

Tender Specifications

“Postal Skills and Work Environment in the Digital Era”

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1. Background

The European Social Dialogue Committee for the Postal Sector (SDC) was established in 1999, as the joint committee for postal employers and trade unions under the framework set out by the European Commission (<http://www.postsocialdialog.eu>). It aims to advise the Commission on initiatives related to social policy and on developments in European policy which could have a social impact on the postal and postal-related sector. Questions related to training and retraining, including training programmes and methods to support and accompany the transformation of the sector, have always been central to the SDC.

Since its creation, the “Training, Health & Safety” working group has undertaken several initiatives in this area. The analysis of the new skills that will be needed for the new jobs of the sector has always been a strategic item in the Work Programmes of the social partners. The social partners would like to mention two important milestones related to training at this stage: the “Joint Declaration on Training and Skills Development in the postal sector” (2006) that set out six orientations to more clearly define and implement policies concerning training and the development of skills within the postal sector, and the implemented project “Matching Skills & Jobs In the European Postal sector” (2013). It enabled the social partners to better understand the transformation phase of the postal sector and examine the most appropriate solutions in terms of training and retraining. The related “Joint Declaration on Matching Skills and Jobs in the European Postal Sector (2014) stressed the importance of skills needs’ anticipation and skills matching for both traditional and new jobs. The Joint Declaration also highlighted the importance of training, up-skilling and re-skilling programmes to address the transformation in a cooperative spirit among social partners.

In addition, following the adoption on 22 June 2007 of a “Joint Statement on Postal Sector Evolution”, the SDC launched the “Social Observatory of the postal sector” initiative. Within the framework of this initiative, five projects co-financed by the European Commission, POSTEUROP and UNI Europa were conducted in 2008-2009, 2010-2011, 2013-2014, 2015-2016 and 2018-2019. They enabled a better understanding of the main social evolutions in the postal sector in all EU Member States. The projects addressed the management of change within the national postal operators (NPOs), focusing on the evolution of work organisation in postal activities and looking specifically at the role training and retraining programmes have as the main tools to anticipate and accompany the transformation of the sector. The projects also assessed the evolution of the postal sector environment in terms of social regulation and universal service.

The SDC, through the activity of its two working groups (“Training, Health & Safety” and “Postal Sector Evolution”) has identified an acceleration of internal transformation processes with an impact on employment and competences. It appears that postal operators, depending on their economic, socio-political national and internal context, have chosen several paths of adaptation in social, organizational, training and retraining terms.

Furthermore, the identified rapid change/adaptation process has led to an evolution of the market coupled with the development of new technologies directly impacting the postal operators’ activities, how these activities are carried out, as well as the working conditions in the sector and work organisation patterns. Given the development of e-commerce activities and of changing customers’ requirements, postal operators have had to be innovative and develop or strengthen new services as new sources of revenue. Postal activities’ diversification is the logic consequence for postal activities.

Postal services' modernisation and diversification processes, e-substitution and market opening have impacted working conditions and work organisation patterns. Social partners have worked together to ensure that new services are coupled with good working conditions adapted to the use of new technologies and that postal operators develop adequate training and re-training measures. Training programmes and re-skilling of workers are a constituent part of social dialogue processes at national level between workers representatives and employers.

The SDC project, namely "Mobilising social partners in a new context", also addressed the role of training and retraining within collective labour agreements to anticipate and to accompany the sector's transformation. The impact of digitalisation on postal employment, on the required competences as well as on work organisation patterns and working conditions is a growing concern among postal social partners. The European social partners wish to support the digital transformation of postal operators and to provide the necessary tools and skills to postal employees to accompany in a sustainable and democratic manner this digital transformation.

Given the changes witnessed in the sector, the important role social dialogue plays in the sector and the key importance of training, the "Promoting Social Dialogue in the Postal Sector in an enlarged Europe" project implemented by the SDC Training, Health & Safety working group, aimed at raising awareness on the work of the SDC and on the importance of social dialogue. Another target of this project was to obtain a better overview of the digital transformation of the sector investigating how postal operators and trade unions are managing the increased digitalisation of their organisations in terms of products and services, digitalisation's impact on jobs, work organisations patterns and working conditions, on competences and on training needs and training programmes.

The implemented initiative showed that digitalisation has in most cases led postal operators to offer new digital services to better meet customer needs. The project also identified a tendency of shifting personnel from mail to parcel operations, a reorganisation process of network operations, with new parcels divisions creation and/or acquisition. The project also showed the role that new technologies (digital services, new technical devices and automation) can play in new digital jobs and to ameliorate working conditions. During this ongoing and very important postal transformation phase, availability and implementation of adequate skills training and retraining programmes is key to accompany this transformation.

Given the conclusions of the "Promoting Social Dialogue in the Postal Sector in an enlarged European Union" project and the need to pursue the investigation of the skills' needs in the sector, the current project acts as a continuation of the previous projects and aims at identifying the precise skills that will be needed for specific occupational profiles in the postal sector.

The social partners will also analyse the evolution of working conditions within a digital environment. Digitalisation and the introduction of new technologies such as robotics or operational automation through algorithms in the working environment has generated new relations between postal employees and the machine as well as new working methods.

Social dialogue has also had to adapt to the new realities with specific collective agreements addressing the use of new technologies in a digital working environment. Digitalisation in the postal sector has fully impacted both traditional and new postal occupational profiles. The introduction of new technologies will inevitably create close relationships between postal workers and the machine (technological adaptation of the postal operational process). This project aims to investigate these evolving relationships and provide the social partners with a better understanding of how employees can benefit from technology but also understand the associated risks in terms of possible deterioration of working conditions and the potential impact new technologies can have on occupational health and safety.

The SDC is composed of representatives designated in the 28 Member States by the recognised social partners at European level: POSTEUROP for the postal operators and UNI Europa Post & Logistics and CESI for the trade unions. It constitutes a solid network and platform where the social partners discuss issues such as the evolution of the postal sector, innovative training schemes, corporate social responsibility issues or occupational health and safety.

Faced with an acceleration of the transformation, at the digital age, the SDC has increasingly focused its attention on new activities like e-commerce but also on the way traditional activities are and would be impacted by new technologies. Digitalisation has impacted postal employment and competences as well as the actual work organization patterns.

Today the postal sector is indeed at the crossroads between several activities, such as the growing diversification of postal operators and the accompanying transformation of postal operations which will continue in the upcoming years. Postal operators are looking to adapt their work organisations to the new challenges. In such a fast-moving sector, it is essential to anticipate upcoming changes. In the future, this transformation is expected to accelerate.

2. Context and project description

As the SDC aims to advise the Commission on initiatives related to social policy and on developments in European policy which could have a social impact on the postal and postal-related sector, this project will further disseminate the results of the “Promoting Social Dialogue in the postal sector in an enlarged Europe” project, the “Mobilising Social Partners in a new context” project as well as the “Matching Skills & Jobs in the European postal sector” project. It will also in parallel take into account the learnings from the finalised SDC project “Trend Research in the postal sector in 2030”.

This project is proposed jointly by employers' and workers' organisations and aims at implementing the SDC work programme, as well as implementing measures to foster the implementation of European social dialogue outcomes, reinforce the SDC impact and visibility, and support the previous related projects follow-up and reporting.

The project will be conducted in accordance with the objectives set out in the Agenda for Jobs, Growth, Fairness and Democratic Change and the Commission Work Programmes, as well as the Commission's Communication “A Digital Single Market Strategy for Europe¹”. Moreover, the project will take into consideration the published Application Report on the application of the Postal Services Directive (Directive 97/67/EC as amended by Directive 2002/39/EC and 2008/6/EC)², the “Final report of the high-level expert group on the impact of the digital transformation on EU Labour Markets (2019)”, the “new Skills Agenda for Europe³” and the Communication on digitising European industry⁴”.

The project has a two-fold target, on the one hand it seeks to anticipate skills needs in the postal sector (by identifying labour shortages and future skills needed for specific postal occupational profiles). On the other hand, it aims to analyse the positive and negative consequences of digitalisation on working conditions for the identified occupational profiles.

¹ COM(2015) 192

² COM(2015) 568

³ COM(2016) 381 final

⁴ COM(2016) 180 final

The project seeks to assist the postal social partners to anticipate future skills needs with particular regard to the digital ones. The project will also assist in adapting social dialogue practices to accompany the postal transformation by addressing the consequences of digitalisation on work organisation patterns and working conditions. In parallel, the project will enable social partners to exchange good practices in terms of training and re-training programmes and therefore to accompany the change process, it will allow social partners to issue recommendations for future training programmes. The project will also provide the social partners with a common reference framework of skills (digital and non-digital) needs in a time horizon of 3-5 years for specific postal job areas.

The SDC monitors closely main evolutions in the economy, technology, environment and society with an impact on the postal sector. The industry is at a turning point with the world becoming more digitalized. At the same time, the world of work itself is changing with a need to strike the right balance between increased flexibility and security in the upcoming 'Work 4.0'. More specifically digital technology such as robotics, self-driving vehicles or Exoskeletons, to name some of the recent trends, may impact the delivery of tomorrow and the customer experience. Emissions free delivery could also be a future demand especially regarding environmental protection in high population density areas which require alternative concepts for urban centre access and mobility. It is also crucial to involve employees and their trade unions in the discussions on how to cope with future (digital) challenges. This might include reflections on future jobs in delivery and on what would the postman/woman of the future look like.

Due to its importance for society and its large workforce, the postal sector is particularly impacted by the evolutions of the wider environment and context. The objective is therefore to address the transformations and changes that are anticipated or expected for specific occupational profiles as well as the related re-skilling and up-skilling training programmes put in place by postal operators for future reference. This project will consider the medium-term future, the next 5 years.

The project focusses on two main topics:

A) **Skills anticipation**

The project will analyse the skills that are currently used as well as the skills that will be needed in a future time horizon of 3 to 5 years. It will address mainly digital skills. However, skills for traditional job profiles in the selected areas of investigation will also be analysed. The social partners would like to assess the efficacy of implemented training and re-training programmes in meeting the identified and anticipated postal workforce future skills' needs.

The project should allow to share information and exchange good practices for each identified occupational job profile in terms of training/re-training programmes that ought to be adopted in the future. For that purpose, the project will identify key skills for each selected occupational job profile. The social partners would like to obtain first-hand information and knowledge on how postal operators and postal trade unions manage the increased digitalisation of their operations and its impact on specific and strategic work areas such as skill anticipation.

The project will also provide the social partners with a common reference framework of skills (digital and non-digital) needs in a time horizon of 3-5 years for specific postal job areas as well as Training Programmes Recommendations.

The project will focus on the following general occupational functions amongst others:

- **Back office postal operations** (pre-sorting, sorting, sequencing of postal items)
- **Delivery of postal items**, notably e-Commerce delivery (loading, off-loading, drivers etc.)
- **Post offices networks** (retail employees, administrative functions, financial consultants etc.)

The social partners will decide which specific occupational profiles and functions, given the transformation of the postal sector, will be further assessed in terms of skills gaps and skillset groupings needed for the sustainable development of these occupational profiles.

Specific attention will be placed on which digital skills need to be further analysed and developed to limit labour shortages in the future but also to enable in a continuous lifelong learning framework the upskilling of existing personnel. The project must derive full competence and skillset assessments accounting for possible future developments for the selected occupational profiles.

For each identified occupational profile and the related skills and competences, the social partners will seek to derive a better understanding of the training programmes and methods that could be put in place to manage the digital transformation as well as the cultural evolution around those occupational profiles. In this framework, the skills' needs in terms of digital competences will be a key focus area.

B) Impact of digitalisation on the working environment

The project will analyse the impact of digitalisation on working conditions for the identified occupational profiles. The analysis of working conditions in a digital environment will provide the social partners with important information and examples on the impact of digitalisation on the working environment which has changed over time because of the digital change and the ensuing postal operations' transformation.

The project will analyse both positive and negative impacts of digitalisation in the postal work environment, notably the relationship of the human/employee to the robots/machine. The project will additionally assess if and, in case, how the social partners can adapt to the digital change of competences, skills and the working environment through negotiated collective labour agreements and the adaptation to operational daily work activities. The project aims to identify and disseminate good practices on how to benefit and take advantage of the digitalisation of the working environment and work organisation patterns, taking also into consideration the inclusion of the workers. The project also aims to understand the potential risks of digitalisation for the sector, if any, and to disseminate the analysis of these aspects and possible recommendations.

Digitalisation as mentioned previously, has enabled several operational opportunities and advantages that have ameliorated the working conditions and occupational health and safety of postal workers. However, digitalisation could also bring about risks with occupational health and safety implications in terms of work organisation patterns and working conditions. Social partners want to obtain an overview of the possible implications that digitalisation can have over working conditions and work organisation patterns both positive and negative. It is important to collect point of views and share experiences in order to identify appropriate approaches to the relation between the workers and the "machine" to obtain as healthy and safe working conditions as possible, in a digital environment.

The selected occupational postal profile report will contain a chapter on the impact of digitalisation on the working conditions and work environments and possible recommendations on how to mitigate negative consequences of digitalisation on working conditions. About this aspect, the steering group together with the external consultants will agree on the best way to structure the outcome.

The external consultant will gather information on training and re-training programmes from both postal companies and trade unions. The external consultant will devise a questionnaire to gather

information on training and re-training methodologies related to skills development in the identified occupational profiles. The questionnaire will also gather information on skills anticipation methodologies and projects currently in use. Through the questionnaire, the project partners will also gather information on collective labour agreements that address the digitalisation of the working environment and the training and re-training programmes implemented thereof, where available. The questionnaire will also serve to gather data and information on the impact of digitalisation on the working conditions and the work environments of the three selected postal occupational profiles. The analysis of working conditions in a digital environment should be approached specifically for the selected occupational profiles but also in a general, holistic manner for the whole of the postal sector.

The project should inform generally on the relationship between the human and the machine as well as the impact of digitalisation on the working environment, notably from an occupational health and safety perspective and questions around mental health as well as about the most appropriate approach to the relation between the workers and the Machine in a highly digitized environment. The analysis of the impact of digitalisation on working environments should cover the three selected occupational profiles and additionally address the impact of digitalisation in a general methodology for the postal sector.

Three seminars will enable the social partners to address the two topics of this proposal, namely the analysis of the skills that are currently used as well as the skills, mainly the digital ones, that will be needed in a future time horizon of 3 to 5 years for the selected postal occupational profiles, and the analysis of the impact of digitalisation on working conditions for those occupational profiles. The three seminars will ensure the exchange of good practices and help the social partners in obtaining an overview of the skills that will be required in the future for the identified occupational profiles.

The project will offer a clear indication of the skills that are used as well as the skills that will be needed in the future. This overview will also be cross-checked with implemented training and re-training programmes and contribute to the reflection on how to best shape the training programmes to meet the anticipated skills needs in the future. The external consultants will be tasked to devise a skills reference framework of digital and non-digital skills needs in a time horizon of 3-5 years for the selected occupational profiles. These skills reference frameworks will be main deliverables of the project. Each skills reference framework report will contain a chapter on the impact of digitalisation on the working conditions and work environments and possible recommendations on how to mitigate negative consequences of digitalisation on working conditions.

The project is divided in three phases:

Phase 1: Preparatory phase

- Selection of the external consultant which will support the project Steering Group in the implementation of the project.
- Kick-off meeting of the Project Steering Group and the selected external consultant to launch the project and confirm the tasks and deliverables at hand. Participants will agree on the detailed methods and calendar of the project deliverables.
- Identification and selection of the three postal occupational profiles to be analysed.
- Elaboration and adoption of the Survey / Questionnaire to gather information on the skills needs, the training programmes, the collective labour agreements addressing skills anticipation, and the impact (positive and negative) of digitalisation on the work environments and working conditions for the selected postal occupational profiles.
- The external consultant, with the support of the project steering group, will devise a questionnaire and propose a methodology around data gathering. The project steering group would like to adopt a common methodology that will be rolled out throughout phase 2 and that will gather information

on one occupational profile at the time. It could be envisaged to issue three questionnaires for example, with the questionnaires being fine-tuned as the project advances. The project steering group will approve and orient the methodology proposed by the external consultant to make it fit the sector and to identify key stakeholders to conduct further interviews.

Phase 2: Surveying of social partners and staging of three seminars

- The questionnaire / survey will be translated and circulated in a first step.
- The questionnaire will serve the external consultant to gather information, data, and good practices on the two subjects described above (skills anticipation and digitalization impact on working conditions) for each selected postal occupational profile.
- The external consultant will also conduct selected phone interviews to get more detailed information and direct experiences key for the study.
- Stage three seminars that could focus each on one of the selected postal occupational profiles together with the analysis of the relation between the worker and the machine or could be structured in a different manner in agreement with the project steering group. Each seminar will serve the external consultant to derive a skills reference framework that addresses the two core themes of the project, namely skills anticipation and training recommendations as well as the impact of digitalisation on the working conditions and work environments.

It is highly encouraged to propose a methodology that fits this analytical framework. The consultant should conduct a related desk research to identify the main challenges in the postal sector in relations to the two topics of the project to propose an appropriate methodology. The data gathering for each occupational profile could be implemented in different stages. The in-between contacts between the participants will also be important to ensure a continuous dynamic. The project steering group encourages applicants to propose flexible methodologies that would efficiently enable data and information gathering. It is important to consider for the second topic of the project to obtain information of a role-specific nature as well of a more occupational health and safety policy nature. The project steering group is open and flexible to select the methodology that would best meet the objectives of this call. Flexibility can be envisaged also in the organization in terms of content of the foreseen seminars.

We foresee 3 seminars to be organised with several months in between. The external consultant will not lead the seminars but will be tasked to provide a skills reference framework that addresses the two core themes of the project for each occupational profile in advance to each seminar. The three Skills Reference Framework and Work Environment Reports would be adopted during each seminar by the seminar participants. Each seminar will last 1 day. While there should be some flexibility as regards the content of the seminars which will depend on the progress of the discussions, they are foreseen as follows. A different structure of the three seminars could be agreed upon if the proposal meets the project's objectives:

- Seminar 1: **Back office postal operations** (sorting, sequencing of postal items)

The aim is to anticipate skills needs in a future horizon of 5 years and analyse the re-skilling, upskilling training programmes in place for that postal profile. The skills reference framework and working environment report should address the skills and training programmes aspects as well as the impact of digitalisation on those specific work environments and working conditions. Participants at the seminar will devise and adopt the set of recommendations on, the basis of the skills reference framework and working environment report.

- Seminar 2: **Delivery of postal items** – e-Commerce delivery (loading, drivers, deliverers etc.)

The aim is to anticipate skills needs in a future horizon of 5 years and analyse the re-skilling, upskilling training programmes in place for that postal profile. The skills reference framework and working environment report should address the skills and training programmes aspects as well as the impact of digitalisation on those specific work environments and working conditions. Participants at the seminar will devise and adopt the set of recommendations on the basis of the skills reference framework.

- Seminar 3: **Post offices networks** (retail employees, administrative functions, financial consultants)

The aim is to anticipate skills needs in a future horizon of 5 years and analyse the re-skilling, upskilling training programmes in place for that postal profile. The skills reference framework and work environment report should address the skills and training programmes aspects as well as the impact of digitalisation on those specific work environments and working conditions. Participants at the seminar will devise and adopt the set of recommendations on, the basis of the skills reference framework.

Phase 3: Final Conference and results dissemination

- The third phase of the project will consist of the dissemination of the project results (the three Seminar Reports and its Recommendations). The three Seminar Reports will be compiled into one single Skills reference framework and working environment report and presented during the final conference.
- The final conference will enable the large dissemination of the project results, enable the further exchange of good practices, and allow the project steering group to carry-out a first evaluation of the project deliverables which will also inform the final report.
- The final conference will bring together the social partners, European policy-makers in the postal industry, human resources experts from the postal operators and the postal trade unions, as well as interested stakeholders.
- The final conference will enable the project steering group to engage in a first initial assessment of the initiative. The final conference and its deliverables will inform the Final Report of the project and contribute to the work programme of the established SDC. In particular, the project will allow the Training and Health and Safety Working Group to further its analysis of the digital skills and skills needs anticipation for the given postal occupational profiles.
- It will allow the social partners to engage in an important discussion that accompanies the current transformation of the sector, namely the necessary anticipation and skilling needs of the postal workforce around the identified need to adapt the postal workforce to the digital age which involves training measures in the use of new technologies as well as the adaptation of service provision to an ever-more digitalised user landscape.

3. Purpose of the Contract

The aim of this contract is to support the Training and Health and Safety Working Group of the SDC to implement the different project phases. The selected external consultant team will oversee the implementation of the proposed methodology for data collection. The selected external consultant team will hold an essential role in the project implementation. In cooperation with the project steering group, the consultant team must devise a questionnaire that enables information gathering on the two core project topics. The consultant team will have to gather the data, analyse it and provide a Skill Reference Framework and Working Environment Report for each occupational profile. The seminar participants along with the project steering group and the consultant team will adopt and approve the recommendations from each Report on the two core topics.

During each stage of the project, the consultant team will work in close collaboration with the project team composed of both employers and unions, notably through regular phone meetings.

4. Tasks to be performed by the External Consultant

- ▶ Phase 1: Preparatory phase (4 months)

Tasks:

- At the kick-off meeting, present the methodological proposal as well as a first version of the anticipated Survey / questionnaire on the first occupational profile
- Define the objectives of the questionnaire in agreement with the project steering group
- Define a clear framework for the study implementation according to the proposed methodology and the aims of the project
- Identify possible literature addressing skills anticipation in the postal sector or the impact of digitalisation on working conditions.

Results:

- 1° A clear presentation of the methodology proposed at the kick-off meeting**
- 2° First draft of the Survey / Questionnaire**
- 3° A first draft template for the Seminar Reports**
- 4° A written summary of the methodology, calendar, main phases of the research to be undertaken**

- ▶ Phase 2: Questionnaire dissemination and staging of the three Seminars (16 months)

Tasks:

- Questionnaire circulation and data gathering along the two core topics of the project for each selected occupational profile.
- Once each Skills Reference Framework and Working Environment Report is approved by the project steering group, the 3 seminars will be staged and contribute to the finetuning of the reports and the issuance of the recommendations.
- The Consultant team will participate in the Seminars to present the Skills Reference Framework and Working Environment Reports and assist in the adoption of the Final Reports including the recommendations.

NB: the costs for one or two persons from the consultancy team to attend the seminars (travel, accommodation) should be covered by the project budget and should therefore not be included in the calculations of the offer to carry out the research.

Results:

- 1° Data gathering and elaboration of three Skills Reference Framework Reports covering the two themes of the project.**
- 2° Effective presentation of the Skills Reference Framework and Working Environment Report at each Seminar.**
- 3° Contribution to the elaboration of the recommendations on each of the two core themes of the project to be included in each Skills Reference Framework Report.**

- ▶ Phase 3: Final Conference and results dissemination (4 months)

Tasks:

- Support the preparation of the final conference through the dissemination of the project results (the three Seminar Reports and its Recommendations) which will be compiled into one single Skills reference framework and presented during the final conference.
- Adapt and finalise the single Skills reference framework and Working Environment reports which will inform the project's Final Report

Results:

- 1° Contribute to the drafting of the final conference's agenda with the project steering group
- 2° Drafting and clear presentation of the single Skills reference framework and Working Environment Reports during the final conference
- 3° Finalisation of the Skills' reference framework and Working Environment Reports to be integrated in the final report

5. Time schedule

Overview of the time schedule for the whole project

Phase	Responsible	Task
<ul style="list-style-type: none"> ▶ Phase 1 February 2020 – May 2020	<ul style="list-style-type: none"> • Project Steering Group • External consultant 	<ul style="list-style-type: none"> • A clear presentation of the methodology proposed at the kick-off meeting • First draft of the Survey / Questionnaire • A first draft template for the Seminar Reports • A written summary of the methodology, calendar, main phases of the research to be undertaken
<ul style="list-style-type: none"> ▶ Phase 2 June 2020 – October 2021	<ul style="list-style-type: none"> • Project team • External consultant • SDC companies' & union members 	<ul style="list-style-type: none"> • Organisation and staging of 3 Seminars • Data gathering and elaboration of three Skills Reference Framework and Working Environment Reports covering the two themes of the project. • Effective presentation of the Skills Reference Framework and Working Environment Report at each Seminar • Contribution to the elaboration of the recommendations on each of the two core themes of the project to be included in each Skills Reference Framework and Working Environment Report
<ul style="list-style-type: none"> ▶ Stage 3 November 2021-	<ul style="list-style-type: none"> • Project team • External consultant 	<ul style="list-style-type: none"> • Contribution to the drafting of the final conference's agenda together with the project steering group

<p>February 2022</p>		<ul style="list-style-type: none"> • Drafting and clear presentation of the single Skills reference framework and Working Environment reports during the final conference • Finalisation of the Skills reference framework and Working Environment Reports to be included in the final report
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6. Expertise required

The external consultant teams ought to exhibit expertise in the following fields:

- Knowledge of EU social and economic policies
- Knowledge of EU digital legislation
- Knowledge of the current discussions on digital Skills and Competences at EU level
- Experience of the postal sector (preferential)
- Knowledge and experience of training programmes aimed at the re-skilling or up-skilling of personnel notably in a framework of adaptation to the digitalisation of the economy
- Knowledge and experience on work organisation patterns, restructuring, industrial adaptation and anticipation
- Knowledge and experience of robotics, artificial intelligence, and digital trends in occupational profile adaptation, considering emerging technologies and new technological trends
- Knowledge and experience of Occupational Health & Safety
- Knowledge and experience of digital Human Resources transformation
- Knowledge and experience on Edu Tech, Learning Analytics, Skill assessment design
- English language
- Business Strategy with Data Analytics
- Service Design
- Data analysis
- Knowledge of Industrial Relations and the shaping of training programmes in a social dialogue context (preferential)

The external consultant should exhibit expertise in the above broad subjects with a proven experience of supporting diverse groups in conducting qualitative data analysis. The external contractor should have a good understanding of social issues and sufficient knowledge about European structures. Ideally it should have relevant knowledge of HR and industrial relations issues. Knowledge of the postal sector would be an asset but is not mandatory.

7. Selection criteria

The following criteria will be considered to select among external contractors:

- The presentation of the bid must be clear, well-constructed and responding to the demand
- The bid should consider the sectoral specificities, the evolution of postal activities, jobs and the broader environment, notably when formulating their methodology.
- The clarity, innovativeness and efficacy of the presented methodology is of high importance
- A team of international consultants would be an important asset
- The presentation of additional ideas would be appreciated
- The price, regarding services proposed, will be determinant
- The bid should be sent both in electronic and paper version

All interested applicants must send in their application by **27 March 2020** at the latest, to UNI Europa Post & Logistics Director Dimitris Theodorakis at: dimitris.theodorakis@uniglobalunion.org