPIs
- Develop the businesses stakeholder engagement ensuring alignment with sustainability policy and ambitions
- Work with our contractors to deliver on our ESG commitments
- Provide ESG input into commercial decisions
- Attend industry events, forums, conferences and working groups representing Marlet.
- Be informed and up to date on best practice developments in the industry

³⁷ <https://ie.linkedin.com/jobs/esg-jobs?currentJobId=3382042293&position=4&pageNum=0>

³⁸ <https://ie.linkedin.com/jobs/esg-jobs?currentJobId=3382042293&position=4&pageNum=0>





- Promoting a sustainability culture across the company

The Candidate:

- Strong background in sustainability
- Relevant third level qualification (Environmental science, engineering, sustainability)
- Practical experience managing ESG programmes in business
- Excellent organisational and document control skills
- Strong written and verbal communication skills
- Confident working with people at all levels and willing to work in a team
- Self-motivated with the ability to work on own initiative
- Awareness of carbon reporting and accounting

In order to provide more insight into the ESG market in Ireland the below is a more in-depth job description³⁹ of a managerial role which focuses on the governance aspect of ESG.

Risk & Governance Manager Role

- Risk & Governance Manager will be responsible for implementation and management the Risk Assurance Framework and governance pillar for the business. Working across the organisation
- the role will work with risk holders, increasing understanding of risk, controls and improving their risk management. The role will provide support to the Audit & Risk Committee members
- providing a resource for undertaking deep dives to assess assurance provided and report to ARC.

Role: Risk & Governance Manager

Job Description

Main Responsibilities:

Risk Management

- Monitor, assess, and recommend solutions to emerging risks both within the organisation, the sector, political and economic environment
- Apply understanding of internal audit standards, policies, and local regulations to provide timely audit assurance
- Management of the annual internal audit planning process, and relationship with external providers
- Conduct operational, compliance, financial, and investigative audits; including process reviews, segregation of duties reviews, procedures reviews, and other global controls reviews
- Prepare audit reports and work papers to ensure adequate documentation exists to support the completed internal audit and conclusions

³⁹ <https://ie.linkedin.com/jobs/esg-jobs?currentJobId=3382042293&position=4&pageNum=0>





- Identify, recommend, and resolve improvements to processes and controls
- Timely monitoring and escalation, if required, of the implementation of recommendations
- Develop and maintain relationships with senior management and key stakeholders across the business
- Responsible for implementing the risk assurance strategy along with policies.
- Ensure that the departmental processes and controls are being effectively
- implemented through appropriate design, focus, direction and control of inherent risks, detection risks, and control risks
- Manage and coordinate the company risk register, leveraging the bow-tie risk and
- Three Lines of Defence methodologies
- Lead company building and business insurance renewal, risk assessment of cover, monitoring operational activity, advising internally, and liaising with the broker.
- Leading on quarterly claims review and supporting claims learning across the organisation
- Undertake regular checks on compliance with insurance policy requirements, report findings and advise on action plans
- Lead on Risk reporting to Operations, Executive, Audit & Risk Committee and Board teams in line with meeting calendars
- Support business to design and implement process controls in their departments.
- Lead independent internal testing of processes and controls to provide audit assurance to ARC and Board
- Providing horizontal oversight of all risk issues and events through designing and implementing reporting and governance routines
- Providing qualitative and quantitative analysis on risk issues and events to the business to drive risk-based decisions to strengthen the control environment
- Coordinating self-assessments / attestations to ensure timeliness and completeness as well as monitor any remediation required
- Third Party Risk Management reviews
- Support enhancement and testing of anti-money laundering and anti-fraud policies and controls, to protect company assets
- Assist departments to build process maps with sufficient controls, authorisations, and routine monitoring in place

Governance

- Provide corporate governance support to company secretary within role responsibilities
- Assist with compliance with relevant statutory and regulatory corporate governance matters
- Lead on finance statutory regulatory returns
- Promote and embed a strong Risk Culture across the organisation





- Stay up to date with any local laws and regulatory changes, and ensure those requirements are communicated and implemented across the business
- Support the implementation of ESG framework and reporting as required
- Assist in maintaining, improving, and building out a governance framework and reporting
- Conducting independent governance effectiveness reviews and assessments.
- Delivering training and development support to business on topics such as governance, risk, regulatory and legal requirements developments

Other

- Ad-hoc projects, including research of finance and accounting problems, gather information to support analysis and provide audit support
- Manage the planning and implementation of process improvement and change management initiatives for the Finance department
- Accountable for the preparation of Executive and Board risk and internal audit papers
- Communicates regulatory, financial information and complex strategic issues in a clear, concise, and relevant manner to assist & guide decision-makers in property transactions

Corporate Responsibilities

- Ensuring all activity is aligned to the companies values and contributes to the mission of supporting the development of thriving communities
- Adhering to all company policies and procedures at all times
- Exercising discretion at all times
- Fulfilling all care and high standards regarding both the companies and your own health and safety obligations

General

- adopt an approach of continuous learning and personal development
- To positively promote the Association in all activities
- Any other duties which are consistent with your role

Core Competencies

- Leadership
- Caring
- Responsibility
- Collaboration
- Customer Centric
- Sustainability

Departmental Competencies

- Attention to Detail
- Financial & Regulatory Acumen
- Analytical & Problem-Solving Skills





Education / Qualifications Essential Desirable

- Degree level
- Qualified accountant and/or Risk management qualification

Knowledge / Skills Essential Desirable

- I.T. skills to higher level including excel
- Risk management and control environment knowledge
- Attention to detail
- Problem solving skills
- To plan and organise at organisation and personal level
- Ability to adapt to new IT systems
- Excellent communication skills, verbal, written, report writing, presentation
- Strong analytical & statistical skills
- Strong influencing skills

Experience

- Experience of working in a property orientated environment or similar SME
- Experience of working in a team environment
- Experience of working with senior management
- Experience of developing and managing Risk assurance

Based on the two above job examples, it can be concluded that despite both jobs focusing on ESG management, the governance management role is more demanding than the ESG manager despite one focussing specifically on the governance aspect of ESG.

Therefore, based on the above examples and research conducted with the use of materials available on the Irish market and an extensive Irish ESG market analysis, the below competences map of competencies, skills and knowledge needed by ESG managers has been developed in order cover all aspects of ESG management.





COMPETENCES MAP FOR ESG MANAGERS

Specialised competences of an ESG manager

- Knowledge of the ESG and CSR subject.
- Knowledge of ISO 26000
- Knowledge of the CSRD Directive
- Ability to create links between theory and practice of ESG and CSR
- Ability to supplement the content in relation to new solutions emerging in the field of ESG and CSR and the topic surrounding them.
- Ability to successfully familiarise themselves with the Environment and Social Management System
- Ability to successfully develop, implement and monitor ESMS across all operational levels
- Ability to coordinate ESG and CSR incentives successfully
- Compliance with law and regulations surrounding ESG and CSR
- Coordinate working with Human Resources and leaders across all operational regions that the company operates at
- Know how to main and update company accident forms
- Know how to report to stakeholders regarding any accidents
- Ensure that the company applies the implementation of ESG and CSR across all levels.

Qualifications and experience

- Undergraduate degree or above in ESG discipline or related field
- Professional qualification in ESMS or equivalent
- Experience in Environment, Health and Safety management.
- Advanced working knowledge of ESMS
- Advanced working knowledge of auditing techniques
- Experience in managing emergency response
- Experience in implementing and managing Occupational Health and Safety Programs in a workplace
- Experience in conducting supplier audits
- Experience in conducting internal audits
- Efficient use of Microsoft package including excel
- Desired fluency in another language

Regulatory skills

- Ability to monitor the effectiveness of implementation the appropriate policies, procedures and regulations in their place of work
- Ability to update appropriate policies, procedures and regulations line with changes in laws, regulations and corporate directives





- Ability to review and ensure compliance with management plans and procedures
- Ability to provide advice and guidance to teams that require support in implementing relevant laws and regulations.

Social and Managerial Competencies

An ESG manager should have the skills to:

- Organise their own work and the work of other employees in relation to ESG and CSR
- Establish cooperation and appropriate climate in the workplace and conflict resolution
- Take responsibility
- Lead, organise and coordinate, guide, motivate and make decisions in the field of management, ESG and CSR depending on the situation
- Think analytically in the subject of ESG and CSR
- Focus on growth of ESG within the workplace
- Focus on performance of ESG
- Focus on the added value of ESG
- Understand the strategic management of ESG

Innovation Competencies

An ESG manager should have the skills to:

- Organise learning capacity and relevant training in the workplace
- Be collaborative with partners/ outside organisations
- Think innovatively and have the know-how in relation to new technologies
- Spark interest in new ideas within the workplace
- Use new technology e.g., Machinery, computer operating systems and internet-based applications
- Influence the knowledge of others in order to develop the capacity for innovation and creativity within the workplace

Corporate Social Responsibility Competencies

An ESG manager should have the skills to:

- Create CSR trends
- Create Governance policies in line with CSR
- Evaluate the performance of ESG strategies
- Communicate ESG and CSR practices in the workplace to improve transparency and legitimacy
- Promote sustainability
- Assess performance of ESG and CSR in the workplace

Leadership Competencies

An ESG manager should have the skills to:

- Be task orientated





- Take responsibility for CSR and ESG practices in the workplace
- Establish relationships with ESG and CSR stakeholders
- Be task orientated
- Manage ESG and CSR change
- Be persuasive
- Adhere to the given Human Resources Management practises
- Implement ESG practices
- Create a workplace culture of taking care of the employee wellbeing
- Support other management staff with ESG and CSR practices
- Understand the relationship between management and stakeholders

Organisational Effectiveness Competencies

An ESG manager should have the skills to:

- Collaborate with ESG and CSR experts
- Maintain employee engagement in order to promote a culture of ESG success
- Be dynamic and adaptable to change in ESG
- Align ESG and CSR strategies in order to increase efficiency
- Develop strategies in order to maximise the competencies of other employees in the field of ESG and CSR
- Develop strategies to enhance the ability of employees to achieve goals set out in ESG and CSR policies.

Environmental, Social and Governance Indicators

In order to disclose the Environmental, Social and Governance Indicators, an ESG manager should have the skills to:

- Maintain the quality of ESG research
- Evaluate the socio-economic and quality performance of employees
- Access credit rating
- Focus their reports on resources and ESG governance factors as well as market value
- Present ESG criteria in reports
- Analyse the performance of corporate governance by disclosing ESG information
- Make managerial decisions in ESG
- Develop ESG in order to gain market value

Learning Competencies

An ESG manager should have the skills to:

- Focus on the organisational development of ESG
- Assess the quality of ESG skills of the employees in order to maximise their performance
- Research new ESG and CSR strategies that can be applied in the workplace





- Create intellectual capital

Creativity Competencies

An ESG manager should have the skills to:

- Develop ESG training programs
- Develop creativity programs
- Inspire and create ESG knowledge capacity in the employees
- Inspire ESG knowledge sharing

IT Competencies

An ESG manager should have the skills to:

- Maximise the performance of ESG implementation through different IT programs
- Develop IT skills needed to manage ESG
- Focus on IT and ESG system synergy
- Seek the improvement of IT performance within the workplace in order to further develop ESG management

Dynamic Capability Competencies

An ESG manager should have the skills to:

- Create governance actions
- Implement environmentally correct projects and strategies
- Promote Human Rights within the workplace
- Promote Labour Rights within the workplace
- Develop relationships with suppliers
- Develop ESG and CSR strategies which meet societal expectations
- Search for resources which achieve efficiency within ESG and CSR

Multidisciplinary Sustainability Competencies

An ESG manager should have the skills to:

- Focus on sustainability
- Focus on economic, social and environmental issues
- Analyse financial data
- Implement actions focused on ESG
- Improve organisational reputation based on ESG





GLOSSARY:

ESG - Environmental, Social, Governance. ESG adopts the comprehensive viewpoint that sustainability encompasses more than simply environmental concerns. The ideal way to define ESG is as a framework for stakeholders to understand how a business is handling opportunities and risks connected to environmental, social, and governance criteria.

THE ENVIRONMENTAL IMPACTS AND RISK MANAGEMENT PROCEDURES of a company - referred to as environmental criteria. These include the company's overall resilience to physical climate threats, stewardship over natural resources, and direct and indirect greenhouse gas emissions (like climate change, flooding, and fires). The ties between a company and its stakeholders are referred to as the social pillar.

GOVERNANCE - describes the direction and management of a business. ESG analysts will work to get a deeper understanding of the ways in which shareholder rights are perceived, how incentives for leadership are related to stakeholder expectations, and what kinds of internal controls are in place to encourage leadership accountability and transparency.

ISO 2600 - offers direction to individuals who understand that respect for the community and the environment is essential to success. Application of ISO 26000 is increasingly seen as a means of evaluating an organisation's commitment to sustainability and its overall performance, in addition to being the "right thing" to do.

CSRD EU DIRECTIVE - The Corporate Sustainability Reporting Directive (CSRD) is scheduled for adoption by the EU in October 2022. The CSRD seeks to guarantee that businesses disclose adequately to the public the risks, opportunities, and effects of their operations on people and the environment.

CSR – Corporate Social Responsibility is a self-regulating business model that enables an organisation to be socially accountable to itself, its stakeholders, and the general public.

GLOBAL HR - In order to maximise productivity and engagement, global businesses must manage the geographic, linguistic, and cultural diversity within their workforce.

COMPLIANCE- the ability to act according to an order, set of rules or request.

ESMS- Environmental Sustainability Management System. An organisation may assess, manage, and mitigate the environmental effect of its operations, goods, and services, and operate with more efficiency and control by implementing an environmental and sustainability management system, which is a collection of management processes and procedures.

SUSTAINABILITY - Sustainability may be defined as the capacity to support or maintain a process across time. Sustainability aims to stop the depletion of natural or physical resources in business and policy contexts so that they will be accessible in the long run.

SUSTAINABLE FINANCE - "Sustainable Finance" has many definitions however, it generally refers to any financial service that incorporates ESG factors into decision-making for company or investments in order to benefit both investors and society at large in the long run.

Glossary developed on the basis of:





Deep sector analysis of future Sustainable Finance skills and talent requirements in Ireland,
NOVEMBER 2019, Skillnet.

<https://corporatefinanceinstitute.com/resources/esg/esg-environmental-social-governance/>

<https://www.investopedia.com/terms/s/sustainability.asp>

<https://www.iso.org/iso-26000-social-responsibility.html>





ESG and managerial competencies in Hungary

The purpose of this paper is to present the Hungarian approach to the idea of sustainable development and to analyze managerial positions operating in the area of sustainable development. On their basis, an attempt was made to detail a group of basic competencies required by employers and professional tasks set for ESG managers. The study was prepared based on a content analysis of job advertisements in Hungary, posted on LinkedIn. Approximately 300 job postings were analyzed.

Hungarian understanding of sustainability

There is a growing awareness among businesses in Hungary of the importance of sustainability. The concept of ESG - the measurement and quantification of a company's actions in terms of social and environmental commitments - is gaining prominence in the operation of many companies. The purpose of this concept is to show that business can be responsible to the environment in which it operates. The growing role of sustainability is also being driven by current geopolitical events, including the current energy crisis.

In November, the Planet Budapest 2021 Sustainability Expo and World Meeting was held in Budapest, seeking answers to the question of how to reduce the risks posed by climate change in a post-covid world. Hungarian sustainability managers and leaders with green values asserted that climate protection can be effectively implemented in all areas of their business, from production to supply chains. They said that sustainability management is no stranger to those who are aware of the definition of corporate social responsibility, or CSR. For many, however, sustainability is a concept that is not fully understood, so a proper and effective marketing strategy is needed to implement it. To understand this idea better, a good example is a study conducted by the Statista portal, which summarized the business travel of employees of large German companies. It turns out that during 2021 alone, nearly 190 million business trips to congresses, trade fairs and conferences were made by airplane, with at least 60 percent of them lasting just one day. This can hardly be called an environmentally friendly solution, and in the years following the COVID-19 epidemic it will be completely unacceptable.⁴⁰ Sustainable development is strategic development that, in a complex system of society, economy and nature, ensures that the needs of the present generation are met without in any way diminishing

⁴⁰ <https://itbusiness.hu/technology/aktualis-lapszam/human/uj-karrierszakma-a-fenntarthatosagi-menedzser/>; [dostęp:02.11.2022 r.]





the opportunities of future societies. Nowadays, CSR is often referred to as corporate social consciousness, and companies that prioritize such activities are socially conscious companies. The Hungarian Managers Association's definition is much more accurate: CSR is a unified and general philosophy of business management and operation that emphasizes the mobilization of human resources rather than the depletion of natural and economic resources, in order to promote the sustainable development of the present and, above all, the future .⁴¹.

The increased interest in sustainability in Hungary, as well as the imposition of sustainability obligations on companies and consumer expectations, are contributing to the emergence of new professions and roles in the area of sustainability in business. The Explanatory Memorandum to the Directive of the European Parliament and of the Council on Corporate Sustainability Due Diligence and amending Directive (EU) 2019/1937 can read, among other things, that:

The behavior of companies from all sectors of the economy is crucial for the Union's successful transition to a climate-neutral, green economy in line with the European Green Deal and for the achievement of the UN's Sustainable Development Goals, including human rights and environmental goals. This entails the need for companies to implement comprehensive procedures for mitigating risks associated with adverse human rights and environmental impacts in their value chains, to integrate sustainability aspects into their corporate governance and management systems, and to embed business decisions in a framework that takes into account human rights, climate and environmental impacts, as well as the company's resilience in the long term .⁴².

The above passage indicates that the role of those responsible for preparing, implementing and monitoring ESG strategies at individual entities will become increasingly important. This is confirmed by the wide range of managerial positions in the ESG area shown below, which at the same time demonstrates a deep understanding of the issue among Hungarian entrepreneurs.

Examples of job positions in the ESG area:

- ESG Manager/Sustainability Manager;
- ESG risk monitoring expert;

⁴¹ Ibidem.

⁴² <https://eur-lex.europa.eu/legal-content/PL/TXT/HTML/?uri=CELEX:52022PC0071&from=EN>
[dostęp:02.11.2022 r.]





- Senior ESG consultant;
- ESG reporting specialist;
- Sustainability Consultant;
- Sustainability and climate change consultant;
- Sustainability analyst;
- ESG compliance auditor;
- ESG product manager;
- ESG strategy and development manager;
- ESG research manager.

Most common requirements for an ESG management position:

- 3-5 years of professional experience;
- University degree - science and natural sciences preferred;
- Experience in implementing regulatory and business requirements;
- Knowledge of national and EU environmental regulations;
- Willingness to develop in all ESG areas;
- Interest in sustainability topics;
- analytical thinking;
- problem-solving skills;
- Openness to changes in the ESG sector;
- Openness to a multi-tasking and fluid work environment;
- openness to new challenges;
- strong communication skills;
- ability to work under time pressure;
- Ability to explain complex issues in a clear and concise manner;





- ability to motivate the team;
- adherence to ethical principles;
- creativity in action;
- strategic and proactive thinking, willingness to innovate and develop new solutions;
- ability to organize the work of oneself and others;
- Experience in conducting internal audits;
- Proficient use of Microsoft suite, including Excel;
- fluency in another foreign language desirable.

Key professional tasks of a manager in the ESG area:

- Preparation, implementation and monitoring of the entity's ESG strategy;
- Development of internal regulations in the ESG area, taking into account legal requirements and other guidelines;
- reporting the entity's activities in terms of ESG factors;
- Communication and promotion of ESG activities;
- Monitoring ESG market trends;
- Coordinating with other units of the entity in the implementation of strategic projects and product initiatives taking into account ESG factors;
- Preparation of management analyses and summaries, corporate materials and presentations;
- Supervision of the ESG team, including monitoring the performance of tasks, providing substantive support, and ensuring that team members' skills are upgraded;
- Collecting and analyzing ESG information in the context of identifying and monitoring risks to sustainability;
- conducting internal audits on the implementation of the ESG strategy and reporting the results of the audits;





- keeping abreast of ESG legal developments and intermediate regulations.

The type of qualifications required for ESG positions generally depends on the ESG area in which the individual intends to work. Some areas will obviously require specialized knowledge and/or degrees and experience.

The analysis of job positions made it possible to list 5 areas in which ESG specialists are most in demand:

1. Engineering:

- A university degree in engineering, environmental management, sustainability or related fields;
- Familiarity with IT tools used in the ESG field, e.g. for data modeling and dashboard development.

2. Finance and banking:

- Qualifications in finance, accounting, economics, commerce or banking

3. Data analytics:

- Graduate degree in fields such as sustainability, environmental science or related fields;
- Strong communication and analytical skills;
- attention to detail;
- understanding of sustainability indicators;
- familiarity with data management software such as Excel.

4. Consulting:

- university education in various disciplines;
- Industry experience and knowledge - usually in environmental and social management, sustainability, finance, law, economics;
- Project management experience;
- -strong communication skills.

5. Research:





- Proficiency in analyzing large amounts of data;
- years of practical experience in the field;
- Science or natural science background preferred.





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Appnedix 1 – TEST - basic level

1. the company's pro-environmental activities influence:

1. increase in the cost of doing business
2. gaining a reputational advantage over competitors and being able to expand the number of markets
3. Employment growth associated with the need to implement environmental standards

2. Green jobs include:

- (i) Companies that incorporate the principles of sustainable development in their operations
- (ii) National parks, nature reserves, state forests, etc.
- (iii) Only companies operating in industries that directly and on a large scale affect the possibility of curbing climate change

3. The key tasks of a marketing manager do not include:

- 1) analyzing market reports and forecasts, participating in the launch of new products and services on the market
- 2) building brand awareness, searching for new markets
- c) supervision of PR activities, supervision of the proper implementation of the customer service process

4. The green competencies of the administrative manager include:

- 1) The ability to manage a diverse work environment, the ability to develop pro-environmental attitudes in the workplace,
- b) Ability to identify inequalities in the workplace, ability to plan optimal solutions for the production process
- c) Eco-design skills, ability to manage a green supply chain

5. According to ESG principles, an HR manager should have skills in, among other things:

- 1) shaping the pro-environmental behavior of subordinate employees, implementing technological improvements and introducing novelties to the company's offerings;
- organization of training that takes into account the principles of sustainability in the workplace, analysis of labor market data for the availability of candidates with green competencies
- c) Preparation of a comprehensive environmental policy of the company, building good and lasting relationships with key customers in accordance with ESG principles

6. In order to implement the green supply chain principles, it is necessary:





1. introduce the ISO18000 standard
2. measure the environmental impact of various points in the supply chain
3. reduce the density of the distribution network

7. The ability to manage the optimization of the company's consumption of materials and supplies as well as equipment and facilities is a competency required of:

- a) personnel managing the administration department
- b) management of production and IT departments
- c) executives of every department of the company

8. The purpose of competency mapping is:

- a) identifying gaps in existing and desired competencies and proficiency levels
- b) offering targeted, targeted support for learning and upskilling
- c) answers a and b are correct

9. participation in discussion forms on new digital technologies in the context of sustainable development is one of the opportunities to improve competence by:

- a) All employees interested in this area
- b) managers associated with the IT department
- c) managerial staff of any department of the company

10. Competency definitions and descriptions are created based on:

- a) competency tests
- b) observable behaviors
- c) evaluation questionnaires

11. An example of eco-innovation is:

- a) installation of outdoor lamps powered by solar and wind energy, equipped with an intelligent lighting management system,
- b) creation of a green roof on the building, with layers to enable intensive or extensive plant cultivation
- c) answer a and b is correct

12. The competency profile of middle managers in sustainable development management includes, but is not limited to :

- a) Green supply chain management, interpersonal competence in the area of sustainability, ability to anticipate future sustainability issues





- b) Competence to act and take initiative, competence to develop pro-environmental behavior at work, green supply chain management
- c) Competence in systems thinking, interpersonal competence in the area of sustainable development, analyzing changes in customer preferences





Appendix 2 – TEST - advanced level

1. Key interpersonal competencies in the area of sustainability include:

- a) Seeking information on trends in the area of sustainable development, cooperating with others, showing initiative in action,
- b) Taking into account different perspectives in decision-making, analyzing the company's environment for sustainable development, taking risks
- c) Resolving conflicts and problem situations, building and developing relationships, taking motivational measures

2. The company's pro-environmental activities do not affect:

- a) gain a reputational advantage
- b) employment status
- c) saving of funds

3. Key responsibilities of the CFO include:

- a) Cooperation with the human resources department at all operational levels in which the company operates
- b) Collaborate with the sales department on pricing of products and/or services
- c) Negotiate and coordinate the company's contacts with customers, partners and suppliers

4. Systems thinking in sustainability management should be characterized by:

- a) directors of research and development departments of the company
- b) board members
- c) senior management of the company, regardless of the areas of operation

5. Universal types of green competencies include, among others:

- a) Interpersonal competencies to facilitate delegation of authority
- b) Ability to analyze changes in customer preferences for environmental awareness
- c) Strategic thinking aimed at ensuring the survival of the enterprise

6. A detailed map of management competencies should take into account factors such as:

- a) specifics of the organization in question, financial revenues, organizational structure
- b) the adopted management model, salary regulations, the size of the enterprise
- c) area of activity, adopted hierarchy in the structure, division of tasks and responsibilities

7. In order to control the flow of goods and minimize their negative impact on the environment, it is necessary to know and be able to implement:





- a) Green Supply Chain Management (GSCM)
- b) Life Cycle Thinking (LCT)
- c) Life Cycle Assessment (LCA)

8. The green competencies of the technical director include:

- 4) Ability to implement technological eco-innovations, knowledge of sustainable marketing mix
- 5) Holistic approach to the process of creating goods, implementation of green supply chain management
- 6) Eco-design skills, ability to implement LCT (Life Cycle Thinking) ideas

9. According to ESG principles, the HR director should have skills in:

- d) formation of pro-environmental behavior of subordinate employees
- e) Develop solutions to optimize the consumption of materials and articles as well as equipment and devices
- f) Preparation of a comprehensive environmental strategy of the enterprise

10. The competency profile of senior executives in sustainable development management includes, among others :

- a) Ability to anticipate future sustainability issues, green supply chain management, competence to act and take initiative
- b) Competence in systems thinking, interpersonal competence in the area of sustainable development, analyzing changes in customer preferences
- c) Strategic thinking aimed at developing strategies for sustainable development, competence in shaping pro-environmental behavior at work

11. Competency mapping can be used in an enterprise during:

- a) recruitment, succession planning
- b) restructuring, bankruptcy proceedings
- c) Planning of professional development, creation of company Social Benefit Funds

12. Which of the following sentences is true?

- a) The terms CSR and ESG are the same and can be used interchangeably, as both refer to corporate social responsibility.





- b) CSR is an organization's responsibility for the impact of its decisions and actions on society and the environment through transparent and ethical conduct that contributes to sustainable development, among other things.
- c) CSR and ESG are completely separate concepts; the former refers to environmental aspects and the latter to corporate governance.

