



CALL FOR TENDER: Future of the Workplace: Providing quality jobs, modern and sustainable workplaces in local and regional government

Call for tender 2011 joint CEMR/EPSU project on "Future of the Workplace: Providing quality jobs, modern and sustainable workplaces in local and regional government" : Grant Agreement VS/2011/0404 ; Budget line 04.03.03.01

Please send your bids by email or by post to:

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Deadline for receipt of bids (including applications sent by post): Midday
(12.00 CET) 15.12.2011

Expected starting date of contract: 02.01.2012

Tender specifications available in **ANNEX 1 below**

Useful documentation: [Work programme](#) of the European Social Dialogue Committee in the Local and Regional Government sector (2010-2013)

FUTURE OF THE WORKPLACE: PROVIDING QUALITY JOBS, MODERN AND SUSTAINABLE WORKPLACES IN LOCAL AND REGIONAL GOVERNMENT:

Tender specifications

1. Background

The work is part of a project seeking support from the European Commission under budget line 04.03.03.01 introduced by the Council of European Municipalities and Regions (CEMR), with its social partner the European Federation of Public Service Unions (EPSU) in the framework of support for European Social Dialogue.

2. Purpose of Contract

The purpose of the contract is to provide CEMR and EPSU with concrete research + analytical background documents on each of the proposed workshop themes (see Annex 1 for project work plan and more details), along with providing expertise during the workshops and final conference.

The purpose of the contract is to provide the project with background research and technical expertise regarding the anticipation of change and modernisation of local and regional government as a workplace of the future, through working with this Social Dialogue Committee on collecting relevant research and case studies to support the formulation of recommendations and conclusions proposed by the expert. These will be used to form an integral part of the Social Dialogue Committee's follow up work to this project.

3. Tasks to be performed by the contractor

Description of tasks

The contractor would be present and active in each of the proposed workshops throughout the duration of the project, and for each prepare a background document which includes well-documented research and good examples. The background documents should:

- Outline each workshop theme by providing a good background document to the theme in relation to local and regional government administration and the respective services and the role of Social Dialogue;
- Assess policies and actions that promote various ways of addressing the relevant changes in the workplace, with specific regards for Social Dialogue actions;
- Gather evidence regarding the various challenges being faced under each theme by local and regional government;
- Highlight initiatives which are being already implemented, specifically through Social Dialogue, in addressing these challenges and show the benefits of these approaches;
- Analyse problems / gaps which the Social Dialogue has not yet addressed under these themes, but could provide ideas for follow-up of this project within the Social Dialogue Committee.



The contractor would then maintain discussion with the steering group for the project after each workshop, and further develop the papers according to discussions held during the workshops (where the contractor will be present and provide a background and explanation to their papers).

The research gathered by the contractor, will be used to formulate, with the project steering committee, concrete recommendations and proposals for solutions which will then be discussed for future actions by the Social Dialogue Committee. The skills and expertise of the contractor will provide the project with consistent research which will allow members to prepare / develop and implement actions through social dialogue to provide a more sustainable, high quality workplace; one which has constructively anticipated the incoming changes foreseen for this sector. These recommendations will be translated into numerous languages for dissemination and promotion.

Guidance and indications on task execution and methodology

The work will include mostly desk-based research, encompassing the European dimension while the writing up of case studies will be largely based on prior input from the CEMR / EPSU members and the workshop discussions. Flexibility is required, as the contractor will be expected to be present during all workshops throughout this project.

A steering group made up of the CEMR and EPSU secretariats and elected chairs of this Social Dialogue Committee of the local and regional government administration will oversee the project and assist the contractor.

4. Expertise required

The contractor would be expected to demonstrate:

- A good level of research skills and applied studies, preferably with a focus on the local and regional government sector;
- Strong command of English along with capacity to work in a European / multilingual setting and to collect and work with information for the case studies in particular in different languages;
- Experience of working with employment organisations, trade unions and social partners;



5. Time scheduling and reporting

Part of project	Timing	Days
First online discussion between CEMR/EPSU and contractor to define content and timeline	Online: beginning of January 2012 (date to be defined with contractor)	0.5
Steering committee meeting to define content , expected outcomes and expectations	Brussels, 18 January 2012	0.5
6 background documents drafted, each in time for workshops	January 2012- September 2012	12 (2 days per workshop)
Workshop attendance + presentation	January 2012- September 2012	6 (1 day @ workshop)
Finalisation of documents post-workshops	January 2012- September 2012	6 (1 day per document)
Steering Committee meeting: discussion of state of play, follow-up, outcomes	Online: 23 April 2012	0.5
Steering committee meeting to discuss state of play, follow-up, outcomes	Online: 02 October 2012	0.5
Active participation in final conference (Cyprus t.b.c)	15 October 2012 (day t.b.c.)	1
Evaluation meeting Steering Committee	Online: 27 November 2012	0.5

6. Payment and standard contract

The payment will be in different phases (initial down payment of 30%, 30% on completion of first 3 workshops; 40% on completion of final workshops and evaluation meeting)

The contract will be drawn up between CEMR and the contractor.

7. Price

A total of 27.5 days is foreseen for the work, with a maximum price of 13,750.00 Euros.



8. Selection criteria

The call for tender will be published on the websites of CEMR and EPSU, and disseminated through known networks. The applications will be collected by CEMR and shortlisted based on the specifications listed below. The project steering committee will make the final selection.

The contract will be awarded to the tenderer whose offer represents the best value for money – taking into account the below criteria related to relevant skills and experience. It should be noted that the contract will only be awarded to a tenderer who clearly proves that their experience and knowledge match at least 70% of the award criteria.

The contractor would be expected to demonstrate:

- Experience of related studies / research / publications;
- Experience of working with employers' organisations, trade unions and/or social partners;
- Capacity to work in a European setting and to collect and work with information for case studies in other different languages;
- Knowledge of workplace trends within European labour markets;
- Knowledge of the social dialogue and collective bargaining arrangements across Europe, with special reference to local and regional government administration;
- Experience of writing background papers for various target groups (including practitioners);
- Capacity to present research and conclusions at international meetings, appropriate for the target audience;
- Strong computer skills, experience in web meetings desirable

Additional Documents:

Annex 1 : Project Work Programme



ANNEX 1: "The Future of the Workplace: Providing quality jobs, modern and sustainable workplaces in local and regional government"

Project Work Programme

This project will seek to support the continuing development of social dialogue between trade unions and employers' organisations in local and regional government sector, both at EU and at national level. The project will address an overarching theme "The future of the workplace" which is currently being discussed by local and regional government administrations in the context of current societal, demographic, environmental and economic challenges.

Severe changes are currently being implemented in local and regional administrations, for example the reduced financial capacities of the sector, demographic and societal changes, changing work patterns and the need for reconciliation of work, family and private life, which affect both employees and employers. The successful implementation of sustainable solutions depends on sound discussions and recommendations by both sides, which will be thoroughly supported by this project. Through holding such discussions we aim to anticipate change in this sector and to provide solutions for adapting and modernising the local and regional government administration to these challenges.

The in depth discussion of these challenges will be held within our sectoral Social Dialogue Committee, whilst at the same time involving other sectoral Social Dialogue Committees to actively participate in the workshops, where relevant; specifically we will focus on establishing links with the Central Government Administration, Hospital, Education and Transport Committees.

The project consists of:

- ✓ **6 workshops** on each of the thematic strands of the project, which will focus on a field which will be affected by change:
 1. Funding of local and regional government sector; **19 January 2012**
 2. Recruitment and retention (with special focus on youth and elderly employment); **28 February 2012**
 3. Lifelong learning, training + skills development; **15 March 2012**
 4. Equality/ Diversity/non-discrimination; **16 May 2012**
 5. Migration + Mobility within local and regional government administration; **21 June 2012**
 6. Well- being + sustainable workplaces. **12 September 2012**
- ✓ **A final pan-European conference** in October 2012 to present the case-studies and outcomes of the thematic strands

Specific objectives

The primary aims of the project are to:

- **Identify** the important challenges being faced by local and regional authorities in the context of the Future of the Workplace;



- **Research** and assess the extent to which local and regional authorities are already addressing these challenges through social dialogue; identify the gaps and gather best practice examples and case-studies;
- **Explore** new/innovative solutions that could be delivered through social dialogue actions;
- **Produce** recommendations to European and National governments on how local and regional governments can anticipate and prepare for these changes in order to meet future needs and demands for efficient and high-quality public services and sustainable workplaces for Europe's working population;
- **Assist** with the implementation and guide the future work of the Social Dialogue Committee by implementing its Work Programme 2011-2013 and providing evidence and recommendations which can be taken up in more detail in future Committee Working Groups.

Each workshop will formulate two concrete conclusions and two implementable recommendations, which will feed into a final project publication and then will be followed up within our Social Dialogue Committee.

The aim of the workshops will be to gather experienced officers from the local level and focus on 2-4 case-studies regarding the chosen thematic strands, to discuss concrete challenges and recommend potential solutions. These solutions should be able to be implemented and monitored through the Social dialogue members at local level as well as the Committee at European level. Throughout this process, details of collective bargaining and social dialogue arrangements and priorities within these themes should be highlighted and evaluated.

Alongside this, the project will bring in EU-wide initiatives which have set out concrete priorities for both the Social Partners and local and regional governments to fulfill. The main focus will be on the Europe 2020 Strategy, and its flagship initiatives. Concretely, this project will look at the „New Skills for New Jobs“, „Youth on the Move“ and „Innovation Union“ Flagships as starting points. The added-value of bringing in European strategies is to make the link between action at local level and its potential effects on these strategies and their objectives.

An overarching theme throughout this project are the ongoing constraints at local level within different Member States, and its effects on local and regional authorities- both as a workforce and as public service providers. In each workshop the topic will be looked at, both in exchanging experiences of local and regional government financing and looking together at future possibilities to create and maintain quality public services through a sustainable workforce.

The final Pan-European conference will draw conclusions and recommendations based on the outcomes of the workshops/virtual groups. The final recommendations, which will form the main part of the project publication, will be translated into 6 languages, will be widely disseminated with the aim to implement them, and, through the Social Dialogue Committee, monitor their effectiveness on the changing workplaces within local and regional government administrations.

A final project publication is envisaged with the project summary, methodology, conclusions and concrete recommendations of the project. This publication will contribute to the successful dissemination of the project outcomes, as well as feed into our Social Dialogue Committee future work. In addition to this, it will enable sound monitoring and follow-up of the project through implementing the recommendations within our Committee.

