PSE project “Mobilising Social Partners in a New Context”

Vilnius regional workshop 18-19 January 2018
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1. Main elements of the project

• An EU co-funded project of 18 months:
  – December 2014 to June 2016

• Project focusing on two topics:
  1. Social dialogue and CLAs to accompany the change process
  2. E-commerce and new proximity services

• Support by an external consultant, Ecorys
Topic 1: study on collective labour agreements (CLAs)

- Objectives: identify the key topics dealt with by social dialogue at national level and better understand the process of social dialogue

- A selection of 16 national postal operators:
  - Austria, Belgium, Denmark, Estonia, Germany, Finland, France, Ireland, Italy, Netherlands, Poland, Portugal, Romania, Spain, Sweden, UK

- Research and analysis with two main sources of information:
  - First-hand data
  - A desk research with an analysis of CLAs’ content
Topic 2: E-commerce and new proximity services

- Objectives:
  - Provide social partners with a better understanding of these new markets thanks to the input from selected external experts

- A two-day training in Brussels on 17-18 November 2015
  - 58 participants from 21 countries
  - Particularly attractive to SDC members as it focused on growing activities for the postal sector
2. Project’s main findings
Topic 1: main findings of CLAs’ analysis

• Collective labour agreements (CLAs) as a key tool to manage the change process:
  – NPOs face common challenges but at different stages of transformation
  – Social partners have managed to support well the transformation and mitigate its impacts, in particular through the signature of CLAs

• CLAs are central elements of the social change process in most NPOs
  – Measures in the CLAs do not only aim at limiting the impact of the transformation
  – Positive measures to enable employees to benefit from the transformation have also been put in place (e.g. Training)

• Social partners try to find a balance between flexibility in working arrangements and employment security
**Topic 1: main findings of CLAs’ analysis**

- However CLAs do not contain all the measures implemented to support the change process

- The content of the CLAs differs significantly between EU Member States
  - Different national contexts, regulatory and industrial relations framework, companies at different stages of transformation
Main identified factors shaping the operators’ social transformation

- Employment evolution
- Evolution of statuses
- Work organisation
- Wages
- Training
- Mobility

These levers are non-exhaustive and have been used at different levels by postal companies and usually in combination
Main conclusions

- **Employment**: important decrease in employment levels
  - Mainly via natural attrition supported in some case by voluntary leave

- **Wages**: simplification of salary packages
  - Less allowances, in some countries lower wages for new employees

- **Work organisation adaptation**:  
  - Modulation of working time, adaptation of USO, increased combination of mail and parcels’ delivery

- **Mobility**: internal and external one  
  - Voluntary leave and early retirement programs to support natural attrition  
  - Support to external mobility: financial incentives, career counselling

- **Training**:  
  - Few references in CLAs  
  - Support to maintain employability
Evolution of statuses

Evolution of the part-time employment rate

Evolution of the short term contracts rate
Other measures in CLAs

• Different working conditions for current vs. future employees
  – Maintenance of statuses and wages for existing staff while offering different conditions for new employees with lower wages or more flexible statuses

• Social partners have also put in place several positive measures to support the transformation
  – The development of new jobs together and the need for new skills require further training programmes to enable employees’ up-skilling and re-skilling
  – Develop staff employability and redeployment through internal and/or external mobility
  – Postal operators also need to hire new competences and attract the younger generations, in particular at the digital age
Key role of social dialogue

- Social dialogue has enabled to mitigate the negative consequences of the transformation on employment and working conditions in the sector.

Examples of trade-offs:

- Employment security existing staff versus lower conditions new staff
- Maintenance labour conditions existing staff versus forced redundancies
- Wage freezes and decreases versus increase employment levels
Draft typology of social transformation strategies

1. A strategy geared towards employment security with no forced redundancies in exchange of negotiated wage freezes or moderation

2. A strategy geared towards the maintenance of labour conditions in terms of wages and work organisation stability which entails a reduction in employment and in some cases externalisation of operations (last-mile delivery).

3. A strategy aimed at preserving wages’ and employment levels whilst entailing increased flexibility in work organisation patterns.
Topic 2: New services in e-commerce

- A fast-growing but also highly-competitive market
- Besides delivery, NPOs can develop other services on the e-commerce value chain:
  - Sales with online market places, online payment solutions, fulfilment solutions with storage and pick & pack.
- The development of these services relies on the postal operators’ know-how, their position as trusted companies and their customers’ knowledge
- Some e-commerce companies tend to develop a new services offer
  - Market places are increasingly looking at offering delivery services so that they can rely on their own services all along the value chain.
New services in e-commerce

• On the e-commerce value chain, the last kilometre delivery is of key importance for the customer
  – Postal operators need to better answer customers’ needs in terms of flexibility, rapidity and delivery choice.
  – For this purpose, it appears that there is a development of flexible working arrangements which impact work organisation.
    • Within several NPOs, an increased combination of mail and parcels delivery
    • Tendency to extend delivery time across the day and at the week-end.

• Competition on this activity occurs not only through cost-cutting but also via quality of service provision.
New proximity services

• NPOs have been transforming their businesses into hybrid organizations – A range of business such as parcels and logistics but also non-mail services – called ‘proximity services’:

• These proximity services can be divided into five categories:

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<th>Types of services</th>
<th>Examples</th>
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| Extending the product range in delivery       | • Groceries  
• Pharmaceutical products                          |
| Targeted solutions for a specific sector      | • Welfare                                                  |
| New services in postal offices                | • Banking services                                         |
| Proximity to the public space                | • Road quality                                             |
| In-house visits and services                 | • Towards elderly people  
• Collection of contracts  
• Reading meters  
• Collection of electric appliances/ bottles for recycling |
New proximity services

- High diversity of new proximity services tested or implemented by NPOs
  - Services characterized by a personalisation of the relationship
  - Fully in accordance with emerging societal needs like silver economy, rapid delivery of fresh products, optimisation of public services
- A potential for incumbents to develop new services to individuals
  - Based on their extended network and relationship of trust with consumers
  - NPOs have a unique added-value in terms of proximity and physical link in the digital economy
- These new services create opportunities in terms of employment
  - A need to develop new competences through training and re-training of employees and attract skilled labour
3. Project’s main outputs
Project final report

• Content of the final report
  – Project’s main findings, key messages from European social partners, consultant analysis and all material presented during the final conference and the training seminar
• A large dissemination:
  – Final report in English, French & German
  – Dissemination to internal and external stakeholders:
    • PostEurop members, UNI members
    • Institutions:
      – European Commission, Eurofound
Joint Declaration ‘The role of social dialogue in the transformation’

• The project led to a Joint Declaration signed on 1 December 2016

• Formalizes European social partners’ joint messages on social dialogue:
  – Sets main principles on how an effective social dialogue at all levels can be an essential lever for anticipating and supporting the transformation process.
  – Social dialogue should find the balance between the modernization of the work structure, increased flexibility and good working conditions.

• Also underlines the need to:
  – Enhance the awareness and competencies of all social partners on economic developments and e-commerce
The e-learning module: POST MY MOOC

• MOOC on e-commerce and proximity services
  – Follow-up to November 2015 training seminar

• Objectives of the MOOC:
  – A wider dissemination of the seminar’s main findings to postal operators and trade unions
  – Have an innovative and dynamic tool to communicate on SDC activities
3 main sessions

1. Main challenges in the postal sector
2. The e-commerce value chain
3. Developing new proximity services
The MOOC: session 1

1. Main challenges in the postal sector
   - Botond Szebeny (PostEurop) on opportunities for the postal industry
     • [https://www.youtube.com/embed/4h9BaI7hQ_8](https://www.youtube.com/embed/4h9BaI7hQ_8)
   - Stephen de Matteo (UNI Global Union) on social challenges
     • [https://www.youtube.com/embed/BRwNYpcrbIA](https://www.youtube.com/embed/BRwNYpcrbIA)
   - Camilla Olivius (DG Growth) on regulatory challenges
     • [https://www.youtube.com/embed/rper2HYOiVQ](https://www.youtube.com/embed/rper2HYOiVQ)
2. The e-commerce value chain

- Ralph Wiechers (DPDHL) on Developing new sales and payment solutions
  - https://www.youtube.com/embed/H7sxYZcnqco
- Wieslawa Mazarska (Polczta Polska) on an integrated solution for e-retailers
  - https://www.youtube.com/embed/ZmoBOTUhGmU
- Daniel Charon (La Poste) on Adapting the delivery organisation to parcels
  - https://www.youtube.com/embed/CstpDfh6rBI

http://www.postsocialdialog.eu/MOOC
The MOOC: session 3

3. Developing new proximity services

- Jeppe Trier (PostNord Denmark) on offering welfare services
  - https://www.youtube.com/embed/6yDHzyQ9lHo
- Hans Maris (bpost) on a wide range of proximity services
  - https://www.youtube.com/embed/R2i4u9MZwPc

http://www.postsocialdialog.eu/MOOC
Get inside e-commerce and new postal services with the POST MY MOOC online training...

The ONLINE TRAINING TOOL to know more about...

✓ THE POSTAL SECTOR CONTEXT
✓ E-COMMERCE OPPORTUNITIES
✓ NEW PROXIMITY SERVICES

3 HOURS, VIDEOS, INFOGRAPHICS...
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