

# Social Dialogue Committee in the Postal Sector

## Work Programme 2008 Evolution of the Postal Sector



### Introduction

The European Social Dialogue Committee for the Postal Sector adopted the 22 of June 2007 a Joint Statement on the Postal Sector Evolution. According to its Rules of Procedure, the Committee aims to advise the Commission on initiatives relative to social policy and on the developments in European policy which could have a social impact on the postal and allied services sector.

In the framework of this joint Statement, the Committee wants to build case studies gathered on a final report on the following subject: *Social Observatory of the postal sector transformation*. New Members States will be strongly solicited to play majors roles in the building of case studies and the final report.

### Expected Results

In the framework of the joint statement of the Postal Sector Evolution the Committee wants to build case studies gathered on a final report on the following subject: Social Observatory of the postal sector transformation. This project has for purpose to observe in details HR preparation conditions and keys social success linked to outcomes of the postal sector evolution. Nine willing countries will participate and among them New Members States in order to have a representative panel. With each country a case study will be built.

Then three seminars will be organised to gather each time 3 different countries where debates about case studies will be on. These seminars will be the place to discuss the results of these case studies and find common issues and solutions.

The final report will be the compilation of all debates and discussions about these case studies to emerge social innovative solutions, best practices and main challenges about social evolutions in the postal sector transformation.

This project can be divided in three stages.

- **Stage 1: analysis of previous works on the topic of Social Observatory of the postal sector transformation**

It will be a synthesis of the pre-existing case studies on this topic to avoid any possible overlaps. In this first stage the external contractor will gather and build a synthesis of previous works done on the subject of 'Social Observatory of the postal sector change' or any related subjects on this topic. This synthesis aims also to build relevant cross-European case studies which will be launched in 9 European countries by the contractor as well. They will analyze the collected information and highlight specific strategies/best practices.

- **Stage 2: seminars on the collecting data**

After having information gathered, it is necessary to stir up a debate about these data and identify best practices for the postal sector. To guarantee the quality of each seminar there are built on 3 countries for a total of 22 participants (both from the employer and employee side). Each country will present what comes up with its case study and their conclusions or open remarks.

Each of these seminars will conduct to a short report.

◦ **Stage 3: final conference and global report**

The final conference aims to gather all participants, the Commission and to present with external experts a critic point of view of the work. Common difficulties, common best practices and common forthcoming challenges will be at the core of this conference. The final aim will be the writing of the final report, distributed to all participants.

Expected Results:

This project will enable in-depth discussions involving national social partners and experts. Employers and Trade Unions will benefit from a cross European study explaining latest HR post strategies and forthcoming challenges face to the postal sector evolution. A support document-available also in electronic version- will be published.

The organisation of seminars will inform and sensitize national social partners about the results of the Postal Sector Evolution in the field of the opening market. Taking into account the changes that the Postal sector is facing at present, this project enables to share invaluable experiences on this sensitive subject.

It will favour the following goals:

- ▶ In relation of paragraph 1, page 3 of the *Call of Proposals 2008*, the project encourages a cross-European social dialogue among representatives of management and labour in the postal sector liberalization field. It aims is to highlight the utmost importance of the European Social Dialog as a tool in the field of the liberalization, especially for the New Members States.
- ▶ Promoting the understanding of cross-European historical evolution: the postal sector evolution and its forthcoming challenges within a panel of New Members States
- ▶ Sharing the responsibility of presenting new HR policies and responses to the postal sector evolution from both employers and employees side.
- ▶ Construction of a reference report in the postal sector where concerns as well as innovative solutions will be presented to face the new challenges.
- ▶ Promoting goals of the Lisbon Strategy. During the meeting of the European Council in Lisbon (March 2000), the Heads of State or Government launched a "Lisbon Strategy" aimed at making the European Union (EU) the most competitive economy in the world and achieving full employment by 2010. One of the pillars the project is fostering is its action to prepare the ground for the transition to a competitive, dynamic, knowledge-based economy. Indeed participants will have a better understanding of the forthcoming outcomes of the market liberalization, a better vision of the different HR strategies employed and finally a better understanding of what is at stake in this evolution of the postal sector. Best practices and new HR organisations along with workforce implications will be the outcomes of this project.

All events will be widely publicised both in the hosting and participating countries. PostEurop, UNI-Europa as well as the Social Dialogue Committee's website [www.postsocialdialog.org](http://www.postsocialdialog.org) will establish a current platform - with updated information on each workshop as well as a follow up online.

Postal operators and trade unions will mobilise their communication tools in order to reach the widest public possible at all levels: European, national, regional and local level.

## Methodology

The project is a 3 steps project

### **Stage 1: analysis of previous works on the topic of *Social Observatory of the postal sector transformation***

In the preparatory phase of the project, it is essential to analyze previous works done on the subject of HR actions, strategies and best practices in the postal sector transformation. This synthesis will be made by a consulting agency. All the documents and case studies will be presenting to the Evolution of the Postal Sector working group.

This synthesis aims also to build a relevant cross-European case studies centred on essential topics. These case studies made by the consulting agency and approved by the members of the Postal Evolution working group will be launched in 9 European countries to analyse and highlight specific HR strategies.

### **Stage 2: seminars on the collecting data**

After having information gathered, it is necessary to stir up a debate about these data and identify best practices or recommendation for the postal sector. To guarantee the quality of each seminar there are built on 3 countries for a total of 22 participants (both from the employer and employee side). Each country will present what comes up with this questionnaire and their conclusions or open remarks.

Each of these seminars will conduct to a short report.

### **Stage 3: final conference and global report**

The final conference aims to gather all participants, the Commission and to present with external experts a critic point of view of the work. Common difficulties, common best practices and common forthcoming challenges will be at the core of this conference.

The final aim will be the writing of the final report, distributed to all participants.

### **Seminars and final conference organisation**

- ▶ Regular conference calls, exchange by e-mail and visual conference in order to agree on details of the workshop preparation
- ▶ Creation of "peer groups" composed by and balanced between old and new Member States, members of the Social Dialogue Committee and other participants
- ▶ Regular contact with hosting country correspondents
- ▶ Joint conduction of work by employers and trade unions through all phases of preparation, implementation and follow-up of the workshops including:
  - identification of expert keynote speakers,
  - invitation of national social partners,
  - selection of relevant case studies,
  - facilitation of unfolding of the event,
  - contribution to the final synthesis of the workshops,
  - large dissemination of the workshop results, the collected good practices as well as the support document on the SDC website, to national and European Social Partners, the European Commission, other sectors etc.

## Detailed work organisation

Phase	Task	Responsible
Stage 1	▶ Project team building	Project Coordinator
	▶ Synthesis of previous works	Consulting agency
	▶ Creation of the questionnaire	Consulting agency and validation by the Postal Evolution working group
	▶ Collecting data	Consulting agency
	▶ Presentation of questionnaire results	Consulting agency
	▶ Regular contact with hosting countries	Project Coordinator
	▶ Identification of expert keynote speakers ▶ Invitation of national social partners	Hosting country supported by Project Coordinator
	▶ Logistical, technical support activity (hire of rooms, equipment, interpretation)	Hosting country supported by Project Manager
Stage 2	▶ Workshop framework providing	Hosting country supported by Project Coordinator
	▶ Project introduction and global goals	WG President
	▶ Case study presentations	Joint presentation (employer and Union)
	▶ Identification of key issues	WG President and presentation speakers
	▶ Brief report	WG President
	▶ Logistical, technical structure	Hosting country supported by Project Manager
	▶ Meeting proceedings	Assistant
Stage 3	▶ Preparation of the Final conference	Project Coordinator supported by WG, experts and assistant
	▶ Experts+ other presentations	Project Coordinator supported by WG, experts and assistant
	▶ Publication of final report	Project Manager and The Consulting agency

	▶ Dissemination of report and workshop results	Project Coordinator, Hosting countries
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## Calendar

▶ <b>March 2008</b>	▶ Working group meetings and preparatory work of gather previous works on the topic, building a draft questionnaire
▶ <b>1<sup>st</sup> September 2008</b>	▶ Final submission of funding application
▶ <b>October 2008</b>	▶ Final approval of funding application by European Commission
▶ <b>1<sup>st</sup> Nov-Dec 2008</b>	▶ Background dossier constitution: analysis of previous works by the consulting agency and questionnaires preparation. Validation by the Postal Evolution working group
▶ <b>January-Feb 2009</b>	▶ Data collection from 9 participating countries. And Seminars preparation
<b>March-April 2009</b>	▶ 1 seminar: Strategic developments of the postal industry
▶ <b>May-June 2009</b>	▶ Second seminar: Social Dialogue in a changing postal industry
▶ <b>June-August</b>	▶ Third seminar: Training and skills development in a changing postal industry
▶ <b>Sept-October 2009</b>	▶ Final conference
▶ <b>November</b>	▶ Dissemination of results to national and European Social Partners, the European Commission, other sectors and stakeholders

## Quality of partnerships

PostEurop is the Association of European public postal operators. Its social environment pillar supports the fulfilment of postal social responsibility in the area of corporate social responsibility (CSR), training, social dialogue, occupational health and environment. UNI-Europa is a regional as well as a global organisation and a major trade union player in Brussels with more than 2.5 million members in the Postal Sector.

PostEurop and UNI-Europa have been working in the framework of the Social Dialogue Committee in the Postal Sector for 8 years together and pursued initiatives in following fields:

- ▶ Equal opportunities
- ▶ Training and Skills Development
- ▶ Enlargement
- ▶ Corporate Social Responsibility
- ▶ Accident Prevention
- ▶ Exchange with other sectors.

Within the Evolution of the Postal Sector working group, PostEurop and UNI-Europa carried out various initiatives since 2000:

- ▶ A Workshop was held with the support of the European Commission on 2 April 2007 in Brussels entitled "Postal Sector Evolution within a changing communication market"
- ▶ The workshop built on the work conducted over many years by the Training/CSR Working Group of the Social Dialogue Committee for the Postal Sector and the Joint Declaration on Training and Skills Development signed in June 2006

PostEurop and UNI-Europa representatives from supporting hosting countries (?) have been identified on a voluntary basis and will ensure the success of the initiative. They guarantee the close link to national social partners both in their own country and in neighbouring EU Member States.

#### **Project Team and national correspondents**

- ▶ **Responsible for implementation and coordination** [Project Manager] [Project Coordinator]

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- ▶ **Responsible for administration**

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- ▶ **Communication Manager**

Name: **Anne Sophie Duchene**  
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► **Secretary**

Name: **Nathalie Vandenameele**  
Employer: PostEurop  
Position held: PostEurop secretary  
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► **Accounting**

Name: **Willy Huygens**  
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Tél. +00 32 2- 231 14 02

**Added value**

Through the organisation of seminars, it will be able to present and to analyse the collected data on HR impacts close to national social partners, New Members States and the employer side. The few number of participants to each seminar (22 participants) is deliberately chosen to increase the quality of debates. New Members States participation is an important point in these European case studies. They have invaluable experiences about HR implications and motor in the postal sector evolution, as well as concerns and questions. This project takes fully into account their major role to play.

The regional workshops will enable to discover and to discuss new, innovative HR organisations and strategies of national social partners - to be included into the final report. The regional dimension contributes in a significant way to the success of the project.

This initiative will provide information and raise awareness on the role of European Social Dialogue, in particular in new Member states. The analysis and synthesis that will be made in the final report will facilitate the exchange of information and foster new innovative actions among the European postal sector

**Follow-up**

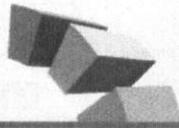
Dissemination of the proceedings, the final report (in paper as well as electronic version) to national and European social partners, the European Commission, other interested sectors will take place within three months after the workshops.

Postal operators and trade unions will make use of their communication tools (newsletter, website, others) in order to reach the widest public possible at European, national, regional and local level. The SDC website [www.postsocialdialog.org](http://www.postsocialdialog.org) will establish a platform with updated information on the follow up of the initiative.

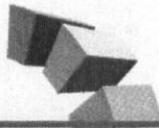
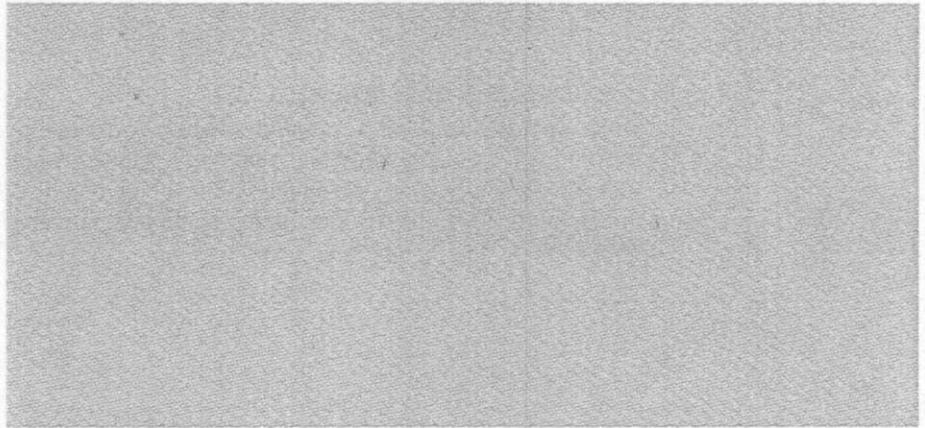
### Draft Workshop Agenda

08.30 – 09.00	Arrival and registration	
09.00 – 09.15	Welcome addresses	Host organisation
09.15 – 09.30	General introduction	President of the Committee/Working Group European Commission
09.30 – 10.10	<b>Presentation of the Joint Statement on Postal Sector Evolution</b>	Member(s) of the Social Dialogue Committee
10.10 – 10.30	Discussion of the background dossier	Exchange of views & Debate
10.30 – 10.45	Break	
10.45 – 11.45	<b>Presentation of a the collected data</b> by one country ▶ Subject: <b>Social Observatory of the postal sector evolution</b>	Joint presentation Employer/Employee
11.45 – 12.15	▶ Comments from all attendees	Exchange of views & Debate
12.15-13.30	Lunch	
13.30 – 14.30	<b>Presentation of a the collected data</b> by one country ▶ Subject: <b>Social Observatory of the postal sector evolution</b>	Joint presentation Employer/Employee
14.30 – 15.00	▶ Comments from all attendees	Exchange of views & Debate
15.00 – 16.00	<b>Presentation of a the collected data</b> by one country ▶ Subject: <b>Social Observatory of the postal sector evolution</b>	Joint presentation Employer/Employee
16.00 – 16.30	▶ Comments from all attendees	Exchange of views & Debate
16.30 – 17.00	Break	

17.00-17.30	<ul style="list-style-type: none"> <li>▶ <b>Summary of presented initiatives</b></li> <li>▶ <b>Identification of key themes emerging in the discussion</b></li> <li>▶ <b>Development of recommendations and suggestions for actions at the regional and European level</b></li> </ul>	President of the Committee/Working Group
17.30 – 18.00	Closing remarks	Host country representative



# Postal Sector Evolution Working Group



## What is the project?

- **The project: Social Observatory of the postal sector evolution**
- **November 2008/November 2009**
  - In the framework of the joint statement of the Postal Sector Evolution the Committee wants to build case studies gathered on a final report on the following subject: Social Observatory of the postal sector transformation.
  - The aim is to understand:
    - Social regulation within the different European posts
    - Evolution of the postal sector: how to face and take opportunities from this evolution?
  - 3 seminars and 1 final conference will be organized
- The budget explanation: all aspects of the project are covered and details are in an excel sheet.
- This work has been done in tight cooperation with the team project of PostEurop

Possible countries that are willing to organize a seminar

Hungary  
Portugal  
Italy  
Germany  
France  
Latvia

- There are 4 stages in our project *Social Observatory of the postal sector transformation*.
- Stage 1: analysis of previous works regarding the postal sector evolution
- In the preparatory phase of the project, it is essential to analyze previous works done on the subject of HR actions, strategies and best practices in the postal sector transformation. This synthesis will be made by a consulting agency. All the documents and case studies will be presenting to the Evolution of the Postal Sector working group.
- Stage 2:national case studies
- This synthesis aims also to build a relevant cross-European case studies centred on essential topics. These case studies made by the consulting agency and approved by the members of the Postal Evolution working group will be launched in 9 European countries to analyse and highlight specific HR strategies.

- Stage 3: seminars on the collecting data
- After having information gathered, it is necessary to stir up a debate about these data and identify best practices for the postal sector. To guarantee the quality of each seminar there are built on 3 countries for a total of 22 participants (both from the employer and employee side). Each country will present what comes up with its case study and their conclusions or open remarks.
- Each of these seminars will conduct to a short report.

- Stage 4: final conference and global report
- The final conference aims to gather all participants, the Commission and to present with external experts a critic point of view of the work. Common difficulties, common best practices and common forthcoming challenges will be at the core of this conference.
- The final aim will be the writing of the final report, distributed to all participants.

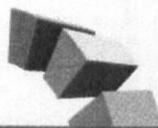
- **Description of external contractor tasks. They will do 3 main tasks**
  - **Task A (stage 1)**
    - Synthesis of previous work
    - Case studies: they will build the structure of the case studies (the strategic points that need to be asked in it, common questions, an interview guide...)
  - **Task B (stage 1)**
    - they will conduct these case studies in 9 European countries through questionnaires, interviews from national postal operators and trade union.
    - They will construct from these case studies a common document to stir up best practices, common RH strategies...
  - **Task C (stage 2)**
    - In each of the 3 seminars they will present the synthesis of these case studies
    - Introduce the participating countries
    - Animate discussions

## • Costs and external contractor requirements

- At the moment we have supposed that the contractor will need 2 days per visited country to collect efficiently the data. With 9 countries it gives 18 days plus the preparatory work (around 10 days) it gives a final of 28 days. (28 000 €)
- External contractor will be specialized in RH subjects and strategy.
- External contractor will have the sufficient international structure and a European coverage to conduct successfully case studies
- All information are in the document *Call of tender specifications*

## ◦ The budget

- The total amount of our budget is approximately 200 000 euros
- Draft tender specification to external contractors has been sent to:
  - ARITAKE-WILD
  - BOSTON CONSULTING GROUP
  - ACCENTURE
  - ALTEDIA
  - SOCIAL EUROPEAN OBSERVATORY
  - CAPGEMINI
- Contribution PostEurop and Contribution of Uni-Europa will be around 20 000 €
- All information about the project is in the "detailed work programme 2008" with the excel sheet

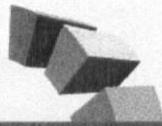


# Time schedule

The deadline for the submission of applications is **31 August 2008** for operations commencing no earlier than **1 November 2008** and no later than **22 December 2008**.



› <b>March 2008</b>	› Working group meetings and preparatory work of gather previous works on the topic, building a draft questionnaire
› <b>1<sup>st</sup> September 2008</b>	› Final submission of funding application
› <b>October 2008</b>	› Final approval of funding application by European Commission
› <b>1<sup>st</sup> Nov-Dec 2008</b>	› Background dossier constitution: analysis of previous works by the consulting agency and questionnaires preparation. Validation by the Postal Evolution working group › Country identification for participation to national case studies
› <b>January-Feb 2009</b>	› Data collection from 9 participating countries. And Seminars preparation
<b>March-April 2009</b>	› 1 seminar: Strategic developments of the postal industry
› <b>May-June 2009</b>	› Second seminar: Social Dialogue in a changing postal industry
› <b>June-August</b>	› Third seminar: Training and skills development in a changing postal industry
› <b>Sept-October 2009</b>	› Final conference
› <b>November</b>	› Dissemination of results to national and European Social Partners, the European Commission, other sectors and stakeholders



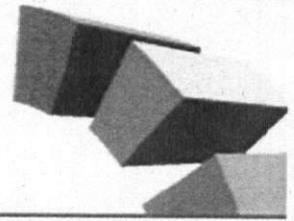
## Next steps for the working group

- **For the project:**

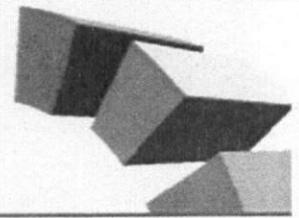
- Selection of the countries that will organize a seminar and collection of the support letters
- Selection of an external contractor
- Review and finalization of the project the 27th of June

- **For the working group: extra meetings**

- A presentation **27th of June** made by the Dublin foundation about the representativeness of the social partners in the postal sector
- A presentation/meeting on the **9th September** made by an expert/organization about the strategy in the European postal sector (need confirmation from the EC)
- A presentation/meeting on the **7th October** made by an expert/organization about the social dialogue in the European postal sector (need confirmation from the EC)
- And a joined meeting on the **11th November** with the Training working group on skills development and strategy (need confirmation from the EC)

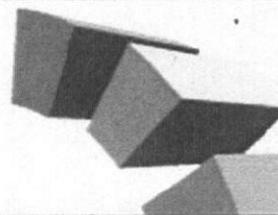


# Tender Specifications: Social Observatory of the postal sector transformation.



## Summary

1. Background
2. Purpose of the Contract
3. Tasks to be performed by the Contractor in stage 1: tasks A and B
4. Tasks to be performed by the Contractor in stage 2: task C
5. Time scheduled
6. Expertise required
7. selection criteria



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## 1. Background

The Social Dialogue Committee (SDC) (<http://www.postsocialdialog.org>) was established in 1999 to advise the European Commission on initiatives relative to social policy and on the developments in European policy which could have a social impact on the postal and allied services sector, to encourage and promote social dialogue within the postal and allied services sector in order to contribute to the development of jobs and the improvement of working conditions. The great contribution of the Social Dialogue Committee is linked to the strong cooperation and negotiation within the partners in the postal sector.

The SDC works in the line of the European Commission to promote fair competition, and act for the liberalization of all the postal market by 2011.

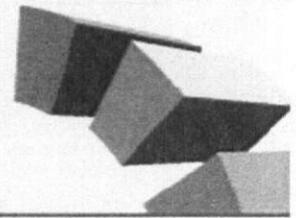
The SDC has 54 members and its structure is divided into 5 different working groups:

- Training
- CSR
- Postal Sector Evolution
- Exchange with other sectors
- Accident Prevention

The SDC has implemented several actions and projects. Three of them are especially important:

- The Common Declaration on Training and Skills Development adopted 22 of June 2006
- The presentation and the implementation of its Common Declaration with three seminars (Tallinn, Vienna, London) co-financed with the European Commission
- The Joint Statement of the Postal Sector Evolution adopted the 22 of June 2007

In the framework of the joint statement of the Postal Sector Evolution the Committee wants to build case studies gathered on a final report on the following subject: *Social Observatory of the postal sector transformation*. This project has for purpose to observe in details HR preparation conditions and keys social success linked to outcomes of the postal sector evolution. Nine willing countries will participate and among them New Members States in order to have a representative panel. With each country a case study will be built.



Then three seminars will be organised around 3 participating countries where debates about case studies will be on. These seminars will be the place to discuss the results of these case studies and find common issues and solutions.

The final report will be the compilation of all debates and discussions about these case studies to emerge social innovative solutions, best practices and main challenges about social evolutions in the postal sector transformation.

To have a better understanding of the project, it can be divided in three stages

**Stage 1 November 2008/February 2009: analysis of previous works on the topic of Social Observatory of the postal sector transformation**

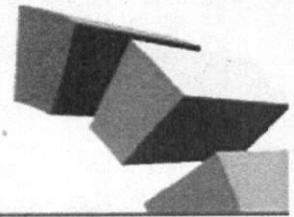
It will be a synthesis of the pre-existing case studies on this topic to avoid any possible overlaps. In this first stage the external contractor will gather and build a synthesis of previous works done on the subject of 'Social Observatory of the postal sector change' or any related subjects on this topic. This synthesis aims also to build relevant cross-European case studies which will be launched in 9 European countries by the contractor as well. He will analyze the collected information and highlight specific strategies/best practices.

**Stage 2 March 2009/August 2009: seminars**

After having gathered information, discussions will be launched about these data to identify best practices for the postal sector. To guarantee the seminars quality each of one is built with a small number of participants (3 countries for a total of 22 participants) both from the employer and employee side. Each country will present what comes up with its case study and their conclusions or open remarks.

Each of these seminars aims to shape the global synthesis by bringing comments, remarks and ideas.

**Stage 3 September 2009/November 2009: final conference and global report**



The final conference aims to gather all participants, the Commission and to present with external experts a critic point of view of the work. Common difficulties, common best practices and common forthcoming challenges will be at the core of this conference.

The global synthesis will be presented and given to all participants.

## 2. Purpose of the Contract

The aim of this contract is to help the Postal Sector Evolution working group to achieve the stage 1 and stage 2 of the project.

## 3. Tasks to be performed by the Contractor in stage 1

### *Task A (November-December 2008) aims to:*

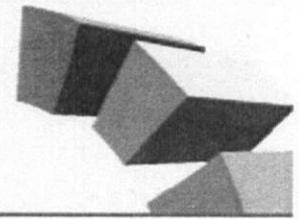
- Make a synthesis of previous works linked to Social observations along with the postal sector transformation
- Construct the structure of a Case study
  - Strategic points
  - Actors that need to be interviewed (strategic actors in the European postal sector)

The external contractor will gather and build a synthesis of previous works done on the subject of 'Social Observatory of the postal sector change' or any related subjects on this topic to avoid overlaps of our own study.

-To facilitate the construction of case studies the Postal Sector Evolution working group will search and give to the external contractor all the previous works made on similar topic

-The SDC members could provide the right contacts to be interviewed in each post.

-A meeting for the working group with the external contractor will be set to discuss the structure of case studies



*Results*

- 1° A paper document of approximately 30 pages presenting a synthesis of previous works.
- 2° Power point presentation to the Postal Sector Evolution working group of the case study structure and the selected actors for interviews.

***Task B (January-February 2009) aims to:***

- Conduct these case studies in 9 European countries through questionnaires and face to face interviews from national postal operators and trade union.
- They will construct from these case studies a common document to stir up best practices, common RH strategies...

The main document that will guide the external contractor to collect proper data will be the document made in task A which declines the structure of case studies that will be validated by the SDC Postal Sector Evolution working group. The results of task B will be presented in the following 3 seminars, where debates, new ideas and comments will shape them.

-An approximate 2 days of work per country is estimated to be the right amount of time to conduct each case study

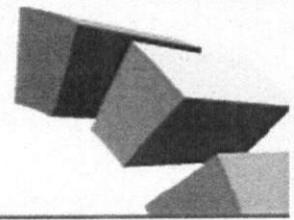
*Results*

- 1° For each of the nine European countries, a case study of approximately 10 pages will be written in English.
- 2° A paper document of approximately 45 pages will underline, for the 9 interviewed European posts, common strategic aspects, common social challenges and common social best practices

#### 4. Tasks to be performed by the Contractor in stage 2

***Task C (March 2009/August 2009) aims to:***

- Present case studies and the global synthesis



- Introduce the participating countries and animate discussions
- Collect comments and modify the global synthesis if necessary

For each seminar the external contractor will be with the Postal Sector Evolution working group members and three participating countries. He will have the main task to present both the three case studies of the participating countries and the global synthesis. The global synthesis that will be presented at the final conference will be the results of case studies and exchanges during the three seminars.

-The SDC will take in charge all the logistic aspects (time, place, participants, translators...)

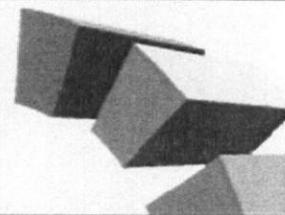
#### *Results*

- 1° **Power point presentations of both case studies of the participating countries and the global synthesis**
- 2° **A paper version of the updated global synthesis taking into account remarks, comments during the three seminars.**

## 5. Time scheduled

Overview of the Time Schedule for the whole project

▶ <b>March 2008</b>	▶ Working group meetings and preparatory work of gather previous works on the topic, building a draft questionnaire
▶ <b>1<sup>st</sup> September 2008</b>	▶ Final submission of funding application
▶ <b>October 2008</b>	▶ Final approval of funding application by European Commission
▶ <b>1<sup>st</sup> Nov-Dec 2008</b>	▶ Background dossier constitution: analysis of previous works by the consulting agency and questionnaires preparation. Validation by the Postal Evolution working group
▶ <b>January-Feb 2009</b>	▶ Data collection from 9 participating countries. And Seminars preparation



<b>March-April 2009</b>	▶ 1 seminar: Strategic developments of the postal industry
▶ <b>May-June 2009</b>	▶ Second seminar: Social Dialogue in a changing postal industry
▶ <b>June-August</b>	▶ Third seminar: Training and skills development in a changing postal industry
▶ <b>Sept-October 2009</b>	▶ Final conference
▶ <b>November</b>	▶ Dissemination of results to national and European Social Partners, the European Commission, other sectors and stakeholders

## 6. Expertise required

External contractor have to be specialized in RH subjects and strategy.

External contractor have to have the sufficient international structures and a European coverage to conduct successfully case studies.

External contractor should have the sufficient knowledge and experiences in the postal sector evolution field. Previous works done on the post sector field will be highly appreciated.

## 7. Selection criteria

The following criterions will be taken into account to make the selections among external contractors

- The presentation of the bid have to be clear and responding to the demand
- Presentation of other ideas is appreciated
- The price, regarding other external contractors and services proposed, will be determinant
- Members' background who will conduct case studies and their experiences in the postal sector are key criterions
- The bid should be sent both in electronic and paper version