



Leonardo Da Vinci Partnership

2010/2012

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FINAL REPORT

Project "Training Partnership
for a changing Post"

*"The best way to build
the future is Training"*

POST  **EUROP**



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This was a very good cooperation with a lot of exchanges between the Training and Human Resources, specialists throughout the project.

The commitments of the steering committee of the project have been fully efficient, thanks to the work of the project team:

Germán Domínguez Adrio Adrio (Correos y Telégrafos), Waqas Ahsen (PostEurop), Heike Ausprung (Deutsche Post AG), Özlem Aydoğdu (Turkish PTT), Dina Barišić (Hrvatska Posta), Jürgen Birkhölzer (Deutsche Post AG), Horacio Covita (InoSalus), Iclal Derelli (Turkish PTT), Anne Deville (La Poste), Nathalie Ganzel (La Poste), Beatriz Fernandez (Correos y Telégrafos), Victor Kalchev (Bulgarian Posts), Pierre Marville (Swiss Post), Veysel Gökhan Pak (Turkish PTT), Antonino Scribellito (PostEurop), Kalina Toteva (Bulgarian Posts), Borbála Marosvári (Magyar Posta), Ivana Mirković (Hrvatska Posta), Peter Weishaupt (Swiss Post)

We would like to thank the experts from postal operators who completed the questionnaire, attended the seminars and presented well prepared country testimonies.

Special thanks to the partners who welcomed the seminars organized during the project.

Finally, special acknowledgements to:

- The European Commission and the national agencies for their support;
- Antoine Bienvenue from the French National agency;
- The PostEurop Projects team, in particular Antonino Scribellito, PostEurop Senior Project Manager and his Assistant Project Manager Waqas Ashen, for their excellent contribution and skills throughout the entire Project.

Dominique Bailly

Chairman of the PostEurop
Social Responsibility Committee



Nathalie Ganzel

Chairwoman of the PostEurop
Training Working Group



INTRODUCTION

Introduction

The Social Responsibility Committee of PostEurop, is aimed at sharing best practices in matters related to training, occupational health, societal and environmental issues within the postal sector. One working group of this Committee is dedicated to training.

The main objectives of the group are to share best practices, to promote new initiatives in the area of training and to anticipate needs and main subject to improve employability in the postal sector.

In the context of a rapidly evolving postal sector, the development of skills and the improvement of employability are essential.

The aim was to help partners develop a mid and long term cooperation which will be helpful to manage changes.

The main objective of the Leonardo Da Vinci project "Training Partnership for a Changing Post" was to create an efficient and innovative training expert network to anticipate competences for now and for the future for the crucial and critical positions and jobs in the postal sector.

The concrete tasks were:

- To identify crucial and crucial jobs on the postal sector and to describe needs and competences;
- To share solutions to develop training for those crucial and critical positions;
- To disseminate results for future training for those crucial and critical positions.

A SPECIFIC CONTEXT

The question was to know whether the postal sector is going through an "evolution" or a "revolution" in this period.

The postal sector has a historical role in the economic and social life in Europe since it is:

- One of the largest employers in Europe (27) with 1,8 million workers;
- Insuring a territorial presence and a service of proximity all over Europe;
- An essential support to economic activity.

This sector is undergoing a huge transformation process. For the countries involved in the partnership, 2011 has been the last phase of the 2008/6/CE DIRECTIVE third postal directive implementation and time for liberalization (http://ec.europa.eu/internal_market/post/doc/legislation/2008-06_fr.pdf). The way to manage those changes is to anticipate the evolution of skills and competences that the postal sector obviously needs for the future.

The partners are all in a management of change process but at different phases, they thought at the beginning of the project that the sectorial approach was a pertinent way to work in order to conduct those changes.

To succeed in this process the postal sector and the partners have to cope with a lot of challenges like:

- Virtual mail substitution effects
- Automation of production tools and centralization;
- Implementation of new customers' relations, ranging from administration to enterprise;
- Diversification of the products;
- Increasing competition with new entrants.

Breaking factors detection

The decrease in mail volumes due to the development of new technologies and an increasing competition from new entrants with the market opening has an important impact on the employment volume.

There is a need for an increased diversification and modernization with a huge impact on the contents of jobs.

THE PARTNERS

The partners are all postal operators with public and private structures.

The coordinator was La Poste France and the partners were: PostEurop, the Association of European postal operators, Bulgaria-Bulgarian Posts, Croatia-Hrvatska Posta, Germany - Deutsche Post DHL, Spain- Correos y Telégrafos, Turkey-Turkish PTT, and the observers were Switzerland-Swiss Post and, Hungary-Magyar Posta.

The beneficiaries of the programme were the Training and Human Resources experts, the trainees and the top management of those postal operators.

La Poste



LE GROUPE LA POSTE

La Poste is a company which is operating in Mail with a fall-off in volumes (-5,8%) due to substitution of virtual mail and the opening of competition, in parcels and express and banking services.

A lot of employees have to evolve and solutions have to be found to face reorganisation and restructuring. With 276 000 employees La Poste has to face the changes using training possibilities and exchange with the other european postal operators. La Poste France was the coordinator of the project.

PostEurop



PostEurop, the Association of European Public Postal Operators, is a platform for the entire European Postal Industry. It has been established as a non-profit Organisation in 1993 by the 26 founding Members. With 53 members now, PostEurop embraces all the diversity and complexity of the European Postal environment. PostEurop Members employ some 2.1 million people world-wide (out of which 1.8 million within the EU), manage a network of over 175,000 counters which reach out to 800 million customers, and account for 30 to 40% of the world's mail traffic.

Turkish PTT



As a 100 % state owned enterprise, Turkish PTT wanted to join the European funded project and share best practices on the Human resources Management area with other partners of the project, so as to expand these experiences gathered from the result of this project to the whole Organisation through seminars and workshops. Indeed, Turkish PTT has already launched studies in order to create a performance management project within the human resources department.

Bulgarian Post



Bulgarian Posts Plc is the designated postal operator of Bulgaria with a staff of 14 300 employees. Having in view the current situation in the postal sector, there is a need for Bulgarian Posts Plc to focus its activities on virtual mail, finance services and managing the new competition resulting from the opening of the market. Hence, there is a need for a restructuring and reorganizing of the company and this change can be faced by vocational education and the exchange of good practices with European postal operators.

Correos y Telégrafos



Correos y Telégrafos has to face the decrease in profits due to the electronic substitution of its traditional products and the full liberalization of the postal sector. This means that the company and the employees need to adapt to this restructuring and reOrganisation context. Correos y Telégrafos has to face these challenges using training programs and exchange with the other European postal operators to limit the social dumping, developing the employee's competences and skills to support these changes.

Deutsche Post DHL



It is a top priority for Deutsche Post DHL to create an open and positive working environment for our employees.

As a leading employer in Germany and all over the world (around 500 000 headcount), the evolution of skills and competences is a key success factor for the future.

The Leonardo da Vinci project was an opportunity to share with other postal operators our lessons learned to tackle the changes that will occur in Europe, taking into account the liberalization of the sector.

Hrvatska Pošta



With 10 800 employees, Hrvatska pošta is operating on an unliberalised market that is facing increasing competition in the postal delivery segment of the market. The company's challenges are: the forthcoming liberalization of the market, the computerization of the postal services, and a workforce with lack of competencies for future jobs. Therefore, the Leonardo da Vinci Project partnership is one of the crucial programmes in the Training and Educational area for the Croatian Post to face the challenges of the future postal services market.

THE OBSERVERS

Magyar Posta



Magyar Posta is the universal postal Organisation in Hungary. While providing postal and financial services to private and business clients, its Training Centre conducts most of the professional trainings for the company's staff. It is vital, both for the company and its employees, to explore new methodologies and content in order to provide employees with the skills required from the new Europeans to meet the ever-changing demand of the market. Since the company is operating nationwide as far as skills and employability are concerned serious diversity can be observed among the different regions of Hungary. Our objective is to familiarize with best practices of our counterparts and to share our knowledge in this field as well as our experience in taking part in other European projects. Magyar Posta attended the project as an observer and shared a lot of best practices with the group.

Swiss Post



Swiss Post attended the project as an observer and shared a lot of best practices with the group.

METHODOLOGY

Methodology

The main idea was to organize the work in an efficient way with three work packages related to concrete objectives.

- The first Work Package was to describe needs and competences for now and for the future for critical and crucial jobs in the sector;
- The second Work Package was to share solutions, to identify training solutions, to develop employability for those crucial and critical positions so as to stress innovative and collaborative solutions;
- The third Work Package was to disseminate the results of the top best practices training for the crucial and critical positions in the postal sector.

This programme rose awareness of the postal sector for new competences needed to accelerate the necessarily adaptation of this changing labor market and stir debates between postal sector members.

The approach was to have a structured and shared work process with a lot of exchanges between the partners, but also within each partner Organisation to ensure the efficiency of the project for those Organisations.

A steering committee with one representative of each partner took the major decision of the project and reported to the management at their company. Training, Human Resources, Innovation or Operational departments contributed.

There is a need to share information to see the possible implementations of the results that will occur throughout the project and after the publication of the results.

STEP 1: IDENTIFICATION OF CRUCIAL AND CRITICAL JOB POSITIONS IN THE SECTOR

- Define the critical and crucial positions in the postal sector and elaborate a framework/questionnaire to share what are those positions for each partner;
- Fill in the framework description of the crucial and critical jobs by all the partners and collect the different outcomes;
- Analyze the results to define common and interesting outcomes for each partner.

The results for the identification of crucial and critical job position in the postal sector.

The postal sector, as one of the largest employers in Europe (27) with 1,8 million employees, is undergoing an important transformation phase. This results in a decline in mail volumes, e-substitution and automation on the one hand, and in competition due to market opening on the other hand. Such a development has an impact on the number and content of jobs in the postal sector and leads to a higher diversification of activities (transport, logistics and financial services).

In this context, the analysis of crucial and critical jobs by 2015 and the anticipation of the need for skills have led to the following conclusions.

Critical job positions are mainly those facing a decrease of volumes in the delivery activities, due to the implementation of new technologies and the

mechanisation of the sorting sector. The retail outlets are also concerned due to the diversification of the products offer. Those are specific postal jobs; they will change and sometimes decrease in number of employees.

The evolutions of the content of those positions have also been studied.

They require special and new competencies in terms of high customer orientation, sales skills, adaptability and mobility. Innovative training is therefore totally accurate to develop employability for those employees and managers regarding the objectives above.

New working positions are emerging due to the introduction of new products (hybrid mail, direct marketing, banking and insurance products) and call in either case for a strong customer orientation.

To manage the change the crucial positions are:

- The top management, to conceive and lead the strategy;
- The operational management / middle management to put the strategy in live in a day to day approach;
- The HR experts, with a consultancy approach rather than an administrative one to manage the rapid changes.

A lot of new expertises are needed, which are most of the time in competition with all companies for a better answer to the customer needs, like:

- Business developers;
- Innovation specialists;
- Marketing specialists;
- Project management specialists;
- IT specialists.

Required associated competences are innovation ability, entrepreneurship, communication skills, business partnership thinking, self-management, “can do-mentality” and business confidence.

A new approach of Human resources and training to learn more and quicker is also needed.

Besides, a sustainable, holistic and added-value- Human resources development (HRD) approach requires some relevant key success factors:

- Continual focus on and alignment with the National Postal Operator’s strategy;
- An active participation from the management and employees in the development and implementation of all HRD instruments and measures;
- Holistic HRD process management (incl. controlling, evaluation and knowledge transfer management);
- Customised qualification and talent programs (demand oriented), focused on business needs;
- Managers and leaders consciously accepting their role as responsible for the qualification and development of their employees.

STEP 2: COMPENDIUM OF PARTNERS BEST PRACTICES

Training best practices identified and analyzed during the project.

■ Change management in the Postal Sector

The postal sector is changing fast and has to adapt like any other business. It is a workforce industry and the management of change is essential. The change is mainly about tackling new customer needs, and managing a new and automatized production process. In this perspective, the key elements are a good vision of the company strategy, and high implication of the management, from top to middle management.

In this change process, learning and training are big issues and a lot of dedicated programmes have to be put in place. Those trainings have to help employees to better understand the strategy and the new organisations, but also the environment and the market. This phase must be completed with efficient internal communication; it is part of the informal learning process.

Key issue: a better understanding of the company strategy and environment.

■ Training for line managers

The line manager has to improve his team’s customer relation and regularly adapt to a new product offer. Line managers are key in the dissemination of the company strategy, new orientation, and adaptation to diversification. They are always on the front line between the team and the customers. They have to be trained, not only on the technical field but also as regards soft skills like

communication, change and crisis management. A possibility is to create dedicated courses for a more decentralised learning process to accelerate the change of management attitude.

Key issue: develop the customer orientation for the line manager and his team with soft skills.

■ Talent Management

In a context of increasing expectations from customers, looking for talent within the entire organisation is getting more and more relevant. The detection, coaching and development cycles are important to develop people. Training has a role to play in this field to develop the potential of those future managers. Besides training, coaching has also to be put in place for a long term view in the career path.

Key issue: detection and coaching of the future leaders.

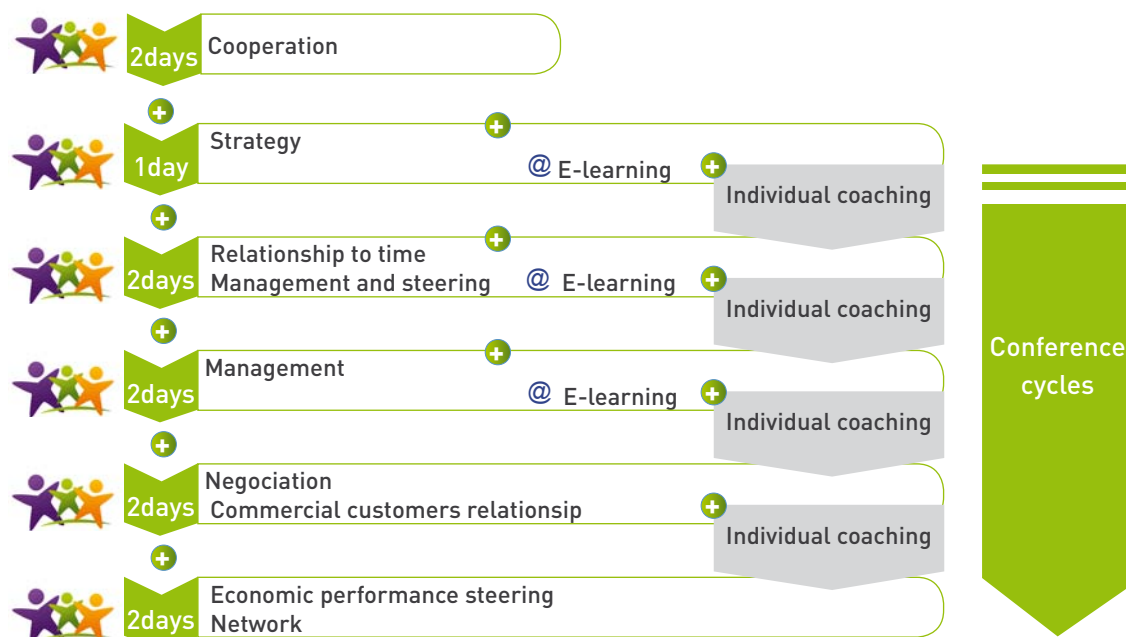
■ Development of “global learning” with e-learning, blended learning, social learning

The need to get training on the work place is more and more accurate.

E-learning can be developed and associated to blended learning processes. It has to be a complementary solution and also to include new tools like collaborative working tools. Sometimes, those tools are not easy to use and special trainings have to be organised. The capability to learn with more autonomy has to be included in the learning process.

Key issue: new management of a global learning process.

Example of a global learning process



■ **The innovation process**

All companies have to work on the innovation process with a bottom-up and top down approach. A lot of initiatives and new products can be created this way. The challenge is to communicate between the research and development and the rest of the company to change the idea in a concrete product.

A clear innovation organisation has to be promoted in this regard. It can be shaped with a good process on idea management with the target to increase the understanding of blue and white collar workers in order to implement the company strategy. Lean management can be a way to optimize a production process, and to detect innovation and then to implement this process within the organisation.

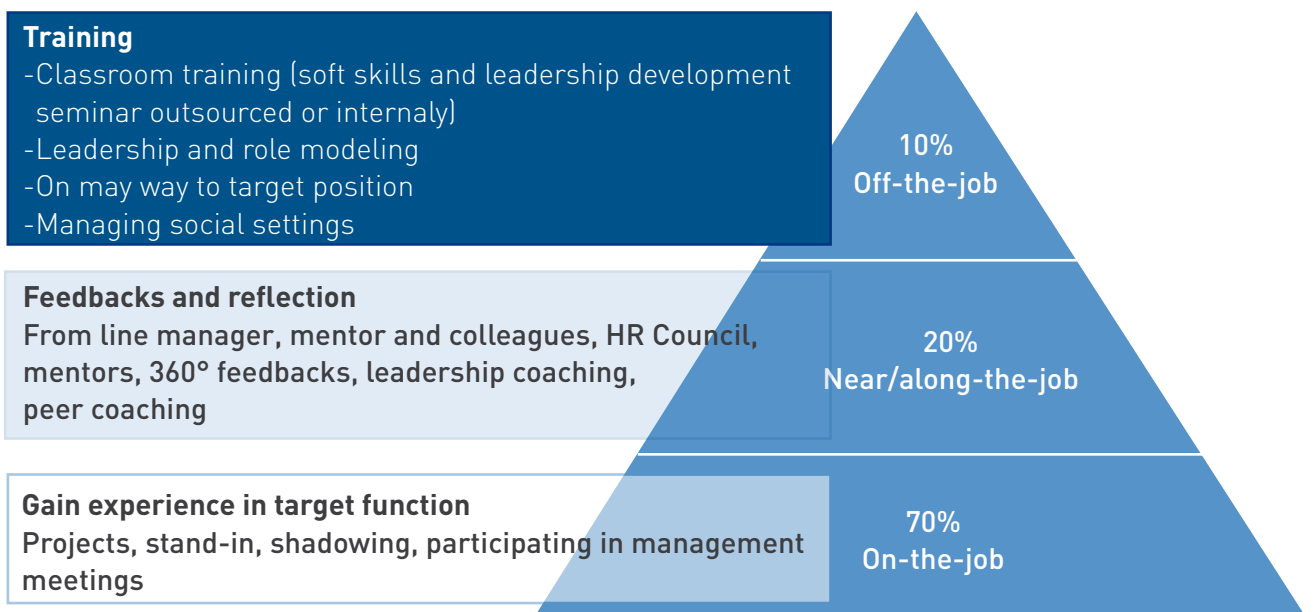
Key issue: a clear bottom up innovation process management.

■ **Skills development for staff and operational managers**

It is always difficult for the operations staff and managers to find time to be trained. A new configuration of training is more and more relevant, based on the 10-20-70 principle. To cope with these flexibility changes, a more individual and customised training following the 70-20-10 principle is needed. 70% is on-the-job-training, 20% near the job (mentoring, coaching, 360 degree feedback) and 10% off the job learning (special classroom training). As a flexible and more rapid approach, E-learning is getting higher importance. Finally, learning through different kinds of training is essential to tackle the current and future challenges and increase the employability of staff in times of change.

Key issue: cope with customised training approach.

The 70-20-10 principle



■ Development of leadership capacities

The necessity for leaders to evolve in a more and more global, complex, diverse, uncertain and fast changing environment is the main challenge to fulfil.

Leading people is not only about managing people. It implies a respectful and result-oriented attitude. It is not about asking for permission anymore, but rather about asking for “forgiveness”, with a higher mistake tolerance. It is less telling than listening. It is not anymore a silo thinking, but a one company thinking.

Leadership is based on openness, commitment and responsibility. This kind of changing attitude can be disseminated in the global learning process including formal and informal learning. That is a challenge to be included in all trainings for managers.

Key issue: new practices for managers to manage.

■ Soft training (communication, management...)

The project confirms that soft training is an issue as well as technical training mainly in a change management process. A well trained manager in management, communication, customer orientation or crisis management is key to succeed in the all-day business. Companies must also invest in that kind of training to improve their performance.

Key issue: do not underestimate soft skills.

■ Training for counter clerks

For a long time, front line employees have been kept away from trainings. However, with the evolution of the postal network, they have to be involved in a customer -oriented dimension. Specific trainings for counter clerks

have a major impact on the efficiency and productivity. Those trainings have to be considered as an investment, not as a charge. The manager also has to be evaluated in this regard.

Key issue: training for counter clerks organisation.

■ Developing a high performance team

In a context where recruitment is not always easy, it is important to develop and exploit the internal staff potential, to make the talent known across units and functions, to retain the best staff in the company and to promote the company strategy. The process to build-up high performance teams is to identify talents, create a talent pool and then create and implement individual development plans. It is more than a talent management issue because it takes into account the employee within his team and the efficiency of the team as a whole.

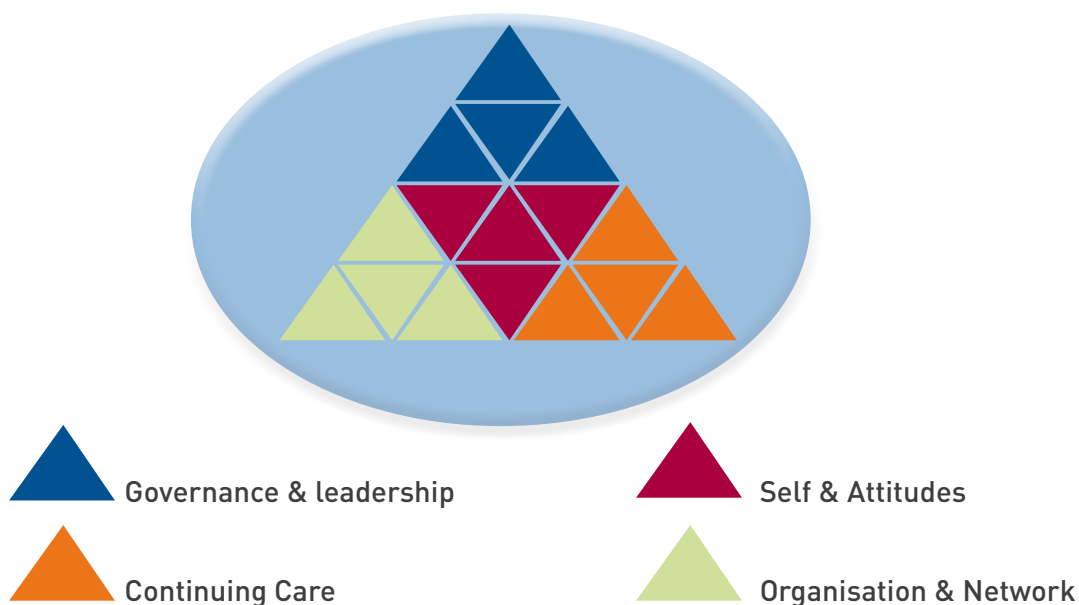
Key issue: training to develop team efficiency.

■ **Building a competences based learning approach**

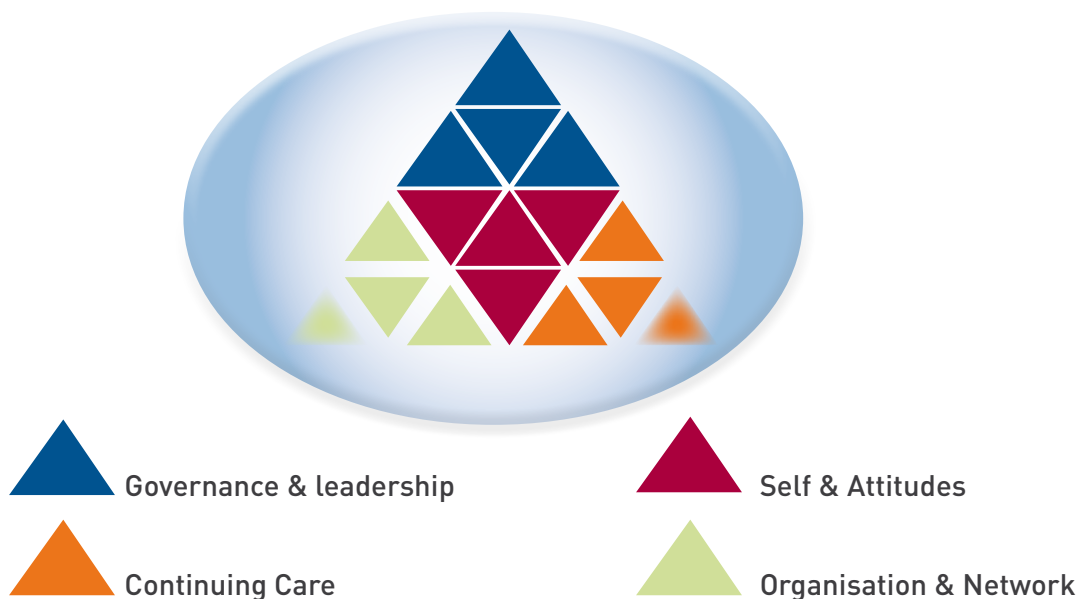
How to build a cluster of competences to anticipate future needs in the postal sector?

This subject has been studied in order to work on the competences needed for each kind of job position. The manager's profile has to be governance and leadership-oriented and the level of self-attitude has to be high.

Clusters of competences example in the medical domaine



Cluster for **governance & leadership profile**



Source: Horacio Covitas, InoSalus

BEST PRACTICES IDENTIFIED

Best practices identified

■ FOCUS ON THE MAIN ISSUES AND SUBJECTS OF INTEREST FOR EACH PARTNERS

Bulgarian Posts

- Operation process optimization
- Performance management
- Development of training
- Internal communication development
- Teamwork
- Change management
- Knowledge management
- Initiative and out of the box thinking
- Customer orientation approach
- Leadership development
- Can do Mentality

Hrvatska pošta

- Culture of excellence
- Performance management
- Training and development
- Internal communication and information development
- Teamwork
- Change management
- Flexibility
- Career development

Correos y Telégrafos

- Technological innovation
- Automation
- Human resources management
- Training
- Polyvalence
- Productivity pressure
- Internal communication

Deutsche Post DHL

- Can do mentality
- Innovation ability
- Customized training
- High level skills
- Self management
- Business partnership thinking
- Polyvalence and specialization
- On-the-job training
- Idea management
- Entrepreneurship
- Business confidence

La Poste France

- Talent management
- On-the-job training
- Customer orientation
- Team spirit & team development
- Sales skills
- Polyvalence
- Innovation skills

Turkish PTT

- Human resources management
- Performance management
- Training investment
- Customer orientation
- Internal communication

Magyar Posta

- Training for middle management
- Customer orientation
- Sales skills
- Communication training
- E-learning

Swiss Post

- High performance team & team work
- Talent management
- Initiative and out-of-the box thinking
- Customer orientation approach
- Leadership development

The main issues for the future in the postal sector

- The customer orientation development
- The development of leadership
- The development of polyvalence

The main issues for the training evolution

- Higher customized training to ensure individual development
- Develop a flexible and multi-modal approach of training (e-learning, blended, social and informal learning, coaching, mentoring...)
- Development of external learning on the non-specific postal job position
- Development of certified training when it is possible to develop employability inside and outside the postal sector.

FOCUS ON THE ADDED VALUES OF THE PROJECT

Self development for each participant

- Expertise improvement
- Communication skills
- Training competences
- Postal industry knowledge
- Personnel maturity
- Project management competences

Network and collaborative work

- Network creation and intercultural exchanges
- Postal expertise networks
- Managers practices in multicultural management
- Best practices network opportunities (Managers Networks)
- Innovative training programmes
- Partners feedback exchanges

HR management benchmark

- Performance management systems practices
- Leaders profiles and positions
- Elearning approaches, LMS providers, trainers profiles
- Skills improvement
- HR attraction & retention practices
- Multicultural management practices
- Basis for strenghtening the HR function in the company

Postal core industry knowledge

- Corporate strategies & visions
- Plants organisation & logistic and main processes
- Quality management & improvement in postal plants
- Post offices layouts and delivery centers Organisation
- Project as «tool» to raise awareness internally and externally about the developments of the postal sector
- Opportunity to have access to modern HR practices across the postal sector

MAIN CONCLUSIONS

Main conclusions

As regards training, many challenges are ahead for the sector.

New training methods are to be implemented as such "on-the-job training" as coaching to support line managers and employees in a more personalized way. Similarly, the development of partnerships with external training entities (universities, high schools ...) to acquire new skills are important for the sector to be realized by 2015. Training will be increasingly multifaceted (e-learning, on-the-job training, classically trained internal or external) in a mutually reinforcing way (blended learning) to reach efficiency.

The concept of certification is also becoming increasingly important in developing the employability of staff in the sector. In this context, training is essential for successful change management.

The project provided a good opportunity to create a team and a network of experts as well as to have constructive exchanges and to work at the sectorial and European level for concrete results. For all partners, it has been a decisive way to analyze the management of changes at all levels in their Organisation.

The partnership was an opportunity to develop mid-term cooperation between postal operators training experts, training department and human resources department. For trainees, it will offer a way to access more rapidly new modules to deal with the changes.

The work process has enabled partners to discuss many topics in depth and

share good practices and ideas with concrete possibilities of development and implementation. The project also enabled operators to analyze their own Organisation more thoroughly and, for some of them, launch new projects internally. During the project, some partners have developed an internal project due to the work done.

It has been the occasion to raise the top management's, operational managers', trainers', and trainees' awareness, by giving them a concrete European view of what is going on in training matters and the investment needed.

EVENTS

Events

KICK OFF MEETING, PARIS, FRANCE 16TH, 17TH AND 18TH MARCH 2011

AGENDA



16th March 2011

9h30 **Welcome - Opening**

- Introduction by Nathalie Ganzel and Waqas Ahsen for PostEurop

10h00 **Training Partnership for a Changing Post, round table n°1**

First results of the questionnaire about crucial and critical job positions in the postal sector in the next five years

- Feedback from each country
- Common points identification

11h30 **High performance teams training**

Speaker: Peter Weishaupt, Swiss Post

- How to create a high performance organisation ?
- Debates and discussion

12h30 Lunch

14h00 **Personal Development Applications**

Speaker: Iclal Derelli and Özlem Aydoğdu, Turkish PTT

- Training path
- Debates and discussion

14h45 **Internal trainers for training**

Speaker: Dina Barišić, Croatian Post

- Description
- Training path
- Debates and discussion

15h15 **How to organise best practices sharing between sorting centers?**

Speaker: Horacio Covita

- Sorting center best practices organisation
- Main trends
- Debates and discussion

16h00 **Departure for the sorting center BOIS D'ARCY**

19h15 **Departure from the Bois d'Arcy Platform**

Location of the meeting

La Poste Groupe

44 boulevard de Vaugirard

75015 PARIS

Tel: + 33 (0)1 55 44 00 00

Metro: Montparnasse Bienvenue

Meeting room: Rio de Janeiro, Level CC

17th March 2011

9h15 **Welcome - Opening**

- Presentation of the programme, Nathalie Ganzel and Waqas Ahsen for PostEurop

9h30 **Talent management programme**

Speaker: Marion Rosemund, Deutsche Post DHL

- Vocational Training and empowerment
- Training path
- Debates and discussion

10h15 **Development programme for front office and mail carrier staff**

Speaker: Borbála Marosvári, Magyar Posta

- Vocational Training and empowerment
- Training path
- Debates and discussion

11h15 **E-learning experience, methodology and applications**

Speaker: Germán Domínguez Adrio Adrio, Correos y Telégrafos

- How to develop e-learning ?
- What are the main difficulties and solutions
- Debates and discussion

12h45 **Lunch at La Poste headquarters**

14h00 **Departure for the call center platform**

18 boulevard de La Chapelle - 75018 Paris

14h40 **From Sorting center to call centers**

Speaker: La Poste France, Elisabeth Marchal, Platform Director

- Vocational Training and empowerment
- Training path
- Debate and discussion

15h30 **Coffee break at the sorting center**

16h00 **Call center visit with Elisabeth Marchal**

18h00 **Invitation from La Poste France**

End of the day at 23h00

18th March 2011

- 9h15 **Welcome - Opening**
- Presentation of the programme, Nathalie Ganzel
- 9h30 **Training modules for postal sector**
- Speaker: Erik Swars, Ecole Polytechnique de Lausanne
- Modules dedicated to the postal sector
 - Debates and discussion
- 10h 30 **“Ecole des managers”, La Poste France**
- Marie-Françoise Prévost
- How to create a school for managers ?
 - Debates and discussion
- 11h15 **Common work on the panorama of critical and crucial jobs**
- Moderator + all
- First mapping of the crucial and critical jobs
- 12h00 **Common work on the training panorama and first proposals for the visits**
- Each partner
- Work on the visits possibilities - country by country
- 13h00 **Lunch**
- 14h15 **Elaboration of the planning**
- Each partner
- Scheduling of the visits
- 15h30 **Coffee break**
- 16h00 **Road map creation for each partner**
- One road map by partner
- Planification partner by partner
- 17h00 **Conclusion of the meeting**
- Comments from the floor and Closing

LIST OF PARTICIPANTS

Attendees list: 16th March 2011

Name	Organisation	Country
Marion Rosemund	Deutsche Post AG	Germany
Victor Kalchev	Bulgarian Posts	Bulgaria
Özlem Aydoğdu	Turkish PTT	Turkey
Iclal Derelli	Turkish PTT	Turkey
Horacio Covita	Expert in Training for Postal Sector	Portugal
Borbála Marosvári	Magyar Posta	Hungary
Germán Domínguez Adrio	Correos S.A.	Spain
Dina Barišić	Hrvatska Posta	Croatia
Peter Weishaupt	Swiss Post	Switzerland
Erik Swars	EPFL	Switzerland
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Dominique Bailly	La Poste	France
Anne Deville	La Poste	France
Margaux Meidinger	La Poste	France
Muriel Bernardi	La Poste	France
Catherine Garnier	La Poste	France

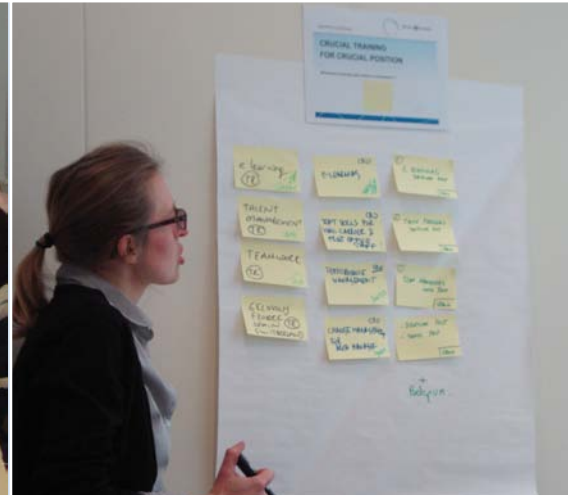
Attendees list: 17th March 2011

Name	Organisation	Country
Marion Rosemund	Deutsche Post AG	Germany
Heike Ausprung	Deutsche Post AG	Germany
Victor Kalchev	Bulgarian Posts	Bulgaria
Özlem Aydoğdu	Turkish PTT	Turkey
Iclal Derelli	Turkish PTT	Turkey
Horacio Covita	Expert in Training for Postal Sector	Portugal
Borbála Marosvári	Magyar Posta	Hungary
Germán Domínguez Adrio	Correos S.A.	Spain
Dina Barišić	Hrvatska Posta	Croatia
Peter Weishaupt	Swiss Post	Switzerland
Erik Swars	EPFL	Switzerland
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Dominique Bailly	La Poste	France
Anne Deville	La Poste	France
Claudine Marie	La Poste	France
Muriel Bernardi	La Poste	France
Catherine Garnier	La Poste	France
Elisabeth Marchal	La Poste	France

Attendees list: 18th March 2011

Name	Organisation	Country
Heike Ausprung	Deutsche Post AG	Germany
Victor Kalchev	Bulgarian Posts	Bulgaria
Özlem Aydoğdu	Turkish PTT	Turkey
Iclal Derelli	Turkish PTT	Turkey
Horacio Covita	Expert in Training for Postal Sector	Portugal
Borbála Marosvári	Magyar Posta	Hungary
Germán Domínguez Adrio	Correos S.A.	Spain
Dina Barišić	Hrvatska Posta	Croatia
Peter Weishaupt	Swiss Post	Switzerland
Erik Swars	EPFL	Switzerland
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Anne Deville	La Poste	France
Claudine Marie	La Poste	France
Catherine Garnier	La Poste	France
Elisabeth Marchal	La Poste	France
Marie Françoise Prevost	La Poste	France

PICTURES



MULTILATERAL VISIT MEETING, DEUTSCHE POST DHL, BONN, GERMANY - 29TH AND 30TH SEPTEMBER 2011

AGENDA



Education and Culture DG

Deutsche Post DHL

*Project funded by the European
Commission Education and Culture DG*

Visit to Deutsche Post DHL (Work Package 2)

29th September 2011

Deutsche Post DHL, Headquarters

- | | |
|---------------|---|
| 09h15 - 10h00 | Welcome and presentation of the day's program
Nathalie Ganzel - La Poste France, European Affairs
Antonino Scribellito - PostEurop, Project Management
Linda Kromjong - Deutsche Post DHL, International Labour Relations |
| 10h00 - 11h30 | Training for middle management/ Talent management/ Lower and Middle Management competencies
Presented by Jürgen Birkhölzer, Deutsche Post DHL, Service Branch HR Germany
followed by discussion |
| 11h30 - 13h00 | Performance Management
Presented by Gregory Kirk, Deutsche Post DHL, HR DHL International
followed by discussion |
| 13h00 - 14h00 | Lunch Break |
| 14h00 - 15h30 | Employee involvement/ Training in a Change Management program
Presented by Mr. Jowanowitsch, Deutsche Post DHL, Divisional First Choice Office Global Mail and Birgit Wieland, Deutsche Post DHL, First Choice Office Mail & Parcel Germany
followed by discussion |

15h30 - 15h45	Coffee Break
15h45 - 17h15	Idea Management - a trigger for employee-innovation Presented by Martina Schoop, Deutsche Post DHL, Corporate Idea Management followed by discussion
17h15 - 17h30	Conclusions of the Day All
17h30 - 18h15	Post Tower Visit
18h15 - 19h00	Shuttle to restaurant
19h00 - 22h30	Dinner

Visit to Deutsche Post DHL (Work Package 2)

30th September 2011

Deutsche Post DHL, Headquarters

- 09h15 - 09h30 **Welcome and presentation of the day's program**
Nathalie Ganzel - La Poste France, European Affairs
Antonino Scribellito - PostEurop, Project Management
Linda Kromjong - Deutsche Post DHL, International Labour Relations
- 09h30 - 11h00 **ELearning in DPDHL**
Presented by Alison Brett, Deutsche Post DHL, Global Business Services, International Training and Development Services followed by discussion
- 11h00 - 12h00 **Leadership Development**
Presented by Alexandra Schneider, Deutsche Post DHL, Corporate Executive Services followed by discussion
- 12h00 - 13h00 **Leadership Communication**
Presented by Christopher Wade, Deutsche Post DHL Internal Communications followed by discussion
- 13h00 - 14h15 **Lunch Break**
- 14h15 - 15h15 **Presentation on PostEurop Projects and Funding Opportunities**
Presented by Antonino Scribellito, PostEurop
Discussion about Work Package 1 conclusions
Presented by Kalina Toteva, Bulgarian Post
Mid term report feed back from the French National Agency
Presented by Nathalie Ganzel, La Poste France
Discussion about Work Package 2 Methodology
Presented by Iclal Derelli, Turkish PTT
Next steps
All
- 16h00 - 18h30 **Visit of the Innovation Centre**
- 18h30 - 20h00 **Visit of the Letter Mail Centre**
- 20h30 - 22h30 **Dinner**

LIST OF PARTICIPANTS

Attendees list: 29th September 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Krasimir Venkov	Bulgarian Post PLC	Bulgaria
Kalina Toteva	Bulgarian Post PLC	Bulgaria
Ivana Mirković	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Anne Deville	La Poste	France
Nathalie Ganzel	La Poste	France
Frederique Merklen	La Poste	France
Linda Kromjong	Deutsche Post DHL	Germany
Heike Ausprung	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Judit Némethné Eszenyi	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Germán Domínguez Adrio	Correos y Telégrafos	Spain
Emilio Garcia	Correos y Telégrafos	Spain
Anna Maria Duschletta	Die Schweizerische Post	Switzerland
Carmen Zanella	Die Schweizerische Post	Switzerland
Iclal Derelli	Turkish PTT	Turkey
Isa Aydemir	Turkish PTT	Turkey
Erdogan Koc	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Jürgen Birkhölzer	Deutsche Post DHL	Germany
Gregory Kirk	Deutsche Post DHL	Germany
Thorsten Jowanowitsch	Deutsche Post DHL	Germany
Martina Schoop	Deutsche Post DHL	Germany
Birgit Wieland	Deutsche Post DHL	Germany

Attendees list: 30th September 2011

Name	Organisation	Country
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Dina Barišić	Croatian Post Inc.	Croatia
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Nathalie Ganzel	La Poste	France
Frederique Merklen	La Poste	France
Linda Kromjong	Deutsche Post DHL	Germany
Heike Ausprung	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
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Germán Domínguez Adrio	Correos y Telégrafos	Spain
Emilio Garcia	Correos y Telégrafos	Spain
Anna Maria Duschletta	Die Schweizerische Post	Switzerland
Carmen Zanella	Die Schweizerische Post	Switzerland
Iclal Derelli	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydogdi	Turkish PTT	Turkey
Alison Brett	Deutsche Post DHL	Germany
Karin Mlaker	Deutsche Post DHL	Germany
Lutz Lütkenhöner	Deutsche Post DHL	Germany
Alexandra Schneider	Deutsche Post DHL	Germany

PICTURES



MID TERM MULTILATERAL VISIT MEETING, TURKISH PTT, ISTANBUL, TURKEY - 17TH, 18TH AND 19TH OCTOBER 2011

AGENDA



POST EUROPE



Education and Culture DG

*Project funded by the European
Commission Education and Culture DG*

Mid Term Multilateral Meeting

17th, 18th, 19th October 2011, Turkish PTT

17th October 2011

9h00 **Pick Up from the Hotel Golden Age**

9h30 **Welcome - Opening**

Introduction by Nathalie Ganzel, La Poste France, Halit Calkaya, Turkish PTT and Antonino Scribellito, PostEurop

10h00 **Presentation on PostEurop Projects and Funding Opportunities**

Speaker: Antonino Scribellito

10h30 **Presentation from Turkish PTT**

Speaker: Iclal Derelli

The company at a glance and focus on training practices

- Strategy and organisation of the company
- Training: Organisation and best practices

11h30 **Coffee break**

11h45 **Work package 1 - Results Presentation**

Speaker: Victor Kalchev - Bulgarian Post

12h15 **Building a Competences Based Learning Approach**

Speaker: Horacio Covita - Portugal

13h00 **Lunch**

14h00 **Focus on the EPFL training programme possibility**

Speaker: Erik SWARS - EPFL - round table

15h00 **Coffee break**

15h15 **Focus on Training for Middle Management**

Speaker: Jürgen Birkhölzer, Deutsche Post DHL

16h30 **Conclusion of the day**

17h00 **End of the day 1**

Mid Term Multilateral Meeting

17th, 18th, 19th October 2011, Turkish PTT

18th October 2011

9h00 **Pick Up from the Hotel Golden Age**

9h30 **Welcome - Opening**

Presentation of the programme, Nathalie Ganzel, La Poste France and Antonino Scribellito, PostEurop

10h00 **Focus on the Leonardo Da Vinci project management (roundtable)**

Speaker: La Poste France

- The project management (Nathalie Ganzel)

Speaker: Turkish PTT

- The evaluation proposals (Veysel Gökhan Pak)

Speaker: PostEurop

- The Project Management and Project Communication (Antonino Scribellito)

Speaker: Bulgarian Post

- The reporting (Victor Kalchev)

11h00 **Coffee Break**

11h15 **Focus on the postman evolution, news task and new competences**

Speaker: Alain Roset, La Poste France

12h15 **Seizing the Digital Chance**

Speaker: Sergio Parades, Correos & Telégrafos

13h15 **Lunch**

14h30 **Focusing on Postmen Evolution**

Roundtable Discuss: Nathalie Ganzel (moderator)

15h30 **Coffee break**

15h45 **PPM Campus, Special Training for Counterclerks**

Speaker: Borbála Marosvári, Magyar Posta

16h30 **Visit of a Postal Branch**

Speaker: Turkish PTT

19:00 **Dinner offer by Turkish PTT**

Mid Term Multilateral Meeting

17th, 18th, 19th October 2011, Turkish PTT

19th October 2011

Performance Management System - PostEurop Project

9h30 **Pick Up from the Hotel Golden Age**

10h00 **Welcome - Opening**

Presentation of the programme Nathalie Ganzel, La Poste France and Antonino Scribellito, PostEurop

10h30 **Presentation of the project “Performance Management System”**

Speaker: Özlem Aydoğdu, Turkish PTT

11h30 **Coffee Break**

11h45 **Croatian Post Performance Management System**

Speaker: Dina Barišić, Croatian Post

12h45 **Lunch**

14h30 **La Poste: France Performance Management System**

Speaker: Nathalie Ganzel, La Poste France

15h30 **Coffee break**

15h45 **Round table on the project possibilities**

Moderator: Antonino Scribellito, PostEurop

17h00 **Conclusion of the meeting**

Comments from the floor and closing

LIST OF PARTICIPANTS

Attendees List: 17th October 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Victor Kalchev	Bulgarian Post PLC	Bulgaria
Ina Abadzhieva	Bulgarian Post PLC	Bulgaria
Ivan Culo	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Nathalie Ganzel	La Poste	France
Alain Roset	La Poste	France
Jurgen Birkholzer	Deutsche Post DHL	Germany
Heike Ausprung	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Germán Domínguez Adrio	Correos y Telégrafos	Spain
Jordi Escruela	Correos y Telégrafos	Spain
Sergio Parades	Correos y Telégrafos	Spain
Iclal Derelli	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Sevinc Tercan	Turkish PTT	Turkey
Volkan Uckan	Turkish PTT	Turkey

Attendees List: 18th October 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Victor Kalchev	Bulgarian Post PLC	Bulgaria
Ina Abadzhieva	Bulgarian Post PLC	Bulgaria
Ivan Culo	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Nathalie Ganzel	La Poste	France
Alain Roset	La Poste	France
Jurgen Birkholzer	Deutsche Post DHL	Germany
Heike Ausprung	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Germán Domínguez Adrio	Correos y Telégrafos	Spain
Jordi Escruela	Correos y Telégrafos	Spain
Sergio Parades	Correos y Telégrafos	Spain
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Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Sevinc Tercan	Turkish PTT	Turkey
Volkan Uckan	Turkish PTT	Turkey

Attendees List: 19th October 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Victor Kalchev	Bulgarian Post PLC	Bulgaria
Ina Abadzhieva	Bulgarian Post PLC	Bulgaria
Ivan Culo	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Nathalie Ganzel	La Poste	France
Alain Roset	La Poste	France
Jurgen Birkholzer	Deutsche Post DHL	Germany
Heike Ausprung	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Germán Domínguez Adrio	Correos y Telégrafos	Spain
Jordi Escruela	Correos y Telégrafos	Spain
Sergio Parades	Correos y Telégrafos	Spain
Iclal Derelli	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Sevinc Tercan	Turkish PTT	Turkey
Volkan Uckan	Turkish PTT	Turkey

PICTURES



MULTILATERAL VISIT MEETING, CORREOS Y TELÉGRAFOS, MADRID, SPAIN - 23RD AND 24TH NOVEMBER 2011

AGENDA



*Project funded by the European
Commission Education and Culture DG*

Multilateral Visit Meeting

23rd, 24rd november 2011, Grupo Correos

Madrid, Spain

23rd November 2011

9h30 **Welcome - Opening**

Introduction carried out by Elena Fernández Rodríguez, International relations – Correos - Spain and Nathalie Ganzel, La Poste France and Antonino Scribellito - PostEurop

10h30 **Presentation PostEurop Projects and Funding Opportunities**

Speaker: Antonino Scribellito

11h30 **Coffee break**

12h00 **Presentation from Grupo Correos**

Speaker: Elena Fernández - Correos - Spain

The Company at a glance and focus on training practices

- Strategy and organisation of the company

13h00 **New model of professional classifications**

Speaker: Francisco Sanz Moral - Correos - Spain - HR

13h45 **Lunch Break**

- 14h30 **The parcels' market a future strategy**
Speaker: Luis Aranda Romero - Correos - Spain - Commercial Departmenth
- 15h15 **Mail business unit e-learning strategy**
Speaker: Didier Ridolfo - La Poste France - Mail University
- 16h00 **Terminal PDA Demonstration**
Speaker: Sergio Paredes Sansinenea - Correos - Spain - Delivery
Manager
- 17h00 **Conclusion of the day**
- 20h00 **Dinner offered by Correos**

Multilateral Visit Meeting
23rd, 24th november 2011, Grupo Correos
Madrid, Spain

24th November 2011

- 9h30 **Welcome - Opening**
Programme and presentation, Elena Fernández Rodríguez Head of International Relations of Correos - Spain, Nathalie Ganzel - la Poste France and Antonino Scribellito - PostEurop
- 10h00 **Social learningh**
Speaker: Soraya Paniagua Amador - Telefónica Learning - Spain
- 11h00 **Coffee Break**
- 11h15 **Retail network e-learning strategy**
Speaker: Camille Sarthre - La Poste France - Retail Network
- 12h15 **E-learning at Correos**
Speaker: Beatriz Fernandez Fernandez - Correos-Spain - Training Department
- 13h15 **Lunch Break**
- 14h00 **Correos training, a strategy from the company development**
Speaker: Tomas Manso Mayoral - Correos - Spain - Head of Training Department
- 15h00 **Conclusions of the day**
- 15h45 **Visit of a sorting center**
- 20h30 **Dinner Offered by Correos**

LIST OF PARTICIPANTS

Attendees List: 23rd November 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Roethelisberger Franziska	Swiss Post	Switzerland
Peter Weishaupt	Swiss Post	Switzerland
Victor Kalchev	Bulgarian Post PLC	Bulgaria
Tonev Dobri	Bulgarian Post PLC	Bulgaria
Vladimoriva Maria	Bulgarian Post PLC	Bulgaria
Ivanova Mariella	Bulgarian Post PLC	Bulgaria
Ivana Mirković	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Nathalie Ganzel	La Poste	France
Sharter Camille	La Poste	France
Didier Ridolfo	La Poste	France
Jurgen Birkholzer	Deutsche Post DHL	Germany
Linda Kromjong	Deutsche Post DHL	Germany
Brett Alison	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Iclal Derelli	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Elena Fernandez	Correos y Telégrafos	Spain
Beatriz Fernandez	Correos y Telégrafos	Spain
Sergio Parades	Correos y Telégrafos	Spain
Sanz Francisco	Correos y Telégrafos	Spain
Aranda Luis	Correos y Telégrafos	Spain
Germán Domínguez Adrio	Correos y Telégrafos	Spain

Attendees List: 24th November 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Roethelisberger Franziska	Swiss Post	Switzerland
Peter Weishaupt	Swiss Post	Switzerland
Victor Kalchev	Bulgarian Post PLC	Bulgaria
Tonev Dobri	Bulgarian Post PLC	Bulgaria
Vladimoriva Maria	Bulgarian Post PLC	Bulgaria
Ivanova Mariella	Bulgarian Post PLC	Bulgaria
Ivana Mirković	Croatian Post Inc.	Croatia
Dina Barišić	Croatian Post Inc.	Croatia
Nathalie Ganzel	La Poste	France
Sharter Camille	La Poste	France
Didier Ridolfo	La Poste	France
Jurgen Birkholzer	Deutsche Post DHL	Germany
Linda Kromjong	Deutsche Post DHL	Germany
Brett Alison	Deutsche Post DHL	Germany
Borbála Marosvári	Magyar Post ZRT.	Hungary
Horacio Covita	InoSalus	Portugal
Iclal Derelli	Turkish PTT	Turkey
Veysel Gökhan Pak	Turkish PTT	Turkey
Özlem Aydoğdu	Turkish PTT	Turkey
Tomas Manso	Correos y Telégrafos	Spain
Beatriz Fernandez	Correos y Telégrafos	Spain
Germán Domínguez Adrio	Correos y Telégrafos	Spain
Soraya Paniagua	Telefonica	Spain

PICTURES



MULTILATERAL VISIT MEETING, MARSEILLE, FRANCE, 8TH AND 9TH FEBRUARY 2012

AGENDA



*Project funded by the European
Commission Education and Culture DG*

8th February 2012

9h30 **Welcome - Opening**

Introduction by Jean-Louis Bardelli, Mail Business Unit Director for Bouches-du-Rhône region.

10h00 **Sustainable management project on the Vitrolles Industrial platform**

Speaker: Dominique Bellec, Vitrolles sorting industrial platform, La Poste France

- Conduct of change
- Training processes

11h30 **Lean management project**

Alain Roset,

- How to create a lean management organisation?
- Debates and discussion

12h30 **Lunch**

14h30 **The contribution of human resources in the Mail business unit strategy : Reinventing the mail for 2015**

Speaker: Catherine Daneyrole, HD Director for Mail Business Unit

- HR and strategy
- Debates and discussion

15h15 **Talent management**

Speaker: Patrice Rouzier

- The talent management in La Poste France
- Debates and discussion

15h45 **Talent management**

Speaker: Swiss Post, Peter Weishaupt

- Description
- Training path
- Debates and discussion

16h30 **Visit of the sorting industrial platform of Vitrolles**

18h30 **Departure from the Platform**

Back to the hotel at 20h00/20h30

20h00 **Invitation from La Poste France**

End of the day at 23h00

9th February 2012

9h15 **Welcome - Opening**

- Presentation of the programme, Nathalie Ganzel

9h30 **Metamorphosis Project**

Speaker: Victor Kalchev, Kalina Toteva - Bulgarian Post

- Presentation of the project
- Debates and discussion

10h15 **Training & certification for operational managers “Ecole des managers”, La Poste France**

Anne Deville, HR Director for the Mail Business Unit, Bouches-du-Rhône region
& Simon Mallard - training ingeneer - University of Mail Business Unit

- How to create a partnership?
- Debates and discussion

11h00 **Coffee break**

11h15 **Validation of the critical and crucial position analysis & brainstorming about the final conference**

Moderator + all

- Consensus oriented

12h45 **Lunch**

14h30 **Training modules for counter clerks**

Speaker: Frédérique Merklen, La Poste France

- Modules dedicated to the postal sector
- Debates and discussion

15h15 **Coffee break**

15h30 **Key competences Matrix**

Speaker: Horacio Covita, InoSalus

- Sorting center best practices organisation
- Main trends
- Debates and discussion

16h15 **Visit of a Post office**

17h00 **Conclusion of the meeting**

Comments from the floor and Closing

20h00 **Invitation from La Poste France**

End of the day at 23h00

LIST OF PARTICIPANTS

Attendees List: 8th February 2012

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Alain Roset	La Poste	France
Catherine Blay	La Poste	France
Heike Ausprung	Deutsche Post AG	Germany
Kalina Toteva	Bulgarian Posts	Bulgaria
Victor Kalchev	Bulgarian Posts	Bulgaria
Dina Barišić	Hrvatska Posta	Croatia
Ivana Mirković	Hrvatska Posta	Croatia
Germán Domínguez Adrio Adrio	Correos S.A.	Spain
Sanz Francisco	Correos S.A.	Spain
Rodríguez Jorge	Correos S.A.	Spain
Sánchez Ortega Ángela	Correos S.A.	Spain
González Gómez Israel	Correos S.A.	Spain
Mulet Carla	Correos S.A.	Spain
Cuesta Brasero Luisa	Correos S.A.	Spain
Pierre Marville	Swiss Post	Switzerland
Peter Weishaupt	Swiss Post	Switzerland
Anne Deville	La Poste	France
Dominique Bellec	La Poste	France
Jean-Louis Bardelli	La Poste	France
Catherine Daneyrolle	La Poste	France
Muriel Bernardi	La Poste	France
Simon Mallard	La Poste	France
Jean-Michel Roesch	La Poste	France
Patrice Rouzier	La Poste	France
Horacio Covita	InoSalus	Portugal
Marosvári Borbála	Magyar Posta	Hungary

Attendees List: 9th February 2011

Name	Organisation	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Alain Roset	La Poste	France
Heike Ausprung	Deutsche Post AG	Germany
Kalina Toteva	Bulgarian Posts	Bulgaria
Victor Kalchev	Bulgarian Posts	Bulgaria
Dina Barišić	Hrvatska Posta	Croatia
Ivana Mirković	Hrvatska Posta	Croatia
Germán Domínguez Adrio	Correos S.A.	Spain
Sanz Francisco	Correos S.A.	Spain
Rodríguez Jorge	Correos S.A.	Spain
Sánchez Ortega Ángela	Correos S.A.	Spain
González Gómez Israel	Correos S.A.	Spain
Mulet Carla	Correos S.A.	Spain
Cuesta Brasero Luisa	Correos S.A.	Spain
Pierre Marville	Swiss Post	Switzerland
Peter Weishaupt	Swiss Post	Switzerland
Anne Deville	La Poste	France
Simon Mallar	La Poste	France
Frédérique Merklen	La Poste	France
Marosvári Borbála	Magyar Posta	Hungary
Horacio Covita	InoSalus	Portugal

PICTURES



FINAL CONFERENCE MEETING MADRID, SPAIN 31ST MAY 2012

AGENDA



*Project funded by the European
Commission Education and Culture DG*

Leonardo da Vinci Project, Final Conference, Madrid, Spain

31st May 2012

9h30 **Registration**

10h00 **Opening speeches**

Luis Perez Capitan - Human Resource Director, Correos y Telégrafos
Botond Szebeny, Secretary General of PostEurop
Dominique Bailly, Chairman of the CSR activities at PostEurop

10h30 **Story of the Project of the “Training partnership for a changing Post”**

Nathalie Ganzel, Coordinator, La Poste France

11h00 **Coffee break**

11h15 **Round table: The importance of training to manage changes in the postal sector**

Moderator: Nathalie Ganzel, chairman of training working group
Dominique Bailly, Chairman of the CSR activities at PostEurop
Representative of all partners
Questions and Answers

12h30 **Lunch**

14h00 **2015, future jobs and the future skills in the postal sector Presentation of the main results of the project**

Nathalie Ganzel, Coordinator, La Poste France
Representative of all partners
Questions and Answers

15h00 **Overview of the added value of the “Training partnership for a changing Post” project and focus on the “Metamorphosis project”, Bulgarian Posts**

Horacio Covita, InoSalus

Victor Kalchev and Kalina Toteva, Bulgarian Posts

Questions and Answers

16h15 **What’s next: presentation of the dissemination process and future projects - Leonardo Mobility and innovation transfer - Absenteeism benchmark**

Antonino Scribellito, PostEurop Senior Project Manager and PostEurop

Members, Innovation Transfer Signs E-learning, Mobilty Experience of Turkish

PTT by Veysel Gökhan Pak, International Relations Expert

Spain National agency for European project representative - José Antonio López

Álvarez

17h00 **Conclusion and coffee time for exchanges**

Location of the meeting

Correos y Telégrafos

Training and Recruitment Center of

Correos y Telégrafos

C/ Conde Peñalver, nº 19

Madrid - Spain

LIST OF PARTICIPANTS

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PICTURES





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