

Call for tenders for subcontracting expertise – ETUC project on on Workers Participation 2015/16

Production of video clips on restructuring

1. Concept and deliverables

This is a call for a subcontractor to provide expertise as part of the implementation of the ETUC project on **Workers Participation 2015 – 2016**. The subcontractor will be in charge of producing a series of video spots on restructuring.

In order to ensure a large visibility of this call for tenders, the ETUC will publish the tender specifications on its website, on Tuesday 9 June 2015, and keep it online for 21 calendar days (**deadline for submission of bids: Tuesday 30 June 2015**).

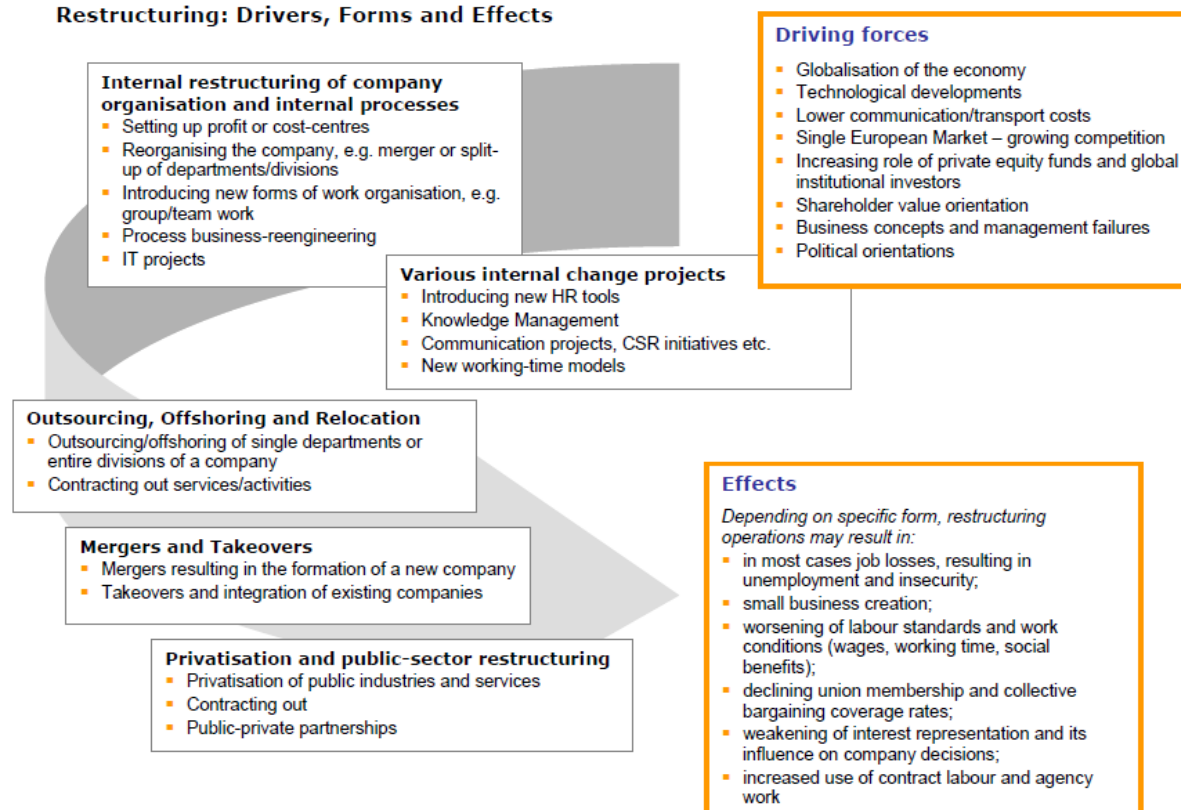
In the context of the current ETUC project on workers participation, restructuring is an important issue as it is believed that strong workers participation (early information, consultation, negotiation and direct participation in company decision) contributes to a social responsible and economically sustainable way of handling restructuring at company level. Furthermore, workers participation plays an important role in regard to anticipate change and restructuring and thus functions as an early warning mechanism.

Restructuring is quite an abstract and somehow artificial English term that is used in quite a different way. In the business world it refers to reorganisation processes at company level that may take different forms: plant/branch/office closure; internal reorganisation; outsourcing of goods or services; reorganisation following a merger or takeover; relocation or offshoring parts of the business to another place, etc.

These different forms of restructuring may occur in combination (e.g. internal reorganisation, outsourcing and relocation). Different forms have different features, but they also have features in common: change and restructuring is often synonymous with job cuts and loss of employment security - workers are often the only ones to pay the price of restructuring. Different forms of restructuring often occur for specific underlying reasons, e.g. increased competition, changes in the market, advent of new technologies or new methods of production, demands of shareholders or even management 'fashions' or failures. In addition, different objectives such as rationalising production, reducing costs, increasing efficiency and/or modernising production methods or shifting activities into other areas restrict the form and extent of restructuring as well as the scope for outside intervention.

The chart below illustrates major aspects of restructuring in regard to possible driving forces, various forms of restructuring as well as social effects.

Restructuring: Drivers, Forms and Effects



Source: ETUC 2008: *Toolkit Restructuring*, p. 11.

Objectives and key message to communicate by the video spots

By the production of a series of four video spots, the ETUC intends to strengthen as well as sharpen its ongoing campaign on restructuring and the link with the lobbying for the need to rebuild social dialogue and workers participation as a substantial element of social Europe as well as a condition for a social responsible management of change.

The video spot series should transport in particular the following messages:

- ▶ While corporate restructuring is a constant feature of our economic world that is happening everywhere at any time and it is neither possible nor desirable to avoid restructuring, it makes a big difference for workers *how* restructuring is anticipated, planned and implemented.
- ▶ Despite some minimum standards/rights, Europe is deeply divided with view on workers participation in corporate restructuring (national frameworks, company-specific cultures, market conditions, etc.).
- ▶ Strong institutions and an active role of workers representation (works councils, committees, board level participation, trade unions, etc.) contribute not only to a better management of restructuring (cushioning negative social effects, developing alternatives) but also contribute to better and more sustainable economic outcomes.
- ▶ The current legal and other framework (Directives, Quality Framework, CSR guidelines) at EU level in regard to workers' rights and participation in restructuring is insufficient and urgently (against the acceleration of restructuring since the crisis) needs to be improved.

Target audiences and quality

The main purpose of this tender is to support - by the production of a series of four video spots/clips - the ongoing activities of the ETUC on restructuring, in particular in regard to strengthen workers participation and the voice of workers in the context of anticipating, managing and implementing restructuring at corporate level.

People viewing the video spots should:

- learn something about different facets of restructuring and its current context factors
- feel inspired by good practices and by examples illustrating the added-value of workers participation
- see the value of trade unions at national and European level
- share the video with friends, colleagues and use it as a lobbying instrument

The video spots should address ETUC affiliates, i.e. trade union members across Europe as well as a broader audience of European and national visitors of the ETUC website and the ETUC social media sites. Thus the target audience are women and men of all ages and ethnic groups in Europe.

With view on contents, look and feel, the four videos should:

- have a specific common format and feel
- should reflect the diversity of spaces and situations in the EU
- be intelligent, lively, surprising and adventurous
- be positive and future oriented

Measures of success and targets

The success of the video clips will be measured by the ETUC in the following way:

- number of views per video
- number of shares per video
- number of links to/from appropriate organisations and associations

Technical considerations

Once complete the videos will be hosted on the ETUC website and social media platforms.

The ETUC requires all videos to be generated in High Definition and in widescreen 16x9 aspect ratio. The agency entrusted with the contract should detail the technical specification of the production equipment to be used and the delivery format and file specification.

Deliverables, time plan and work schedule

4 video clips of 3-4 minutes each.

The videos should be produced in English or with English subtitles (or other methods to that effect). Translation of the script in other languages will be handled by the ETUC.

It is planned to select the agency by the end of June 2015 and to produce the video clips by the **30th September 2015**.

A first suggestion on possible scenarios, contents and key messages

| Theme / Message | Ideas on contents | Places, interviewees, etc. |
|--|---|---|
| <p><i>Restructuring is a permanent feature of business in Europe today – it has significant effects on workers</i></p> | <ul style="list-style-type: none"> – Animated cartoon, film or graphs explaining different forms and facets of restructuring – Sequences from different economic sectors and countries that are affected by different forms of restructuring, in particular ‘internal restructuring’ – Examples also illustrating important drivers of restructuring, e.g. globalisation (textile, shipbuilding, steel), privatisation and austerity (private and public service sectors), technological change/digitalisation (automotive, robotics, telecommunication), etc. | <ul style="list-style-type: none"> – produced at the agency – interviews with representatives of ETUC and ETUFs – 1-2 interviews with workers (Brussels) |
| <p><i>There are significant differences in Europe regarding job and employment security in restructuring processes and the involvement of workers</i></p> | <ul style="list-style-type: none"> – Concrete examples, e.g. Holcim-Lafarge merger; privatisation of public transport in Portugal, Saab closure/Sweden, textile in Prato, IT-service sector in Ireland | <ul style="list-style-type: none"> – Country visits – Interviews with local trade union representatives e.g. in France, Sweden, Italy, Ireland |
| <p><i>A strong workers participation in the anticipation and management of restructuring is good for the workers and the business</i></p> | <ul style="list-style-type: none"> – Animated cartoon, film or graphs explaining different forms and facets of workers participation (EWC, board level, I&C, collective agreements, etc.) – 2 examples illustrating good practices (e.g. a European Framework Agreement or examples from good trade union coordination practice) | <ul style="list-style-type: none"> – Brussels – Country visits – Interviews with ETUFs, EWC coordinators or others |
| <p><i>There is a need to improve the EU level framework of I&C and workers participation</i></p> | <ul style="list-style-type: none"> – Critical clip on the Quality Framework and problems with the implementation of I&C – Illustrating examples illustrating the need to renovate and strengthen the EU level framework – Interview with Claudia Menne on key ETUC demands | <ul style="list-style-type: none"> – Interviews with TU reps in Brussels and 1-2 bad practice countries (Hungary, Romania?) |

Examples that include elements (rather than contents) we found interesting:

- EU Comm – 10 ESF Videoclips (Animation, trick film sequences, off speak, etc.):
https://www.youtube.com/watch?v=WoDPVP_GaBs&list=PLgU9wN6nOMvd37RM6-h8v-WPqUajtJscC
- DG EMPL on European Globalisation Fund cases from Portugal and Germany, Interviews and film sequences:
<http://ec.europa.eu/social/main.jsp?catId=326&langId=en&videoId=1621&vl=en>
- European Anti-Poverty Network on social aspects of the Lisbon Treaty:
https://www.youtube.com/watch?v=MM_BNdJJihw
- EU Commission – Crisis (Animation, off-speak):
<https://www.youtube.com/watch?v=OB3zNcFYqj0>
- EU Commission – Investment Plan for Europe Explained (Speaker, Infographics):
<https://www.youtube.com/watch?v=Zdv1v4Kk9zo>
- “A toolkit for Gender Equality in Practice” by the European Social Partners:
<http://resourcecentre.etuc.org/gendertoolkit/#/>

2. Budget and payment

The total maximum budget available for the fees of the subcontractor is **18,000 Euros (all taxes included)**. Agencies are required to submit a full breakdown of all the proposed costs involved in the successful delivery of the requirements set out in the specification.

This budget will cover the fees of the subcontractor and does not include the travel expenses for performing the tasks. These will be covered separately by the ETUC under the terms and conditions set by the EU Commission. A budget for travel expenses is foreseen in the project, and will allow to visit a limited number of EU countries for the purpose of filming, interviews, etc. A budget for translations of interviews and subtitles is also foreseen in the project.

Agencies should indicate travel expenses separately and detail the rates at which any expenses would be charged.

The subcontractor will be remunerated in various instalments (advance and final payment).

3. Selection criteria

The selection criteria are:

- Verifiable experience and technical skills required to perform the tasks described in this call;
- Proven track record of producing high-quality audio-visual materials, both in terms of their content and their format, in the fields/subjects related to industrial relations, social dialogue and workers’ rights;
- Price not exceeding the amount stated above;
- Previous video-production work undertaken in the context of projects promoted by trade unions and social partners will be considered a plus.

4. Form, structure and content of the tender

Tenders must be written in either English or French. They must be signed by the tenderer or his duly authorised representative and perfectly legible so that there can be no doubt as to words and figures. Tenders must be clear and concise and assembled in a coherent fashion.

Since tenderers will be judged on the content of their written bids, they must make it clear that they are able to meet the requirements of the specifications.

All tenders must include at least two sections:

i) Technical proposal

The technical proposal must provide all the information needed for the purpose of awarding the contract, including:

- Specific information covering the technical and professional capacity, as required, in particular:
 - Description of relevant professional experience with emphasis on the specific fields covered by the invitation to tender;
 - Detailed curriculum vitae of key coordinator and/or possible other team members;
 - A selection of the main works produced by all the experts involved, in relation to the relevant subjects specified in this tender.
- Specific information concerning the proposed methodology for delivering the tasks listed in part 3.

ii) Financial proposal

Prices of the financial proposal must be quoted in euros, including if the sub-contractor is based in a country which is not in the euro-area. As far as the tenderers of those countries are concerned, they cannot change the amount of the bid because of the evolution of the exchange rate. The tenderers choose the exchange rate and assume all risks or opportunities relating to the rate fluctuation.

Prices must be fixed amounts and shall not include travel expenses and daily allowances for the video-shooting missions (which will be covered by ETUC on the basis of EU rules & thresholds).

The maximum amount available for this contract is EUR 18,000 (all taxes included).

Prices shall be fixed and not subject to revision during the performance of the contract.

5. Award Criteria

The contract will be awarded to the tender offering the best value for money, taking into account the specific objectives, requirements and selection criteria of the tender. The principles of transparency and equal treatment will be respected with a view to avoiding any conflicts of interest.

6. Content and selection of the bids

This call for tenders will be published on the ETUC website on Tuesday 9 June 2015. Offers must be sent within 21 days of the date of publication, by 30 June 2015. Offers must be sent to ETUC, in both formats: electronic (by e-mail to amartin@etuc.org) and as a paper copy (see contact details below).

Concerning the paper copy, to ensure confidentiality, bidders must submit their offer in a double envelope. Both envelopes must be sealed and the inside envelope shall not only bear the name of the department for which it is intended (see below), but also the words "Tender ETUC Letterbox project – not to be opened by the Mail Department" (Appel d'offres – à ne pas ouvrir par le service du courrier). If self-adhesive envelopes are used, they must be sealed with adhesive tape crossed by the signature of the sender.

A committee will be formed comprising three representatives of the ETUC Secretariat. One or more members of this committee will initial the documents, confirming the date and time of each bid. The committee members will sign the report on the bids received, which will list the admissible bids and provide reasons for rejecting bids owing to their failure to comply with the stipulations of the tendering process.

This committee will also evaluate the tenders that have been deemed admissible. An evaluation report and classification of participation requests will be drawn up, dated and signed by all the members of the evaluation committee and kept for future reference.

This report will include:

1. The name and address of the contracting authority, the purpose and value of the contract or framework contract;
2. The names of any excluded candidates and the reasons for their rejection;
3. The names of candidates selected for consideration and the justification for their selection;
4. The names of candidates put forward and justification of their choice in terms of the selection or award criteria.

The contracting authorities will then make their decision.

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| <p>ETUC</p> <p>Claudia MENNE</p> <p>Confederal Secretary</p> <p>International Trade Union House</p> <p>Boulevard du Roi Albert II, 5</p> <p>B – 1210 Brussels</p> <p>BELGIUM</p> |
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For bids sent by registered mail, the postmark will serve as proof of the date of dispatch.