

Tender Specifications for subcontracting external expertise

Project Title and Number:

Title: “Anticipating, Preparing and Managing Employment in the Private Security Industry”
(VS/2017/0020)

1. Background

CoESS and UNI Europa have been awarded a grant from the European Commission to launch a project on “Anticipating, Preparing and Managing Employment in the Private Security Industry”.

This action is in direct link with the first priority of the CoESS-UNI Europa Social Dialogue Work Programme on the foreseeable consequences of change in the private security business on employment conditions in the sector.

Both organisations have been involved in addressing change in the last years, both internally and in their exchanges.

For example, a presentation has been made by CoESS at a Sectoral Social Dialogue meeting in 2015 about its White Paper entitled “The New Security Company: integration of services and technology responding to changes in customer demand, demography and technology”. (This document is available here <http://www.coess.org/newsroom.php?page=white-papers>)

UNI Europa has also undertaken cross-sectoral work in this area; focusing on the new world of work, digitalisation and the skills required to meet these challenges/changes.

The issue of anticipation of change is in line and in connection with the issues of modernization of work, as well as training. Training, in particular, has been a key theme of work programmes for the Sectoral Social Dialogue for private security services for many years. The private security social partners have adopted in the past joint declarations, which refer to the need of anticipating change. The issue has also been evoked in former joint projects financed by the European Commission. This is an on-going feature of ensuring quality security services, which in turn is also a high priority for both Social Partners.

The timing for the application for a grant is due to the fact that the change is accelerating, and therefore, there is a need to focus on its nature, and take steps to anticipate it and manage it, in order to minimize disruptions on employment and to ensure a smooth transition to the new situation.

The nature of expected change in private security services has the following general characteristics:

- An accelerated integration of traditional on-site guarding with remote and mobile guarding, supported by technological and electronic solutions.
- The job content change. Some jobs will disappear and be replaced by totally new ones.
- Demographic changes, with a workforce that is growing in age.
- The need and difficulty to attract the younger generations to the private security industry and retain them.
- The widening of missions given to private security and increasing dimension of public-private partnerships with law enforcement agencies.

As a result, current and future generations of security guards will have to be more competent on various levels of skills and attitudes. Different and evolving educational needs and requirements will emerge.

In order to anticipate and prepare for these changes and to take into account other factors, such as the refugee situation and the threat from terrorism, the Social Dialogue Partners, CoESS and UNI Europa, feel the need to have a deeper understanding of the change and its consequences on the private security workforce.

Description of the Project

The overall objective of the project is to understand, anticipate, prepare and manage change in employment within the private security industry resulting from a combination of factors and likely to result in a need for adaptation and adjustment of recruitment, profiles, skills and training of employees. Having a better understanding of how to anticipate and adapt to change will increase resilience within the industry and its capacity to adapt to future changes, seize opportunities, for example from the widening of the security domain and increased public-private partnerships.

Year One of the project would be dedicated to analysing the causes and consequences of change.

A first workshop will be organized to bring together UNI Europa and CoESS Members, as well as any other relevant party, which may bring added value to the workshop, share thoughts and experience, and gather data and information about the change.

The external consultant will use the data gathered in the workshop as well as produce quantitative and qualitative data across various representative European countries active in the Social Dialogue.

- a) Gather information and data about the change
 - a. Drivers of the change
 - i. Technology
 - ii. Customer demand
 - iii. Economic dimension
 - iv. Demographics
 - v. Societal, e.g. urbanization, migration, terrorist threat
 - vi. The sector and its scope: e.g. widening of missions, public-private partnerships, etc.
 - vii. Other factors
 - b. Anticipated magnitude and timing
 - c. Likely impact and consequences:
 - i. On the sector in general: image, positioning, communication
 - ii. On businesses: management, HR
 - iii. On employment: profiles, required training, etc.



Year 2 of the project will be dedicated to using the report in order to formulate recommendations on how to anticipate the change.

To this end, the external consultant will interview relevant experts (including, but not limited to UNI Europa and CoESS members, academia, HR, recruitment and training specialists) to:

- b) Reflect on, and make recommendations to, anticipate the change:
 - a. Business-wise: how companies should start preparing for the change
 - b. Employment profile, required hard and soft skills, job content and consequent selection and training requirements

A second workshop will be organized to present the findings of the report to the Social Partners and their members, as well as to any other relevant interested party (European and National Authorities in charge of employment and education/training).

The 2nd workshop will present the findings of the report and will focus on the solutions, in the form of recommendations and guidelines. The recommendations and guidelines will be transposed in a powerpoint template, to be used by the UNI Europa and CoESS Members to disseminate results, raise awareness to the issue and encourage action.

At the end of Year 2, a closing conference will present the final report and the powerpoint to the stakeholders listed below. The final objective is to encourage further dissemination of the information and recommendations to all interested stakeholders. For example, members of CoESS will be encouraged to organize local seminars and workshops to communicate on the report to raise the social partners' awareness and encourage them to take action.

The next step will be to

- a) Disseminate the results to the Social Partners and other stakeholders:
 - a. From UNI Europa to its members and to the employees
 - b. From CoESS to its members and to the employers
 - c. European Institutions
 - d. National authorities in charge of employment
 - e. National authorities in charge of education
 - f. Academia and think tanks

2. Project timeframe

Duration of the project: from 1 February 2017 to 31 December 2018

Date	Description
End May 2017	Project Expert Committee 1 st meeting - PEC 1 - Discussion with the consultants on the methodology, contents and timing of the report - Brussels
Beg October 2017	Workshop 1 - Brussels

Nov/Dec 2017	PEC 2 - Debrief on workshop - Debrief on progress of the consultants' report - Brussels
Spring 2018	Workshop 2 - Brussels
June 2018	PEC 3 - Review of final report + deliverables - Brussels
Sept/Oct 2018	Final conference, Spain - Presentation of deliverables and launch of follow up actions

The contractor will submit part 1 of the report at the latest on 28 February 2018, and part 2 at the latest on 1 September 2018.

Project coordination group and external expertise

The CoESS members and UNI Europa affiliates from the Security Sector participation in the Steering Committee (SC) and in the Project Experts Committee (PEC) have a profound knowledge of the sector. They are selected in order to have a good geographical and sectorial representation of the industry.

The SC is composed of 2 permanent employees of CoESS and UNI Europa respectively, and of 2 experts / members / affiliates of CoESS and UNI Europa respectively. The SC will meet 3 times during the project and its role is to:

- Determine the scope and methodology for the whole project
- Appoint the external consultant
- Ensure that the calendar is complied with
- Determine the format and contents of the deliverables
- Review the deliverables
- Decide on the format and contents of the workshop and final conference
- Decide on the concrete dissemination and promotion methodology

The PEC is composed of 6 experts (3 designated by CoESS, 3 designated by UNI Europa), 2 permanent employees of CoESS and UNI Europa respectively, and the external consultant designated for the project.

The PEC has a strategic and think-tank role and will prepare the contents of the workshop and review the reports.

3. Purpose of the contract / Tasks to be performed / Deliverables

The purpose of the contract is to offer expertise to the project in the form of a report (see deliverables below) and by joining the PEC meetings.

Tasks:

- To join the PEC Committees and make recommendations on methodology and contents
- To produce and present the deliverables according to the agreed methodology and contents



Deliverables

- A Report on the drivers, scope, timing and consequences of change, as well as the recommendations and guidelines to prepare, anticipate and manage the change
 - o The report should include a 5 -page executive summary in English, which should be translated into 4 other languages, namely French, Spanish, Italian and German
 - o In addition to the report, a Powerpoint Presentation shall be produced, which can be used by the Members of UNI Europa and CoESS for further dissemination to their members and should be translated into the same 4 languages as the Executive Summary
- Participation in and presentation at 2 workshops and a final conference:
 - o A first fact-finding, data-gathering workshop, which will serve as a basis for the drafting of the report
 - o A second workshop to present the report and gather recommendations on how to address the findings
 - o A closing conference to present the guidelines, recommendations, as well as present and deliver template presentations to disseminate its contents

The PEC will discuss in detail the tasks to be performed, including:

- desktop research to collect information;
- interviews with selected representatives of employers and employees
- information gathering / validation in the workshops

Expertise required

The successful contractor will be required to demonstrate knowledge and expertise in the fields covered by the report.

We would particularly welcome details on how the contractor would undertake the research required and methodology used.

4. Budget, payments and standard contract

The budget, VAT included for the research and delivery of the report + powerpoint is 45,000€ maximum.

This does not include concept and layout for the final report.

Travel and accommodation costs will be covered by means of the project's budget by CoESS according to the European Commission's reimbursement rules for 1 representative of the contractor for the 3 meetings of the Project Experts Committee (PEC), as well as for the 2 workshops + final conference. The European Commission's reimbursement rules cover economy class for air travel, taxi costs are not reimbursed. A specific form and documents to be produced for reimbursement will be made available.

Selection criteria

The work will be awarded by the Project's Steering Committee to the Contractor that best meets the following criteria:

- expertise, knowledge and experience in the areas covered by the report
- pluri-disciplinary aspect, agility, and ability to make links between the macro, micro, socio-economic, business, HR, training aspects covered,
- previous similar work and track record demonstrating expertise and experience in above fields,
- details on how the contractor would undertake the research required and methodology used.

5. Award criteria

The contract will be awarded to the Tenderer whose offer represents the best value for money, taking into account the above selection criteria, and the methodology proposed.

6. Procedure and presentation of the bids

Interested parties must submit their proposals to Catherine Piana, Director General of CoESS by email to Catherine@coess.eu and copy Chantal Verlaet, Policy and Communication Officer to Chantal@coess.eu

Interested parties should send their Tender as soon as possible, and no later than 28 March 2017 CoB.