



Lifelong Learning Programme



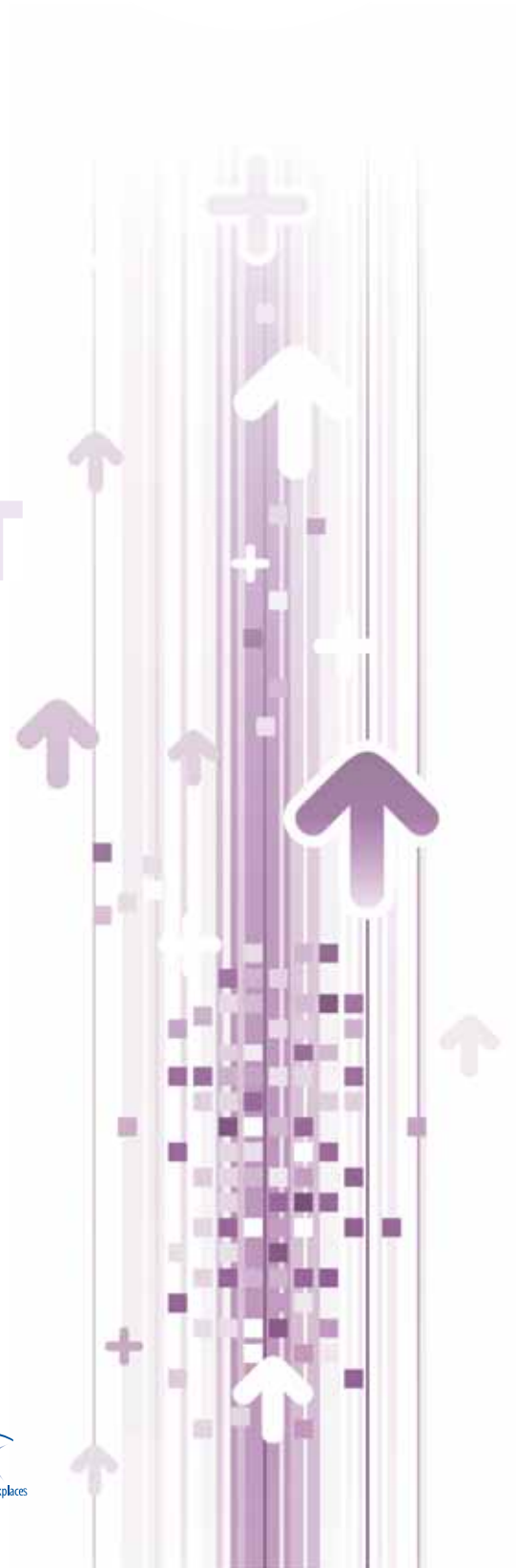
Leonardo Da Vinci Programme

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FINAL REPORT

FINAL REPORT Training Partnership for Stress Management in Posts



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INTRODUCTION

Introduction

► THE CONTEXT OF THE PROJECT

Introduction

The Corporate Social Responsibility Circle from PostEurop, aimed, at sharing best practices in matters related to training, occupational health, societal and environmental issues within the postal sector. Within this committee two working groups are dedicated respectively to training and occupational health.

The CSR circle of PostEurop has been created in 2006 in European Union because the postal sector has an historical role in the economic and social life in Europe since it is one of the largest employers in Europe (28) with 2.1 million workers within Europe. It ensures a territorial presence and a service of proximity all over Europe and is an essential support to economic activity in particular with the e-commerce development.

For this specific project common work has been done with the members of the two expert groups, training and occupational health.

The main objectives of those groups are to share best practices, promote new initiatives in the area of training and occupational health but also to anticipate the needs and main issues to improve employability and health at work in the postal sector.

More generally, the Eurobarometer (2014) indicates that, regarding the exposure to stress which is considered to be as the main workplace health and safety risk (indicated by 53% of European workers), 27% of workers suffered from stress, depression or anxiety caused by or worsened by work (over the last 12 months).

In the context of a fast evolution and reorganisation of the postal sector and due to per

manent changes, stress has been identified as a major topic during the past years.

The aim was to help the partners to develop a mid and long term cooperation which will be helpful to manage stress and to find training solutions to accompany the middle management to identify those psychosocial risks.

The objectives of the Leonardo Da Vinci project "Training Partnership for stress management in Posts" was to create an efficient and innovative training and an occupational health experts network to find solutions of best practices to:

- identify occupational current and future challenging stress factors and detect risks and training needs within each project partner in the postal sector,
- share best practices, identify training solutions in order to raise awareness among the management and the workforce within each project partner and to strengthen up the resources to cope with and manage changes to increase their resilience
- and disseminate the project results for the future training on stress management in the postal sector within project partners, PostEurop members and to external European stakeholders (EC, civil society, European institutions, social partners, health and training organisations...)

The actions were to share best practices, to promote initiatives in the area of occupational health and training in order to anticipate needs for the postal sector which is challenging with a permanent evolution and a huge and important workforce representing more than 2 million workers.

Stress, a performance issue

Stress is one of the most significant causes of absenteeism and has a direct impact on performance and productivity.

Stress is very expensive. For example, one UK estimate is that stress costs employers EUR 1220 per worker per year. Another estimate, this time for France in 2007, placed the cost of occupational stress in the region of EUR 2 to 3 billion
Source – EU-OSHA

The costs directly or indirectly linked to lost days are very broad:

- Indemnities paid to the absent employee
- Occupational disease contributions
- Overtime
- Replacement of the employee
- Time management and human resources
- Relative time recruitment
- Work overload for colleagues during the transitional period, lower productivity

The legal issue

It should also be noted that employers have a legal obligation to manage risks at work, including psychosocial risks. Being aware of it and finding solutions to cope with stress management issues ensures compliance with the law.

A project for a healthier workplace

The main goal of the project was to create healthier workplaces for the staff using adequate training and to prove that training can support this goal for the middle management which was the target group of the project taking into account its special position between the performance and the team management to obtain the results.

Stress factor detection

One of the main issues of the project was also to identify the main stress factors within the partners and to identify the training that can facilitate the risk identification.

■ THE PARTNERS

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 reorganization and restructuring. With 231,000 employees, La Poste has to face those changes taking into account the psycho social risks using training possibilities and exchanging 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 52 members now, PostEurop embraces all the diversity and complexity of the European Postal environment. PostEurop Members employ some 2.1 million people worldwide (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. PostEurop is also an officially recognized Restricted Union of the Universal Postal Union (UPU).

HELLENIC POST S.A.

Hellenic Post S.A. (ELTA) holds the leading position in the Greek postal market and has been playing, for more than 180 years, a significant role in the social and business environment of the country. ELTA operates the most extensive contact points network, with over 700 post offices and 715 postal agencies, which service daily over 1m. customers. Around 3.600 postmen in both urban and rural areas bring daily

ELTA's products and services to almost 4m. households, even in the remote areas of the country. Currently, the Company employs approximately 7.000 people and is one of the largest employers in Greece. Hellenic Post S.A. is the designated Universal Postal Service Provider in Greece until 2028. In this framework and in the light of a fully liberalized postal market and a potential change in the Company's ownership status, the occupational health and safety of ELTA's workforce is considered as a top priority of the Management. Hellenic Post's participation in the LDV Project is an opportunity to identify occupational stress factors and to share best practices and training solutions with other European Postal Operators.

KEK-ELTA

The Vocational and Training Center (KEK-ELTA S.A.) is a subsidiary company of Hellenic Post S.A. – ELTA, specialized in the provision of training and consulting services, utilizing the evolution of science, technology and professional experience, at national and international market level. KEK-ELTA S.A.'s primary goal is the certified lifelong improvement of its customers' personnel qualifications through contemporary, integrated, quantitative and innovative training and consulting actions and methodology tools. The participation of KEK - ELTA S.A. in the LDV Project is an important opportunity and challenge for the quantitative improvement of systems and practices of vocational education and training, aiming at managing trainees' and trainers' stress. Stress management is considered as a major factor for the well-being of the trainees and trainers, in order to assimilate the most of knowledge, skills and competencies offered by a training programme. Therefore, the involvement of KEK - ELTA S.A. in the LDV Project is an opportunity to identify learning stress factors and to share best practices.

SWISS POST

Swiss Post has 62'000 employees and is the third-biggest employer in Switzerland. Swiss Post conveys 15 million consignments a day and 114 million parcels a year. Over 2.9 million customers use a postal account and the PostFinance Card. PostBus carries 139 million passengers a year. In 2013, Swiss Post was converted from a public institution into a public limited company under special law.

The board of Swiss Post is convinced that Corporate Health management contributes to the long term success of the company. Therefore Swiss Post started in 2012 a campaign to sensitize employees and managers to the subject of mental health. The Leonardo da Vinci project was a good opportunity to share experiences with other European postal operators and to learn from each other.

■ THE OBSERVERS

DEUTSCHE POST DHL GROUP

With more than 480,000 employees in over 220 countries and territories (208,000 of them in Germany), Deutsche Post DHL Group is the world's leading logistics and mail communications company and one of the ten largest employers in the world. Our customers have high expectations regarding the speed and quality of our service, which means that we must continually improve in order to fulfill our goal of being the long-term service provider, employer, and investment of choice. Mental health plays a central role in the Group's global strategy and last year, the Group was awarded one of the EU-OSHA's 'The Healthy Workplaces Good Practice Awards' for its program "Health, Safety & Well-being".

INOSALUS, DESENVOLVIMENTO ORGANIZACIONAL, LDA

InoSalus Desenvolvimento Organizacional, Lda is a portuguese SME, takes care of teams, by engaging People in their organizational development and promotion of healthy and positive practices.

InoSalus team is composed with organizational psychologists, family doctors, social designers and theater performers that balance their practices between research and organizational challenges.

With the ProSUMA method used all along the Leonardo Da Vinci project to promote sustainability and maturity of units and teams. In its foundations runs the IMM – International Maturity Matrix for High Performance and Salutogenetic Teams. As well as the ADORA model to optimize competencies and learning design approach using learning communities in social innovation domain. Inosalus also use the healthy communities tutorship and reflective and participative learning tools (collaborative learning maps and workplace simulators). InoSalus took part in the project to mature itself and also to challenge the Partnership to practice this principle: to engage ourselves in those salutogenetic practices that all Partners were looking for.

BPOST

The Belgian postal service was founded in 1830. Today, bpost is the leading postal operator in Belgium, marketing a wide range of products and services on mail, parcels and related markets which facilitates citizens, companies and organisations to communicate. Over recent years bpost has demonstrated its ability to adapt itself to an environment in constant evolution. In this effort, bpost can and needs to draw on the enthusiasm and engagement of each and every employee. The exchange with other European Postal Operators about psycho social aspects enriches the resources to promote the wellbeing of the employees.

■ FOCUS ON THE PARTNERSHIP WITH THE EU-OSHA CAMPAIGN

WORK FOR A HEALTHIER WORKPLACE

Thanks to the project “Training Partnership for stress management in Posts”, PostEu-



Healthy Workplaces

rop becomes an official partner of the campaign “Healthy Workplace, Manage Stress”. The campaign raises awareness of stress and psychosocial risks

in the workplace encouraging employers, managers and workers and their representatives to work together to manage those risks.

This is the reason why PostEurop has joined the European campaign led by the EU Agency for Health and Safety at work (EU-OSHA) on managing workplace stress. The campaign was launched in April 2014 and features a great number of events at national and European level around preventing stress at work and raising awareness for the benefits of both workers and employers.

On the campaign's website, www.healthy-workplaces.eu, the issue of workplace stress is described and hands-on advice on managing stress is made available to employers, health and safety professionals and other organisations. The materials are available in many languages and come in a wide variety of forms, featuring DVDs, online toolkits, guides and educational movies.

This initiative is very important to highlight the importance of stress management for all postal workers especially when faced with a rapidly changing environment fueled by electronic substitution, growth in parcels, evolving customer needs and new technologies.

In this increasingly demanding environment – with rapid changes, transformation and evolution of the postal sector – the sector needs active and innovative employees. Stress is becoming a crucial challenge which must be managed in an appropriate way.



PostEurop's goal is to promote employees' health, motivation and ability to perform because this increases the productivity and in turn the quality of services, while making an important contribution to customer, employee and stakeholder satisfaction. Therefore, PostEurop was happy to support EU-OSHA's 'Healthy Workplaces Manage Stress' campaign and promote it among our members.

METHODOLOGY AND WORK PACKAGES

Methodology and work packages

► METHODOLOGY - PRESENTATION OF THE WORK PACKAGES

Methodology

The main idea was to organize the work in an efficient way with three work packages-steps related to concrete objectives. (The word steps has been added so as to help the reader correlate directly the steps mentioned hereinafter with the WPs).

The first Work Package was to identify occupational current and future challenging stress factors and detect risks and training needs within each project partner in the postal sector.

The second Work Package was to share best practices, identify best training solutions in order to raise awareness of the management and the workforce in each project partner and to strengthen up the resources to cope with and manage changes to increase their resilience.

The third Work Package was to disseminate the project outcomes for the future training on stress management in the postal sector within project partners, PostEurop members and external European stakeholders (EC, civil society, European institutions, health and training institutions/organisations...).

This programme rose awareness among the postal sector on the need for new trainings to help middle management to cope with the necessarily adaptation of this changing labour market and stir debates between the postal sector stakeholders about this difficult issue.

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 within their company. Training, Health and safety, Human Resources, or Operational departments contributed.

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

■ STEP1

Identification of occupational current and future challenging stress factors, risks detection and training needs evaluation within each project partner in the postal sector.

The main idea of this first step was to organize the work in an efficient way that would lead to the following core results, in line with the set objective:

1. Common glossary
2. Inventory of tools for risks evaluation
3. Stress factors matrix
4. Training needs in stress management

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, so as to ensure the efficiency of the Work Package.

■ COMMON GLOSSARY

The first step was a glossary dedicated to stress vocabulary to share common concepts.



CONCEPTS

A Absenteeism & Presenteeism

Absenteeism is “a lack of physical presence at a behavior setting when and where one is expected to be” (Harrison & Price, 2003, p. 204).

Presenteeism is “the phenomenon of people who, despite complaints and ill health that should prompt rest and absence from work, are still turning up at their jobs” (Aronson, Gustafsson, & Dallner, 2000, p. 503).

Presenteeism and Absenteeism: Differentiated Understanding of Related Phenomena, Eric Gosselin, Louise Lemyre and Wayne Corneil, Journal of Occupational Health Psychology, 2013.

Added Values & Outcomes CSR

“Corporate practices, inspired in a corporate culture based on partnership and promoters of key health factors in the relevant fields of action (pointed in social & economic determinants), in line with the principles of the continuous improvement process, leads to results in quality of life and work (including health improvements) as well as business results (performance and innovation).”

Guide to Best Practice, The European Network “Enterprise for Health”, EfH Publication, 2005

B Burnout

Burnout is a Professional exhaustion a syndrome characterized by emotional exhaustion, depersonalisation and a (decreased) sense of personal accomplishment/achievement that

This work was mainly undertaken by Inosalus, which has included definitions on the terms related to stress management and mental health at work, as well as to the Job Demands - Resources Model.

occurs frequently among individuals who do ‘people-work’ of some kind. In addition, several mental health outcomes are associated with burnout, such as increased risk of feelings of anxiety, depression and lowered self-esteem.

Usually burnout can be seen as a result of high demands and low resources (job and personal).

The appearance of a burnout syndrome is manifested by excessive mental and temporal engagement of the agent.

(Maslach & Jackson, 1981) (Maslach, Schaufeli, & Leiter, 2001). Maslach Burnout Inventory (MBI: Maslach & Jackson, 1981)

C COR theory – Conservation of Resources

Resources loss is a critical component of the stress process in organisations and that limiting resource loss is a key to successful prevention and post-stress intervention.

COR theory relates to those resources that are key to survival and well-being (e.g., shelter, attachment to significant others, self-esteem), or that are linked to the process of creating and maintaining key resources (e.g., money, credit).

Halbesleben, 2006; Westman, Hobfoll, Chen, Davidson & Laski, 2005

Corporate & Culture Drivers CSR

“The corporate culture is aligned with a chart of values. The vision and

business strategies of a company, as key elements of every corporate policy, reflect the significance of the workers in the value added chain; they inspire and organize:

the action of all decision-makers in the company management and have a major impact on the leadership behavior.

Corporate cultures based on partnership are characterized by the great importance of worker and customer-oriented values, supplemented by the intentional orientation towards principles of social responsibility.”

Guide to Best Practice, The European Network “Enterprise for Health”, EfH Publication, 2005

E Engagement at work

Positive, fulfilling, affective-motivational state in work, related with well-being. Is characterized by “vigor” (high level of energy and resilience), “dedication” (high involvement and commitment to the work, experiencing feelings of inspiration and pride in what is doing) and “absorption” (characterized by total concentration and abstraction at work, where time runs quickly). (Bakker, Schaufeli, Leiter, & Taris, 2008; Schaufeli, Salanova, Gonz lez-Roma, & Bakker, 2002). Vigour is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence in the face of difficulties.

Good predictor of job satisfaction.

UWES – Utrecht Work engagement Scale, Schaufeli & Bakker

H Harassment

(also known as bullying, mobbing, or psychological violence)

Health Determinants stress factors
“Describe the most important

influences on the health and sickness situation in companies.”

Five key sectors:

- “human resource management and leadership”,
- “work organisation and job design”,
- “work environment”,
- “job security and changes to the world of work” and
- “(health) competencies”.

Guide to Best Practice, The European Network “Enterprise for Health”, EfH Publication, 2005

Health-specific leadership

Health-specific leadership is conceptualized as the leader’s explicit consideration and engagement in employee health.

Good managerial practices and leadership skills have a beneficial impact on employees’ health and employability. Leadership affects employees in two ways: Indirectly through the configuration of organisational policies and systems, and directly through personal interaction.

Kuoppala, Lamminpa, Liira, & Vainio, 2008) Yukl (2006)

Healthy Job

J JD-R Model (job demands & resources)

High “job demands” can improve Burnout and this can induce low personal and organisational outcomes; Low “personal resources” also can improve burnout; high personal resources can improve engagement and this can induce high personal and organisational outcomes. High job resources can improve engagement.

It follows from the JD-R model that rather than focusing on individual factors to increase employee health and

well-being, corporate health promotion and prevention programmes should target workplace factors: that is, they should be aimed at increasing job resources in order to promote engagement and commitment and at decreasing job demands in order to prevent burnout and ill-health.

In that sense, employees' health and well-being is not only a "private" issue but a company's issue as well, and thus the social responsibility of employers. At a strategic level, our results suggest that occupational health professionals and HR professionals should collaborate in designing a comprehensive "Integral Health Management" system (Zwetsloot & Pot, 2004). The former actors may primarily focus on the health impairment process and the latter actors on the motivational process. The JD-R model offers a valuable heuristic tool for occupational health efforts to tackle distress and illness and for HRM efforts to promote the optimal functioning, motivation, and flourishing of employees.

Hakanen, Schaufeli and Ahola, 2008

Linley, Joseph, Harrington, & Wood, 2006

Job Demands

We can see "job demands" as work pressure. Work Attributes that cause stress if the worker's adaptive capacity is exceeded. Job demands are not necessarily negative as long as they do not exceed employees' adaptive capacities. Their nature can be physiological, psychological and organisational. Job demands usually require skills investment and/or physical and psychological high energy. Overworking, role conflicts, sense of risk, ambiguous definition of responsibilities, high emotional charges are common feelings of pressure in the job demands field.

Job demands refer to those aspects of a job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs.

(Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Schaufeli & Bakker, 2004), Work & Stress ed.

Job Resources

We can see "job resources" as social support. Work conditions, namely: ergonomics, psychological characteristics, social & organisational status. 4 kind of job resources:

I)- organisational resources (payment, security at work, opportunities of development); II) – interpersonal and social network (communication, supervisor and team support, climate at the workplace); III) – plant organisation and workflow (job responsibilities, decision making participation; IV) – tasks characteristics (skills variety, task status, autonomy, performance feedback). Job resources refer to the physical, psychological, social, or organisational aspects of a job that (I) may reduce job demands and the associated physiological and psychological costs, (II) are functional in achieving work goals, and (III) stimulate personal growth, learning, and development. Hence, job resources may foster extrinsic motivation at work because they are necessary to deal with job demands and to achieve work goals. In addition, by satisfying the basic psychological needs of autonomy, belongingness and competence, job resources are also intrinsically motivating for employees (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008).

(Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Schaufeli & Bakker, 2004), Work & Stress ed.

Job Satisfaction

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. In empirical studies, researchers have often measured job satisfaction as having two distinct facets: intrinsic, that is, level of satisfaction with features associated with the job itself and extrinsic, that is, level of satisfaction with various facets associated with the environment in which the work is performed.

Bogler, 2001

M Mental Health at work

"Depression and simple phobia were found to be the most prevalent disorders in the working population. The limited data on rates of participation suggested higher participation among people with depression, simple phobia, social phobia, and generalized anxiety disorder. Depression and anxiety were more consistently associated with "presenteeism" (that is, lost productivity while at work) than with absenteeism, whether this was measured by cutback days or by direct questionnaires".

Kristy Sanderson, Gavin Andrews, 2005

O Occupational Health

OH can be defined: how organisational-level occupational health interventions focused on improving psychosocial working conditions and employees' health and well-being may be planned, implemented and evaluated.

The Model of occupational health interventions, defined as an ongoing process with employees' participation, work in five phases: preparation, screening, action planning, implementation and evaluation.

Nielson, Randall, Holten, González, 2010

Organisational Commitment

Organizational commitment is the employee's attachment, goal congruency, identification acceptance, and loyalty to the organisation.

(Porter et al. and Meyer and Allen)

Organisational Stress

Organisational Stress can be seen through the lens of the "COR – Conservation of Resources theory". According to COR theory, stress occurs under three conditions: (I) when individuals' key resources are threatened with loss, (II) when resources are lost, or (III) when individuals fail to gain resources following significant resource investment. Burnout is one such stress outcome and typically follows from a process of slow bleed out of resources without counterbalancing resource gain or replenishment.

"COR – Conservation of Resources theory".

S Social & Economic Determinants

"Fields of action that influences organisational practices with huge impacts on health.

- Demographic change and ageing workforces
- Diversity
- Work-life balance
- Mental health and leadership
- Flexible work
- Knowledge management and lifelong learning

Those fields reflect important changes in the world of work, representing challenges to the design of healthy corporate cultures based on partnership."

Guide to Best Practice, The European Network "Enterprise for Health", EfH Publication, 2005

Strategies & methods

Some organisational change and training approaches that can be implemented by teams, in order to deal with engagement, burnout, stress, mental health challenges at work: "Appreciative Inquiry"; "Future Search"; "Open Space"; "Participative Design"; "Scenario Planning"; "The World Café"; "Work Out"; "Work Design"; "4M – Middle Management Maturity Matrix".

The Handbook of Large Group Methods (Bunker & Alban, 2006) - The Change Handbook (Holman, Devane, Cady)

Stress

Stress occurs when resources are threatened or lost, or when people invest their resources and don't obtain the expected benefits.

Stress Management Interventions (SMI)

SMI: protocols and guidelines that suggest the content of the intervention: (I) should be based on sound scientific theory; (II) identify psychosocial risks to employees' well-being by conducting a risk assessment for work-related stress; (III) tailor the intervention components and tools to the particular occupational sector and to the particular organisation; and (IV) be implemented in a systematic manner with aims, objectives and strategy clearly defined.

PRIMA-EF (Psychosocial Risk Management Excellence Framework; part of the World Health Organisation's Healthy Workplaces Framework) have published guidelines on best practice in the design of work-related SMIs (Leka & Cox, 2008)

Stressors (Stress factors)

Any event, circumstance or demand (external or internal to the individual) which places pressure on the individual and may result in stress. "Stressors" is a more generic term, before specifying social, economic and health determinants.

T Team Resilience Strategy - Promoting Stress Management

"Team Resilience Strategy is supported on a Team Resilience Process, based on a contract agreed by all members of the team. Comprehensive assessments of team resilience and the effects of workplace pressure become the foundation for team action planning. Activities designed to promote resilience and reduce stress are implemented and evaluated. The Resilience Strategy represents a preventive, proactive and participative approach, led by management at all levels; it involves the use of simple and standard process improvement tools."

GlaxoSmithKline (GSK) (UK)

Transformational Leadership

Transformational leadership represents a style in which the leader values the importance of cooperation in the performance of collective tasks, provides the opportunity to learn from shared experience, and delegates to followers the authority to execute any necessary action efficiently (Bass, 1985). A leader, through the four transformational leadership components of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, can often transform subordinate motivation and improve unit performance beyond initial expectations.

(Bass & Avolio, 1994).

W Work-related stress

Work related stress occurs when the demands of the job exceed a worker's capacity for coping with them. It happens, for example, if the staff is asked too much in the time available, if they are presented with conflicting demands, if they aren't supported by management and colleagues or if they are poorly trained. It can happen to anyone, at any level. EU-OSHA.

Inventory of tools for risks evaluation

The second action of this phase was to gather available tools used by Project partners for the evaluation of the potential factors for work-related stress. The work was undertaken by Swiss Post and resulted in the drafting of a relevant list mentioning:

- the assessment tool
- short description of the tool
- languages in which it is available
- topics evaluated
- advantages & disadvantages of each tool

12 evaluation tools have been studied to establish the added value for each of them, some have been described below.

Tools	Added value
<p>SALSA Salutogenetic subjective work analysis © Ulich Deutsche Post DHL Group</p>	<ul style="list-style-type: none"> . good established test . free of charge . knowledge of statistics necessary
<p>S-TOOL © Health Promotion Switzerland Swiss Post . two versions of the questionnaire: (1) Employees evaluate themselves; (2) Line managers evaluate employees and their work situations. . Every person carries out their own evaluation.</p>	<ul style="list-style-type: none"> . automatic evaluations . benchmarks . advanced module . quite long . involves high costs . a lot of language available
<p>DESSP = MSP+HADS+SP (Dispositif d’Evaluation et de Suivi du Stress Professionnel) La Poste France</p>	<ul style="list-style-type: none"> . operational tool (in the sense of facilitating the transition from diagnosis to prevention).
<p>IMPULSE TEST © Austria</p>	<ul style="list-style-type: none"> . not as detailed as SALSA . free of charge . simple evaluation
<p>STRESSNOSTRESS © Health Promotion Switzerland</p>	<ul style="list-style-type: none"> . simple test . designed more for team evaluation . can provide useful information
<p>HADS (Hospital Anxiety and Depression Scale) By Zigmond A.S. Snaith</p>	<ul style="list-style-type: none"> . simple test . auto evaluation . international . free of charge

■ STRESS FACTORS MATRIX

Given that Project partners use different methods/ tools to assess work-related stress risks in their companies, the main challenge was to end up with common stress factors, on the basis of which the next actions of the Project could be implemented.

Swiss Post coordinated this process and, as a first step, created a risk matrix (list of 28 stressors), which was a fusion of the factors defined from the S-Tool (Switzerland) and the DESSP tool (France). This risk matrix records the sources of stress and the resources that may be lacking in the workplace.

Task-related stressors	Social stress factors and general organisational conditions	Lack of Resources and coping
1. Uncertainty / conflicting demands	11. Social stressors (superiors)	21. Job control
2. Problems with the organisation of work tasks	12. Social stressors (colleagues)	22. Sense and job utility
3. Time pressure and workload	13. Harassment	23. Task completeness
4. Work interruptions	14. Work-life imbalance	24. Participation in decision-making
5. Overtaxing qualitative demands / mental overload	15. Uncertainty about the future	25. General appreciation
6. Physical and environmental conditions - hardships	16. Effort-reward imbalance	26. Supportive leadership behavior
7. One-sided physical demands	17. Organisational injustice	27. Self-efficacy expectations
8. Work anticipation difficulties	18. Poor management support	28. Skills development
9. Ambiguity of roles	19. Lack of internal communication	
10. Sense of physical insecurity	20. Lack of trust in management	

Each Project partner then evaluated the current stress factors and resources, by choosing the three stressors (category 1+2) that were deemed as more important for the middle management of their company, as well as the three resources (category 3) that were considered the least available at work.

This commonly followed methodology led to a descriptive frequency-based evaluation, depicting the top 3 stress factors and resources per country. These ranked results were further classified and the following elements were defined as the common stress factors and resources for the needs of the Project:

Task-related stressors	Time pressure and workload
Social stress factors and general organisational conditions	Uncertainty about the future Work-life imbalance Organisational injustice
Lack of Resources and coping	Participation in decision making Lack of general appreciation

Based on the above data, “time pressure and workload” is ranked among the top 3 task-related stressors among the participating partners, which means that their middle management employees find it difficult or impossible to cope with the work load within the available time frame and pressure.

“Uncertainty about the future” proves to be stressful when the business situation, restructuring measures in organisations and personal characteristics influence perceived job security. “Work- life imbalance” is also considered as a major stressor, given that often the demands at work make it difficult to meet the demands of private life. The matrix also mentions “organisational injustice”, which is seen as unequal treatment and utilities provided.

As regards the resources that are least available in the workplace, these include “participation in decision making” - meaning the extent to which employees in a company

have the opportunity to actively participate in decision-making processes concerning their own situation- and “general appreciation” by superiors, colleagues and clients.

■ TRAINING NEEDS

The mapping of training needs based on stress factors matrix results was carried out through a special workshop, whose scope was to elaborate on a systematic methodology to define training needs and solutions taming stress-generation factors and also to enrich knowledge. In this framework, KEK ELTA S.A. (Hellenic Post’s Vocational Training Center) offered the **NaviGaTor methodology (mentioned in the training Needs section)** aiming at training course design based on a structured group decision-making process between experts. The methodology is applied through a single configurable toolkit (NaviGa-Tor) which integrates two core tools:

Evolutionary Training Design Toolkit (ETD)¹ and Nominal Group Technique (NGT)²

¹ETD= guidance for systematic exploration of training needs and solutions (developed by KEK ELTA S.A.)

²NGT= Face-to-face group decision making in which instructions are given to group members not to interact with each other except in specific steps in the process

ETD has been developed by KEK ELTA and is used systematically for the design of training programmes through a structured process, which guides decision-makers through the exploration of training needs based on trainees' and business requirements, the design of training programmes, the formulation of training methodologies and the identification of appropriate training evaluation techniques. KEK ELTA configured the ETD appropriately within the project context, focusing on the following decision areas:

- **Effects:** how stress affects employees?
- **Organisational interventions:** how the organisation can cope with the effects of the employee stress.
- **Training needs:** training needs and corresponding training content to tame effects.
- **Training programmes:** specific training programmes which will formulate the syllabi of the training answering to training needs.
- **Training methodologies:** appropriate methodologies for the application of training programmes.
- **Evaluation methods:** methods to evaluate the impact of the training programmes on employees and the organisation.

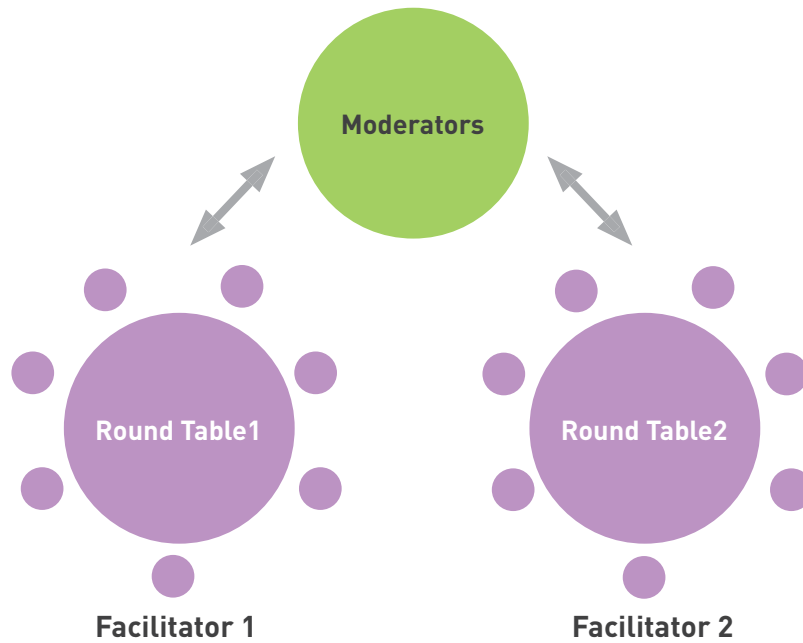
The experts were asked to provide ideas, brainstorm and identify the most important aspects for each one of the 6 common stress factors identified in the previous stage of the project, through the series of the abovementioned decision areas.

The idea-generation, brainstorming and identification process for each decision area was carried out through the widely-used Nominal Group Technique (NGT) group decision-making process (Delbecq A. L. and VandeVen A. H, 1971. A Group Process Model for Problem Identification and Program Planning, Journal Of Applied Behavioral Science VII (July/August, 1971), 466 -91)., which is part of the NaviGaTor methodology. In brief, NGT evolves in group settings supported by one facilitator through the following 4 steps:

- Facilitator describes the topic (decision area) to group members (experts)
- Each expert silently and anonymously writes down his/ her own ideas / solutions to the topic
- Facilitator collects members' responses, presents them to the group and asks them to elaborate on them through brainstorming until they reach consensus and finalize ideas.
- Finally, experts are asked to vote anonymously on the most important / critical ideas and after the voting process the facilitator announces the results and asks the group to proceed to the next decision area using the results as an additional input.

KEK ELTA organized and implemented two physical workshops (Athens and Bern) and one electronic workshop, where 16 experts from project members formulated two decision-making groups working in parallel under the guidance of two facilitators.





KEK ELTA experts elaborated initially on the results from each group, finding commonalities and indications of consensus and presented the results to the experts before proceeding to the next decision area.

The NaviGaTor methodology was applied in two forms; initially, the Athens meeting workshop was based on a paper-based form (NaviGaTor 2.1) for the first three decision

areas. Later, the Bern meeting workshop was carried out through a web-based form (NaviGaTor 3.1) for the fourth decision area. This web-based methodology was also used after Bern's physical meeting and until the end of the project, thus enabling remote participation in the decision-making process for the last two decision areas.

KEK EATA NaviGaTor v3.0

1. Time pressure and workload 2. Uncertainty about the future 3. Work-life imbalanced
4. Organizational injustice 5. Participation in decision making 6. General appreciation

Please vote (Maximum 3 votes are allowed)

		VOTE
1.	experiential seminar	<input checked="" type="checkbox"/>
2.	classroom	<input type="checkbox"/>
3.	Conference	<input type="checkbox"/>
4.	workshop	<input checked="" type="checkbox"/>
5.	information sharing / access to knowledge base	<input type="checkbox"/>
6.	e-learning synchronous	<input type="checkbox"/>
7.	e-learning asynchronous	<input type="checkbox"/>
8.	virtual / 3D training	<input checked="" type="checkbox"/>

You have already voted for this topic!

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KEK EATA NaviGaTor v3.0

Phase	Title	Status	Answers	Vote
201	EFFECTS - WORKING PROBLEMS			<input checked="" type="checkbox"/>
202	ORGANIZATIONAL INTERVENTIONS			<input checked="" type="checkbox"/>
203	TRAINING NEEDS			<input checked="" type="checkbox"/>
204	TRAINING PROGRAMS			<input checked="" type="checkbox"/>
205	TRAINING METHODOLOGY			<input type="checkbox"/>
206	EVALUATION TOOLS			<input type="checkbox"/>
207	BEST PRACTICES			<input checked="" type="checkbox"/>

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The workshops' results were further analysed by KEK ELTA S.A.'s experts in order to extract new valuable knowledge related to stress factors, business impact, training needs against stress, training methodologies etc. The results of the analysis were visualized using MindMapping tools.

1. Effects

Task-Related Stressors

3] Time pressure and workload (6/6)

1 😊 Lack of quality / increase of mistakes

12

2 😊 Anxiety/stress/nervousness/depression/tiredness

5

2 😊 Delegate the pressure to the team without managing anymore/manager not available for the employees

5

3 😊 Higher accidenteism

4

3 😊 Multitasking-related problems (low overall performance, lack of focus)

3

2. Organizational Interventions

Task-Related Stressors

3] Time pressure and workload (6/6)

1 😊 Better distribution of workload / process improvement - CIP / KAIZEN / reengineering

16

2 😊 Prioritization / High supervision for better task allocation

9

3 😊 Team buliding culture

4

3 😊 Internal office dealing with burnout, stress, etc.

4

3 😊 Prevention of accidenteism/more visits from safety engineers and occup physicians/ safety measures

4

3. Training Needs

Task-Related Stressors

3] Time pressure and workload (6/6)

1 😊 Work organization / task and resources allocation management / process management skills

11

2 😊 Prioritization for the critical few tasks (pareto principle)

9

2 😊 Time management

5

3 😊 Self management / self organization skills/self esteem training

4

3 😊 Techniques to cope with stress

3

Process advantages:

- Combined multi-disciplinary ideas from many experts
- gave equal choice to express ideas
- was structured and time efficient (compared to other group decision processes like free brainstorming or Delphi)
- resulted in a set of prioritized proposals
- enhanced consensus between experts

Evaluation:

In order to carry out the evaluation process a specific evaluation committee was created with few project partners (Belgium, Switzerland, France and Germany) to manage this specific action of each work package.

- Each work package was evaluated by each partner during the project.
- To compare the objectives and the effective results.
- To identify strengths and weaknesses and avoid mistakes
- To find different ways to convert weaknesses into strengths
- To verify if the communication and dissemination has been done properly
- To manage the timing
- To check the mobilities
- To consider the possible adaptation of the project

WP1 Evaluation:

WP1: identify occupational current and future challenging stress factors and detect risks and training needs within each project partner in the postal sector

All the Project partners actively participated in filling out the survey and provided their constructive comments and feedback.

Activity



Responses



In response to some of the questions from WP1 the partners underlined:

“High participation, excellent collaboration”.

“The participation rate of partners is excellent, actively involved in all actions of WP1. Regular communication, synergy and effectiveness”.

4. Has the WP1 ACHIEVED its Targeted Results?

The main objectives of the WP1:

- Identify Current and Future Stress Factors,
- Detect Risks,
- Detect Training Needs;

Use the scale 1 to 5 (1=lowest Achievement to 5= highest Achievement) to share each Partner evaluation of WP1 objectives. Required

	1	2	3	4	5	
Identify Current and Future Stress Factors	0 - 0%	0 - 0%	0 - 0%	1 - 13%	7 - 88%	8
Detect Risks	0 - 0%	0 - 0%	2 - 25%	5 - 63%	1 - 13%	8
Detect Training Needs	0 - 0%	0 - 0%	2 - 25%	4 - 50%	2 - 25%	8
Total respondents						8
Respondents who skipped this question						0

■ STEP2

Share best practices, identify best training solutions in order to raise awareness of the management and the workforce in each project partner and to strengthen up the resources to cope with and manage changes to increase their resilience.

Description

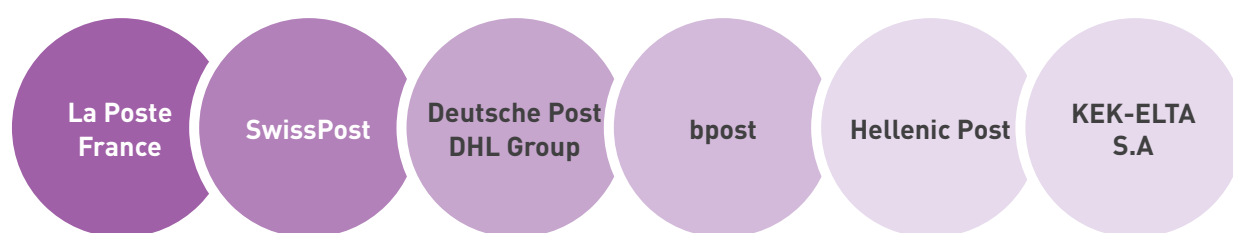
The best practice sharing has been organized with 3 multilateral visits in France, Greece and Switzerland. It was the opportunity to organize visits and go deeper in the explanation of each training put in place to

share about the results or the way to implement the trainings. A training from Deutsche Post DHL Group was also tested by all participants during the Bern meeting.

Methodology

Using the Navigator tools to collect the training needs, the partners and observers shared about practices they have already implemented but also about new ones that have been just launched. The midterm of the project permitted to see the evolution of this implementation and the first results and impacts of the training.

Results / Outcomes



Eventually, 14 trainings within 6 nations to cope with different kind of stress factors have been identified and shared.

Postal Organization	Training programme	Stress factors covered by the training
Swiss Post	I feel good campaign	Work-life imbalance, Time pressure and workload
Swiss Post	Courses to time management, work techniques offered by the Group	Time pressure and workload, Work-life imbalance
Swiss Post	Health as a topic in the management trainings	Lack of general appreciation, Time pressure and workload, Participation in decision making
Deutsche Post DHL Group	Stress Management	Work-life imbalance, Lack of general appreciation
Deutsche Post DHL Group	Strengthening of personal life balance	Work-life imbalance, Uncertainty about the future
Deutsche Post DHL Group	Self-Guidance	Lack of general appreciation, Participation in decision making

Hellenic Post S.A.- ELTA	"Raising awareness in identifying and dealing with conflicts and burn out situations at work"	Participation in decision making, General appreciation, Work-life imbalance, Time pressure and workload
Hellenic Post S.A.- ELTA	"Managing People During Change and Restructuring - Updating information on strategic management issues and stimulation to further efforts"	Participation in decision making, General appreciation, Work-life imbalance, Time pressure and workload, Uncertainty about the future
La Poste France	"Managing People During Change and Restructuring - Updating information on strategic management issues and stimulation to further efforts"	Participation in decision making, General appreciation, Work-life imbalance, Time pressure and workload, Uncertainty about the future
La Poste France	Training for Proximity HR	Organisational injustice, Work-life imbalance, Uncertainty about the future, Lack of general appreciation
La Poste France	Quality of life at work, Management institute	Time pressure and workload, Participation in decision making, Work-life imbalance, Uncertainty about the future
La Poste France	Training solutions to manage stress for Network managers	Time pressure and workload, Organisational injustice, Work-life imbalance, Uncertainty about the future, Lack of general appreciation, Participation in decision making
La Poste France	Training solutions to evaluate and to prevent stress for Mail Branch managers	Time pressure and workload, Organisational injustice, Work-life imbalance, Uncertainty about the future, Lack of general appreciation
La Poste France	New prevention and treatment protocol for sexual harassment and mobbing in La Poste	Uncertainty about the future, time pressure and workload

All those trainings have to be combined with a salutogenic approach likewise

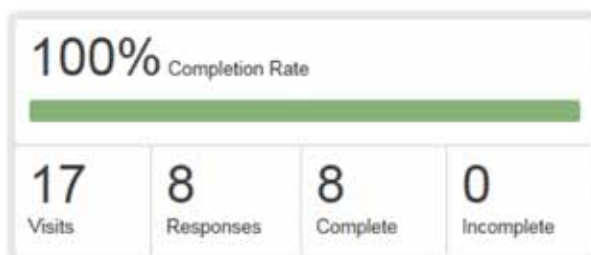
- Work relationship development
- Sport & exercise opportunities
- Health as a management topic
- Communication trainings
- Organisation of cooperating areas
- Team building and development
- Coaching and access to health advice
- Independent responsibility development
- Enlargement & enrichment of work

WP2 Evaluation:

WP2: Share best practices, identify best training solutions in order to raise awareness of the management (top management, middle management, operational) and the work force in each project partner and to strengthen up the resources to cope with and manage changes to increase their resilience

The second survey was carried out in order for each project partner to express their point of view about the results of the second work package.

Activity



Responses



The conclusion has been very positive. Open questions and remarks were welcomed within the evaluation.

“The compendium, despite the difficulties we have found a solution”

“The participation of observers and project partners have been high and very positive”

4. Has the WP2 ACHIEVED its Targeted Results?

The main objectives of the WP2:

- Share Best Practices and Training Solutions,
- Identify Best Training Solutions to raise awareness of the Management,
- Organization of Visits to share Best Practices and Training Solutions;

Use the scale 1 to 5 (1-lowest Achievement to 5- highest Achievement) to share each Partner evaluation of WP2 objectives. Required

	1	2	3	4	5	
Share Best Practices and Training Solutions	0 - 0%	1 - 13%	0 - 0%	2 - 25%	5 - 63%	8
Identify Best Training Solutions to raise awareness of the Management	0 - 0%	0 - 0%	2 - 25%	2 - 25%	4 - 50%	8
Organization of Visits to share Best Practices and Training Solutions	0 - 0%	0 - 0%	0 - 0%	1 - 13%	7 - 88%	8
Total respondents						8
Respondents who skipped this question						0

■ STEP3

Dissemination of the project outcomes for the future training on stress management in the postal sector within project partners, PostEurop members and to external European stakeholders (EC, civil society, European institutions, health and training institutions/organisations...)

Description

Through the dissemination process the Project results and deliverables are made available to the stakeholders and to the wider audience. The dissemination of the Project played a crucial role in the success of the project and for the sustainability of outputs in the long term.

The Project outcomes for the future training on stress management in the postal sector will be disseminated within PostEurop members (representing 52 countries in Europe) and to external European Stakeholders (EC, civil society, European Institutions, Health and Training organisations) by distributing the Final Booklet with the purpose of maximizing the Project visibility.

Methodology

The products and results of the "Training partnership for Stress Management in Posts" Project participating Postal Organisations have been elaborated in the project "Booklet" with the "top best practices" of Stress Management in the area of health and training. Publication of the "Booklet" for the Postal Sector and the solutions observed has been disseminated.

The dissemination of the Project and its results have also been carried out via final conference which took place in Paris, France with the involvement of the top level management of the project partners, the training and health experts, representatives from EU-OSHA Campaign, CrossKnowledge, Edenred, D-Sides etc.

The project partners throughout the Project used the multiplier effect in their own organisations and the outcomes have been shared and disseminated effectively. The Project articles were regularly published in the PENEWS, InsidePostEurop as well as on the PostEurop HQ Blog available on the PostEurop's official website, Hellenic Post's newsletter and KEK ELTA's official website. A specific article has also been published in the Postal Universal Union magazine of March 2015.



Results / Outcomes

During the final conference, an interactive session has been organized to share more concretely stress situation cases. The results of this workshop showed various typical situations which can be interesting to manage using the identified trainings.

TAXYΔΡΟΜΙΚΕΣ ΕΞΕΛΙΞΕΙΣ



Τα ΕΛΤΑ ως εταίρος στο νέο Πρόγραμμα Leonardo Da Vinci με θέμα τη διαχείριση του εργασιακού άγχους

Τα ΕΛΤΑ συμμετέχουν, ως διακρατικός εταίρος, στο Έργο "Training Partnership for Stress Management in the Postal Sector" (Εκπαιδευτική Εταιρική Σχέση για τη Διαχείριση του Άγχους στον Ταχυδρομικό Τομέα), το οποίο χρηματοδοτείται από την Ευρωπαϊκή Επιτροπή και εντάσσεται στο Πρόγραμμα Δια Βίου Μάθησης Leonardo da Vinci (Δράση Εταιρικές Σχέσεις). Το Έργο ξεκίνησε με πρωτοβουλία των Ομάδων Εργασίας "Health WG" και "Training WG" της PostEurop και θα ολοκληρωθεί τον Ιούλιο του 2015.



ΔΕΛΤΙΟ ΔΙΟΙΚΗΤΙΚΗΣ ΠΛΗΡΟΦΟΡΗΣΗΣ | ΤΕΥΧΟΣ 107 | 13 -Φεβρουαρίου - 2014

Στο πλαίσιο υλοποίησης του Έργου, πραγματοποιήθηκε στις Βρυξέλλες, στην έδρα της PostEurop, στις 22-23.01.2014, η εναρκτήρια συνάντηση, με τη συμμετοχή όλων των εμπλεκόμενων εταίρων.



Στο Έργο συμμετέχουν, πέραν της ΕΛΤΑ Α.Ε. και του ΚΕΚ ΕΛΤΑ Α.Ε., ως διακρατικοί εταίροι οι: La Poste (Γαλλία) - ως συντονιστής, PostEurop A.I.S.B.L. (Βέλγιο) και Die Schweizerische Post (Ελβετία), και ως παρατηρητές οι: InoSalus (Πορτογαλία), Deutsche Post AG (Γερμανία), Bulgarian Posts PLC (Βουλγαρία), Cyprus Post (Κύπρος), PostNord (Σουηδία, Δανία), Poczta Polska (Πολωνία), Hrvatska Posta (Κροατία), Iceland Post (Ισλανδία) και Posten Norge (Νορβηγία).



■ MAIN CONCLUSION AND ISSUES

Health promotion to explain effects and consequences of stress is a key issue.

Thanks to the EU-OSHA campaign the exchange with other sectors can be further integrated, bringing an important added value to the project. During the Healthy Workplaces Good Practices Awards Ceremony of OSHA on 5th March 2015, PostEurop and the project partners were honored to receive from the official partnership an award for the "Training partnership for stress management in Posts" project initiative. It has been clearly identified that health promotion to explain effects and consequences of stress is a key issue.

The specificity of the middle management as "Sandwich managers"

One of the major lessons learned from this collection of practices is the high challenge of leadership development within organisations under permanent evolution. Thus, there

is a need for creation and implementation of trainings to help and support managers throughout these changes. The "S.M" concept clearly appeared during the project. Managers are the "Sandwich Managers" pressed between the hierarchy and their team, the objectives and the results. Dealing with more stress is also an issue that can be addressed by improved leadership. More effective leadership is an answer to an increasingly demanding environment – new customer needs, increased productivity, quality of service improvement – within which employees must be efficient and innovative.



It is vital for employees to be committed and developed within a strong team spirit.

Key new areas for training managers include: 'how to innovate', 'how to standardize' and 'how to perform' to enable them to succeed in dealing with day to day challenges. They can be helped in this by a renewed human resources approach that combines the human dimension and the administrative dimension (La Poste France).

Training dedicated to identifying and dealing with conflicts and burnout in Hellenic Post S.A.- ELTA is one of the answer.

As an example, since September 2014, Hellenic Post implements a pilot programme addressed to middle managers in order to raise their awareness on work-related stress factors. A 3 days programme with 9 hours of theory and 9 hours of workshops through self-development procedures and role playing. Each day is dedicated to a different theme: stress and traumatic experiences, burnout syndrome and conflicts.

Participants positively evaluated the programme in terms of organisation, content, methodology and know-how of trainers. They stated that they benefited in terms of personal development, acquisition of professional knowledge and competencies, behavior change and efficiency in daily work. The programme is implemented by KEK ELTA S.A. (Hellenic Post's Vocational Training Center)."


Overview of well-being and motivation in Europe

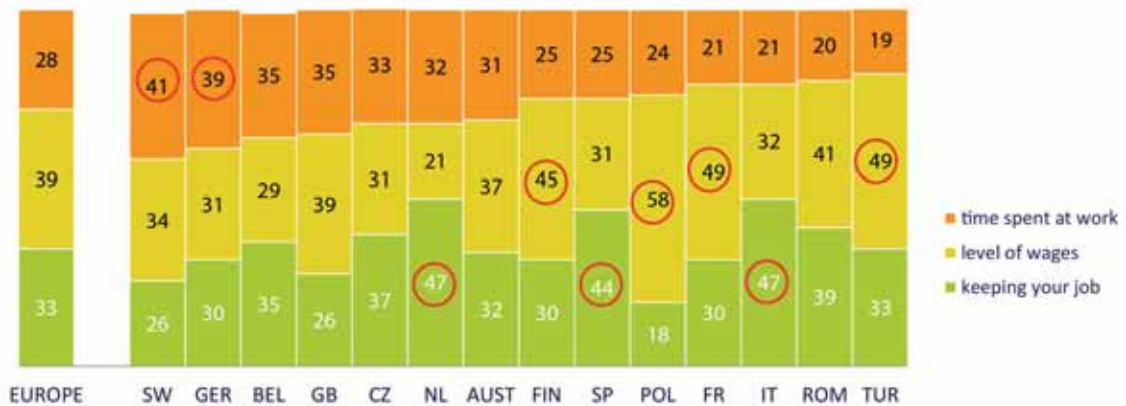
During the final conference Delphine Chilese-Lemarinier presents the results of a European study (14 countries involved) to have a picture of the well-being and motivation of employees. The study shows that there are a lot of differences between the countries and that the results regarding the confidence in the future are linked to the economic situation. It is the same concerning the quality of work perceived.

On a scale from 1 to 10, how would you rank your "quality of life" at work? (% scores 8 to 10)



Regarding the main professional concerns, three issues are mainly cited by respondents. The fact to keep the job, the level of wages and the time spend at work. In Sweden or Germany the main concerns are the time spent at work, in France, Poland and Finland the level of wages is higher. Keep its job is the main problem in Spain, Italy and Holland.

 What is currently your main professional concern (%)



Some of those issues are connected to stress. For example, uncertainty about the future and the fact to keep its job is more and more important for the employees.

Source : Barometer 2015 - Employee well-being and motivation in Europe : Edenred -Ipsos

Emerging stress factors

During the project some emerging stress factors have been mentioned and can be noticed for the future. The European employees faced with the company’s digital revolution, with the development of the electronic management of the HR process, the e-learning, the development of a corporate social network, the virtualisation of work spaces, the telework... Usually it has positive impacts in terms of skills improvement, autonomy at work, the quality of client

relation, cooperation between teams, creativity or ability to innovate. On the other hand it could have an impact on the efficiency due to multi-tasking and permanent disruption during the work process. That has to be anticipated by the companies as well as the isolation issue.

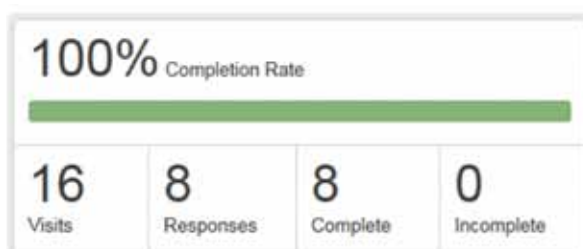
The emerging stress factors is a topic that can be a next opportunity to exchange for the partners and the idea to create a Stress observatory within the postal sector has been mentioned at the end of the project.

WP3 Evaluation:

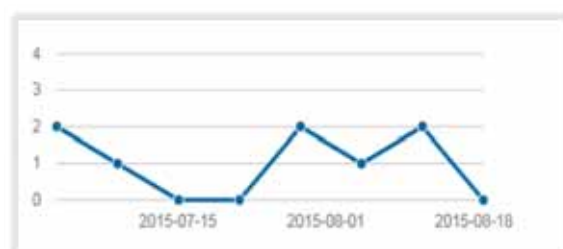
WP3: To disseminate the project outcomes for the future training on Stress Management in the Postal Sector within project partners, PostEurop members and to external European Stakeholders (EC, Civil society, European institutions, health and training institutions/organizations).

The third survey related to the dissemination of the Project outcomes was conducted keeping in mind that the dissemination activities are vital in the success of the Project.

Activity



Responses



The questionnaire had positive comments which are worthwhile mentioning:

“Additional inputs from other sectors has been a way to enlarge the contents and the dissemination”

“High level of engagement in the final Conference”

4. Has the WP3 ACHIEVED its Targeted Results?

The main objectives of the WP3:

- Disseminate the Project outcomes for future training on Stress Management in the Postal Sector,
- Organization of Final Conference,
- Evaluation of the entire Project;

Use the scale 1 to 5 (1=lowest Achievement to 5= highest Achievement) to share each Partner evaluation of WP3 objectives. Required

	1	2	3	4	5	
Disseminate the Project outcomes for future training on Stress Management in the Postal Sector	0 - 0% 	0 - 0% 	2 - 25% 	4 - 50% 	2 - 25% 	8
Organization of Final Conference	0 - 0% 	0 - 0% 	1 - 13% 	1 - 13% 	6 - 75% 	8
Evaluation of the entire Project	0 - 0% 	0 - 0% 	0 - 0% 	4 - 50% 	4 - 50% 	8
Total respondents						8
Respondents who skipped this question						0

Overall Project Evaluation:

In addition, a global evaluation of the Project was done at the end of the project:

- To compare the objectives and the effective results
- To evaluate the added value of the project
- To evaluate the implication of the partners
- To identify the difficulties and their solutions

The scope of the overall Project evaluation was to determine if the content of the project had been in line with the expectations of the Project partners and the work process had been efficient all along the project.

Activity



Responses



The remarkable achievements were underlined by several Project partners as mentioned:

“Thanks to the commitment of all partners the project has been successful and contributed to the recognition of stress as an important issue”

“The Project has evolved through an interactive and positive cooperation between the partners, which contributed in dealing effectively with all the stages of the project’s progress”

3. Has the WP1 / WP2 / WP3 ACHIEVED its Targeted Results?

Use the scale 1 to 5 (1=lowest Achievement to 5= highest Achievement). Required

	1	2	3	4	5	
	0 - 0%	0 - 0%	0 - 0%	6 - 75%	2 - 25%	8
Total respondents						8
Respondents who skipped this question						0



EVENTS

Events

Kick off meeting: PostEurop - Brussels – Belgium

Agenda

Kick off meeting - Training partnership for Stress Management in Posts

Wednesday 22 January 2014

- 09h30** **Welcome – Opening**
- Introduction by Nathalie Ganzel, Petra Heinecke & Antonino Scribellito
 CSR & PostEurop, Nathalie Ganzel – La Poste France
 Health European Policy, Petra Heinecke – DPDHL Group
- 10h10** **Round table with all partners**
- Presentation
 - Main expectations about the project
- 11h00** **Panorama of innovative health & the stress management policies and activities**
- Swiss Post Switzerland, Markus Zuberbühler
 - La Poste France, Dr Bernard Siano
 - Posten Norge, Johan Sward
- 12h45** **Lunch**
- 14h00** **Panorama of innovative health & the stress management policies and activities**
- Elta Post, Dr Georges Drougkas & Afroditi Riga
 - KEK-ELTA, Marietta Kentistou
 - Deutsche Post DHL Group, Petra Heinecke
- 16h15** **Coffee break**
- 16h30** **Panorama of innovative health & the stress management policies and activities**
- Iceland Post, Olafur Finnbogason
 - Poczta Polska, Joanna Obrebska
- 17h30** **Closure of the day**

Thursday 23 January 2014

- 09h00** **Welcome – Opening**
- Presentation of the programme by Nathalie Ganzel, Petra Heinecke & Antonino Scribellito
- 09h30** **Project methodology**
- Overview
 - Results expectation
 - Communication
- 11h30** **Work packages overview**
- Content
 - Tasks distribution review
 - Debates and discussion

12h30	Lunch
13h30	Define a common terminology (Action 1) Led by Horacio Covita <ul style="list-style-type: none"> • Key words definition – compendium (deliverable)
14h30	Identify the methodologies and tools to evaluate the different risks (Action 2) Led by Markus Zuberbühler <ul style="list-style-type: none"> • Questionnaire / Test Benchmark
15h15	Coffee break
15h30	Best practices first selection and project road map
16h30	Conclusion & closure of the kick off meeting

Kick-Off Meeting

22nd and 23rd January 2014, Brussels, Belgium

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Nathalie Ganzel	La Poste	France
Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Alexandros Papazekos	KEK-ELTA	Greece
Alexia Irakleous	KEK-ELTA	Greece
Afroditi Riga	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Pantelis Vellis	Hellenic Post	Greece
Charalampos Georgopoulos	Hellenic Post	Greece
Beatrice Bieri	Swiss Post	Switzerland
Kim Kohl	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland
Joanna Obrebska	Poczta Polska	Poland
Olafur Finnbogason	Iceland Post	Iceland
Johan Sward	Posten Norge	Norway



Multilateral visit n°1: La Poste France - Paris - France

Agenda

19th March 2014

- 09h30** **Welcome – Opening**
Introduction by Dominique Bailly, Chairman of the CSR circle of PostEurop
- 10h00** **Stress factors identification workshop**
Led by Kim Kohl, Occupational Health management, Swiss Post, Switzerland
- Q & A
- 10h45** **Focus on I feel good – WBT for managers**
Markus Zuberbühler, Head of Occupational Health management, Swiss Post, Switzerland
- Debates and discussion
- 11h15** **PSR training for the proximity HR**
Anne-Laure Thomas, HR function and HR Community Animation Manager, La Poste France
- Debates and discussion
- 12h00** **Lunch**
- 13h30** **Training Workshop**
Sabine Müntel, Staff development Mail
Head of training / consulting management, leadership, soft skills, DPDHL Group, Germany
- Debates and discussion
- 14h15** **Stress coaching for social assistants & leadership workshop**
An Van Beek, Psycho Social Prevention, bpost, Belgium
- Debates and discussion
- 15h15** **Psyga tool demonstration and feedback after the 1st year**
Petra Heinecke, Corporate Health and Safety, DPDHL Group, Germany
- Debates and discussion
- 15h30** **Departure for the sorting center BOIS D'ARCY**
- 18h15** **Departure from the Bois d'Arcy Platform**

20th March 2014

- 09h30** **Welcome – Opening, summary of the 19 March**
- Presentation of the programme, Nathalie Ganzel, European multilateral affairs manager La Poste and co-vice chair of the CSR Circle of PostEurop,

- 10h00** **Focus on evaluation tools SALSA and WAI**
Petra Heinecke, Deutsche Post DHL Group, Corporate Health and Safety, Germany
- Debates and discussion
- 11h45** **Focus on evaluation tool S-Tools**
Markus Zuberbühler, Swiss Post, Switzerland
- Debates and discussion
- 12h15** **Lunch**
- 14h00** **Focus on PostNord evaluation tool**
Anita Tangring, HR Consultant - Occupational Health, PostNord, Norway & Sweden
Video conference
- Debates and discussion
- 14h45** **Focus on evaluation tool, DESSP**
Dr Bernard Siano, Physician coordinator of occupational health, La Poste France
- Debates and discussion
- 15h30** **Focus on the work of Hellenic Post (Elta) and KEK ELTA**
Questionnaire survey conducted by Hellenic Post in cooperation with the National & Kapodistrian University of Athens.
- Debates and discussion
- 16h15** **Coffee break**
- 16h30** **Open space**
Horacio Covita, Health Consultant, Inosalus, Portugal
- Debates and discussion

21th March 2014

- 09h15** **Welcome**
- Presentation of the programme, Nathalie Ganzel, La Poste
- 09h30** **Presentation of the Corporate Management Institute of La Poste**
Hugues Camassel, Corporate Management Institute Director, La Poste France
- Debates and discussion
- 10h10** **Visit of the Corporate management Institute of La Poste**
Hugues Camassel, La Poste France
- Debates and discussion
- 11h00** **Project management time**
Nathalie Ganzel and Antonino Scribellito
- Debates and discussion

11h40 Road map for each partner for the WP2

- Agenda partner by partner

12h30 Conclusion of the meeting
Comments from the floor and Closing**12h30 End of the meeting**19th March 2014, Paris, France

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Dominique Bailly	La Poste	France
Nathalie Ganzel	La Poste	France
Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Anne-Laure Thomas	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Philippos Stamoulis	KEK-ELTA	Greece
Afroditi Riga	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Valia Tsopoki	KEK-ELTA	Greece
Franzisca Zehnder	Swiss Post	Switzerland
Kim Kohl	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland

20th March 2014, Paris, France

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Antonino Scribellito	PostEurop	Belgium
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An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	France
Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Philippos Stamoulis	KEK-ELTA	Greece
Afroditi Riga	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Valia Tsopoki	KEK-ELTA	Greece
Franzisca Zehnder	Swiss Post	Switzerland
Kim Kohl	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland
Anita Tangring	PostNord AB	Sweden

21th March 2014, Paris, France

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Antonino Scribellito	PostEurop	Belgium
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Hugues Camassel	La Poste	France
Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Philippos Stamoulis	KEK-ELTA	Greece
Afroditi Riga	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Kim Kohl	Swiss Post	Switzerland



Multilateral visit n°2: KEK-ELTA & Hellenic Post S.A.–Athens – Greece

Agenda

Wednesday 8th October 2014

09h30-10h00 Welcome - Opening

Ioanna Theodorou, ELTA's Director of Human Resources
The importance of occupational health & safety issues – in Europe and in Greece

Antonios Christodoulou, Deputy General Director from the Ministry of Labour,
Social Security and Welfare - Greece

10h00-10h45 Evaluating “common” stress factors and resources

Markus Zuberbühler, Head of Occupational Health management, Swiss Post,
Switzerland

10h45-11h00 Coffee break

11h00-14h00 Mapping of training needs based on stress factors matrix results – 1/2 (PART A)

“Stress factors and resources, effects, organisational interventions, training needs”

Workshop - interactive session led by, Dr Charis Marentakis, Head of Planning and
Reporting dept., Business Operations General Direction, Hellenic Post – ELTA S.A.

14h00-15h00 Lunch

15h00-16h00 Matrix with training methodologies and learning resources (or best practices)

Horacio Covita – Researcher - Lisbon Medical Sciences School & InoSalus, Portugal

16h00-16h30 Further analysis of ELTA's questionnaire survey results

Valia Tsopoki, National & Kapodistrian University of Athens

16h45 Departure to the Post Office (Syntagma Square)

17h00 Visit to the Post Office

17h30 Departure for the Hotel

20h00 Dinner offered by ELTA S.A.

Thursday 9th October 2014

08h30 Departure for the Sorting Centre

09h15 Visit to the Sorting Centre

11h00 Return to the Hotel/Coffee

11h30-12h00 OSHA - Healthy Workplaces Campaign to Manage Stress

Nathalie Ganzel, European Affairs Manager, La Poste France

12h00-12h45 Training solutions to manage stress for Network managers

Dr Bernard Siano, Physician coordinator of occupational health, La Poste France

- 12h45-13h30 Training solutions to improve resilience with the Resilience Workshop**
Petra Heinecke, Corporate Health and Safety Expert, DPDHL Group, Germany
- 13h30-14h15 Teams in balance & balance tool**
Stress coaching for social assistants & leadership workshop, Balance Tool
An Van Beek, Psycho Social Prevention, bpost, Belgium
- 14h15-15h00 Lunch**
- 15h00-15h30 Benchmarking of occupational health issues in different sectors**
Prof. Emm.Velonakis, National & Kapodistrian University of Athens
- 15h30-17h30 Open Space – “Nuclear Power Teams in Action!”**
Led by Horacio Covita
- 20h00 Dinner offered by ELTA S.A.**

Friday 10th October 2014

- 09h00 -11h00 Mapping of training needs based on stress factors matrix results – 2/2 (PART B)**
“Educational Programmes and Methodologies”
Workshop – interactive session led by, Dr Charis Marentakis, Head of Planning and Reporting dept., Business Operations General Direction, HELLENIC POST – ELTA S.A.
- 11h00-11h45 Define the best practices and Training evaluation criteria**
Workshop led by Beatrice Bieri, Health management specialist and Bronson Gale, Health Management Specialist, Swiss Post, Switzerland
- 11h45-12h00 Coffee Break**
- 12h00-12h30 Evaluation of the Project’s WPs**
Workshop led by Antonino Scribellito, European Affairs Senior Project Manager and Waqas Ahsen, Assistant Project Manager - PostEurop, Belgium
- 12h30-13h00 Psychosocial risks and nursing. The role of Occupational Health Nurse in the European Union.**
Styliani Tziaferi, RN, MSc, PhD, Assistant Professor, President of FOHNEU (Federation of Occupational Health Nurses within the European Union)
- 13h00-14h00 Light Lunch**
- 14h00-15h00 Project follow up and action plan**
Presentation by Nathalie Ganzel, European Affairs Manager, La Poste France
- 15h00-15h30 Erasmus + Overview**
Presentation by Nathalie Ganzel, European Affairs Manager, La Poste France and Antonino Scribellito, European Affairs Senior Project Manager PostEurop, Belgium
- 15h30-16h00 Conclusion of the meeting**

Wednesday 8th October 2014, Athens, Greece

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	France
Margaux Meidinger	La Poste	France
Valérie Tassain	La Poste	France
Horacio Covita	InoSalus	Portugal
Beatrice Bieri	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland
Marietta Kentistou	KEK-ELTA	Greece
Panagiotis Panagos	KEK-ELTA	Greece
Ioanna Theodorou	Hellenic Post	Greece
Charis Marentakis	KEK-ELTA	Greece
Charalampos Georgopoulos	Hellenic Post	Greece
Afroditi Riga	Hellenic Post	Greece
Thalia Giannaki	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Pantelis Vellis	Hellenic Post	Greece
Aristotelis Maragkakis	Hellenic Post	Greece
Valia Tsopoki	National & Kapodistrian University of Athens	Greece

Thursday 9th October 2014, Athens, Greece

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Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Beatrice Bieri	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland
Marietta Kentistou	KEK-ELTA	Greece
Xenophon Chatzithanasis	Hellenic Post	Greece
Charalampos Georgopoulos	Hellenic Post	Greece
Afroditi Riga	Hellenic Post	Greece
Thalia Giannaki	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Pantelis Vellis	Hellenic Post	Greece
Aristotelis Maragkakis	Hellenic Post	Greece
Emmanuel Velonakis	National & Kapodistrian University of Athens	Greece
Valia Tsopoki	National & Kapodistrian University of Athens	Greece

Friday 10th October 2014, Athens, Greece

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	France
Margaux Meidinger	La Poste	France
Bernard Siano	La Poste	France
Valérie Tassain	La Poste	France
Horacio Covita	InoSalus	Portugal
Beatrice Bieri	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Marietta Kentistou	KEK-ELTA	Greece
Panagiotis Panagos	KEK-ELTA	Greece
Charis Marentakis	Hellenic Post	Greece
Charalampos Georgopoulos	Hellenic Post	Greece
Afroditi Riga	Hellenic Post	Greece
Thalia Giannaki	Hellenic Post	Greece
George Drougkas	Hellenic Post	Greece
Pantelis Vellis	Hellenic Post	Greece
Aristotelis Maragkakis	Hellenic Post	Greece
Emmanuel Velonakis	National & Kapodistrian University of Athens	Greece
Styliani Tziaferi	FOHNEU	Greece



Multilateral visit n°3: Swiss Post- Bern- Switzerland

Tuesday, 27th January 2015

- 09h30** **Begin/Welcome**
 . Ulrich Hurni, Member of the Board of Swiss Post, PostMail director
 . Pascal Clivaz, Deputy Director General, UPU
- 09h45** **Presentation of the results of the workshop in Athens**
KEK ELTA / Hellenic Post
- 10h45** **Workshop to finish the task started in Athens**
KEK ELTA / Hellenic Post
- 12h45** **Lunch**
- 13h45** **Workshop to finish the task started in Athens**
KEK ELTA / Hellenic Post
- 14h15** **Open Space: Where are the spies?**
Horacio Covita, InoSalus
- 15h15** **Break**
- 15h30** **Heart Rate Variability as a stress prevention approach (1 to 1.5h)**
Lars Tullmyn, Specialist in Heart Rate Variability, Lebensfeuer
- 19h00** **Dinner offered by Swiss Post**

Wednesday, 28th January 2015

- 08h30** **Practical stress relevant training example**
Sabine Müntel, DPDHL Group
- 10h45** **Coffee Break**
- 11h15** **Mental health problems in the workplace?**
 . **Backgrounds, challenges and solutions**
 . **OECD reports: Mental health and work**
Dr. Niklas Baer Psychiatrie Baselland, Switzerland
- 12h30** **Lunch**
- 13h30** **Training for mail managers**
Thomas Salanova, La Poste France
- 14h00** **Incivility prevention programme**
Bernard Siano, La Poste France

- 15h00 **Transfer to Oftringen**
- 16h00-18h00 **Visit of Yellowcube in Oftringen**
Swiss Post Logistics
- 20h00 **Dinner offered by Swiss Post**

Thursday, 29th January 2015

- 08h30 **Stress prevention programme at bpost**
An Van Beck, bpost
- 09h00 **Age management & Stress management SDC project**
Nathalie Ganzel, La Poste France
- 09h30 **Presentation: results of Criteria Evaluations**
Swiss Post Team
- 10h00 **Coffee Break**
- 10h15 **Workshop best practice: Stress management programme**
Swiss Post Team
- 12h00 **Final report work (draft plan)**
Nathalie Ganzel, La Poste France
- 12h45 **Lunch**
- 14h00 **WP1: Evaluation**
Waqas Ahsen, PostEurop
- 14h30 **Erasmus Plus**
Aristotelis Maragkakis, KEKELTA
Antonino Scribellito, PostEurop
Waqas Ahsen, PostEurop
- 15h30 **Final conference preparation**
OSHA Campaign: partnership and next steps
All
- 16h00 **Conclusions & AOB**

Tuesday, 27th January 2015, Bern, Switzerland

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	France
Thomas Salanova	La Poste	France
Valérie Tassain	La Poste	France
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	Inosalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Charalampos Marentakis	KEK-ELTA	Greece
Aristotelis Maragkakis	KEK-ELTA	Greece
Thalia Giannaki	Hellenic Post	Greece
Afroditi Riga	Hellenic Post	Greece
George Papasteriadis	Hellenic Post	Greece
Markus Zuberbühler	Swiss Post	Switzerland
Franzisca Zehnder	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Anouk Racz	Swiss Post	Switzerland

Wednesday, 28th January 2015, Bern, Switzerland

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	
Thomas Salanova	La Poste	France
Valérie Tassain	La Poste	France
Bernard Siano	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	Greece
Charalampos Marentakis	KEK-ELTA	Greece
Aristotelis Maragkakis	KEK-ELTA	Greece
Thalia Giannaki	Hellenic Post	Greece
Afroditi Riga	Hellenic Post	Greece
George Papasteriadis	Hellenic Post	Greece
Markus Zuberbühler	Swiss Post	Switzerland
Franzisca Zehnder	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Anouk Racz	Swiss Post	Switzerland

Thursday, 29th January 2015, Bern, Switzerland

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
An Van Beek	bpost	Belgium
Nathalie Ganzel	La Poste	France
Thomas Salanova	La Poste	France
Bernard Siano	La Poste	France
Petra Heinecke	Deutsche Post DHL Group	Germany
Sabine Müntel	Deutsche Post DHL Group	Germany
Horacio Covita	InoSalus	Portugal
Marietta Kentistou	KEK-ELTA	
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Afroditi Riga	Hellenic Post	Greece
George Papasteriadis	Hellenic Post	Greece
Markus Zuberbühler	Swiss Post	Switzerland
Bronson Gale	Swiss Post	Switzerland
Anouk Racz	Swiss Post	Switzerland



Final conference, La Poste France – Paris – France

Agenda

Wednesday 24th June 2015

- 09h15** **Registration and welcome by Nathalie Ganzel (La Poste France) and Antonino Scribellito (PostEurop)**
- 09h30** **Training partnership methodology and results**
Charis Marentakis, KEK ELTA S.A and Afroditi Riga, ELTA Post
Questions and Answers
- 10h00** **Training partnership for stress management in Posts**
Results dissemination selection
Led by Nathalie Ganzel
- 10h30** **Final conference review and organisation for the interactive session**
Led by Horacio Covita supported by all
- 11h00** **Coffee break**
- 11h15** **Training partnership for stress management in Posts – Intermediary report comment and progress, evaluation process follow up**
Moderator: Waqas Ahsen, PostEurop
Questions and Answers
- 12h15** **Lunch**
- 14h15** **Training partnership for stress management in Posts Final Report**
Official Report and booklet publication
Moderator: Nathalie Ganzel
Questions and Answers
- 15h00** **Final conference preparation**
Lead by Nathalie Ganzel
- 16h15** **ZEN ROOM Visit**
All

Thursday 25th June 2015

- 09h30** Registration and welcome by Nathalie Ganzel, La Poste France and Antonino Scribellito, PostEurop
- 10h00** **To be known about Erasmus + project**
Nathalie Ganzel, La Poste France
All
- 10h30** **Brainstorming about main issues for the sector**
Led by Nathalie Ganzel, La Poste France and supported by all
- 11h00** **Coffee break**
- 11h15** **Project topics proposals and vote to select 2 proposals**
Moderator: Antonino Scribellito
Questions and Answers
- 12h15** **Lunch**
- 14h15** **Project proposals A**
Moderator: Antonino Scribellito
Questions and Answers
- 15h00** **Project proposals B**
Moderator: Horacio Covita, Inosalus
- 16h15** **Project choice**
All
- 17h00** **Conclusion and coffee time for exchanges**

Final conference

Agenda

Friday 26th June 2015

- 09h30** **Opening speeches**
Botond Szebeny, Secretary General, PostEurop
- 10h00** **Objectives, methodology and results of the project “Training partnership to manage stress in Posts”**
Nathalie Ganzel, Coordinator, La Poste
- 11h00** **Coffee break**
- 11h15** **Sectorial round table: Training as a solution to manage stress within the postal sector**
Moderator: Antonino Scribellito, PostEurop
Representative of partners: Deutsche Post DHL Group (Mental Health Activities at Deutsche Post DHL Group), Swiss Post (I feel good campaign), La Poste France (Mobbing and harassment protocol), Bpost (teams in balance & stress coaching), ELTA Post (Identify conflict and Burnout); KEK ELTA S.A. (Key Results from NaviGaTor Methodology)

Questions and Answers

- 13h15** **Lunch**
- 14h15** **OSHA campaign partnership**
Dr Malgorzata Milczarek, Project Manager, Prevention and Research Unit
Questions and Answers
- 14h35** **Round table: Overview of best practices to manage stress**
Moderator: Nathalie Ganzel, La Poste
Representatives of Crossknowledge, Guust-Jan Timmerman – Edenred, Delphine Chilese Lemarinier - D-Sides, Hugo Bertacchini, Inosalus, Horacio Covita
Questions and Answers
- 16h15** Project conclusions and diplomas
Nathalie Ganzel, La Poste
- 17h00** **Conclusion**
Dominique Bailly, Chairman of the CSR activities, PostEurop

Final conference

Friday 26th June 2015, Paris, France

List of Participants

Name	Company	Country
Antonino Scribellito	PostEurop	Belgium
Waqas Ahsen	PostEurop	Belgium
Botond Szebeny	PostEurop	Belgium
Dominique Bailly	La Poste	France
Catherine Garnier	La Poste	France
Nathalie Ganzel	La Poste	France
Catherine Coppo	La Poste	France
Pascale Duchet Suchaux	La Poste	France
Olafur Finnbogason	Iceland Post	Iceland
Marietta Kentistou	KEK-ELTA	Greece
Aristotelis Maragkakis	KEK-ELTA	Greece
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Thalia Giannaki	Hellenic Post	Greece
George Papasteriades	Hellenic Post	Greece
Evangelos Papachristos	Hellenic Post	Greece
Beatrice Bieri	Swiss Post	Switzerland
Markus Zuberbühler	Swiss Post	Switzerland
Malgorzata Milczarek	EU-OSHA	Portugal
Helmut Minten	Deutsche Post DHL Group	Germany
Guust-Jan Timmerman	Crossknowledge	Belgium
Delphine Chilese Lemarinier	Edenred	Belgium
Agathe Renard	La Poste	France
Valérie Tassain	La Poste	France
Horacio Covita	Inosalus	Portugal

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Thomas Salanova	Université de Bordeaux	France
An Van Beek	Bpost	Belgium
Margaux Meidinger	La Poste	France
Anouk Racz	Swiss Post	Switzerland





PHOTO GALLERY

Photo gallery







Lifelong Learning Programme

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