



The European Social
Dialogue Committee
FOR THE POSTAL SECTOR

Comité Européen du
Dialogue Social
POUR LE SECTEUR POSTAL

POSTAL SECTOR EVOLUTION WORKING GROUP MEETING

*SDC Annual Plenary meeting
1 December 2016*

POST EUROP
YOUR LINE TO POSTAL EXPERTISE

UAI europa
post & logistics
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2016 activities

The project “Mobilising social partners in a new context”



Main elements

- 18 months project: December 2014 to June 2016
- Project focusing on two topics:
 1. **CLAs to accompany the change process and social transformation strategies**
 - Analyse of labour agreements signed within 16 postal operators
 2. **Learning seminar on new services (e-commerce, new services of proximity)**

(See Training, Health & Safety working group presentation)
- Support of Ecorys consultant

Topic 1: study on collective labour agreements

- A selection of 16 national postal operators:
 - Austria, Belgium, Denmark, Estonia, Germany, Finland, France, Ireland, Italy, Netherlands, Poland, Portugal, Romania, Spain, Sweden, UK
- Two main sources of information:
 - First-hand data collected by means of questionnaires disseminated to all the 28 Member states and completed by phone interviews done with the respondents from the 16 selected countries in order to get complementary information
 - A desk research with an analysis of CLAs' content through a detailed grid of analysis for each of the 16 countries

Study on CLAs: Final conference

- 24-25 May 2016 in Bucharest
- 52 participants from 18 countries
- Organized around seven thematic sessions
 - Session 1: Employment
 - Session 2 : Wage policies
 - Session 3 : Work organisation
 - Session 4 : External and internal mobility
 - Session 5 : Career planning and training
 - Session 6 : Searching for a new social and economic equilibrium
 - Session 7: What role for social dialogue in the transformation and future trends?
- Presentations from the study outputs on each topic made by the consultant and selected national testimonies on the relevant subject.

Project main findings

- 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 collective labour agreements (CLAs)
- The content of the CLAs differs significantly between the EU Member States
 - Different national contexts, regulatory and industrial relations framework, companies at different stages of transformation
- NPOs try to find a balance between flexibility in working arrangements and employment security
- CLAs constitute 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
 - Training has in particular become an increased priority in most operators.
- However CLAs do not contain all the measures implemented to support the change process

Drafting a typology of social transformation strategies

- Main identified factors shaping the operators' social transformation
 - Evolution of employment, wages, employment statuses and work organisation, modulation of working time as well as development of mobility and training
 - These levers are non-exhaustive and have been used at different levels by postal companies and usually in combination
- Social transformation strategies can vary over time or be combined according to the operators' or the national context.
- They are closely linked to the diversification strategies of postal operators.
- The strategies are shaped around three main variables:
 - Employment, wages and flexibility

A draft typology of social transformation strategies

1. A strategy geared towards employment security with no forced redundancies, with an emphasis on work re-organisation to counteract negotiated wage freezes or moderation
2. A strategy geared towards the maintenance of labour conditions in terms of wages and stability of the work organisation but which entails a reduction in employment and in some cases externalisation of some operations (last-mile delivery and new services).
3. A strategy aimed at preserving wages' and employment levels whilst entailing increased internal and external flexibility in work organisation patterns.

Other measures

- Different working conditions for current vs. future employees
 - Maintenance of statuses and wages for existing staff while offering different conditions for newly recruited employees in terms of lower wages or more flexible statuses.
- Social partners also put in place several positive measures to support the transformation
 - The development of new jobs together with the need for new skills has required the development of further training programmes to enable up-skilling and re-skilling of employees
 - Essential to develop staff employability and support its redeployment through internal and/or external mobility
 - In this fast developing environment at the digital age, postal operators also need to hire new competences and attract the younger generations.

Project final booklet content

- Introduction
- Acknowledgements
- Methodology
- Project's main outputs
- Consultant analyses:
 - Consultant report executive summary
 - Consultant detailed report
- Reporting on events:
 - Training seminar on e-commerce and new services
 - a. Agenda
 - b. List of participants
 - Final conference on CLAs' study
 - a. Agenda
 - b. List of participants
- A USB key with pictures and presentations as well as country fiches

A wide dissemination of the project's main results

- The final booklet in 3 languages: English, French and German
 - 200 ENG, 100 FR and 100 DE booklets
 - To be disseminated to main internal and external stakeholders from the sector
- The MOOC as a particularly innovative tool
- The new SDC website:
- A joint presentation at DG Employment Liaison Forum, 5 July 2016
 - A meeting gathering sectoral European social partners
 - A particular interest expressed for the typology of social transformation strategies and for the MOOC



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Outlooks 2017 activities

DRAFT

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Proposal of activities for 2017

- Proposals of topics on the social impact of the ongoing evolutions
 - Adaptation of delivery according to new customers' needs: mail and parcels
 - Development of new services, in particular e-commerce and digital services
 - Development of customer-centric services: new proximity services, personalisation of parcels' delivery
- Question on whether to submit a funding demand in summer 2017?
 - Pros: EU co-funded projects enable to have a consistent activity with clear timeframe, work program and financial support
 - Cons: issue of available resources, is it realistic to run two projects, even if not totally in parallel ?
- Communication action plan:
 - Meetings with relevant stakeholders: DG Employment, DG Growth