



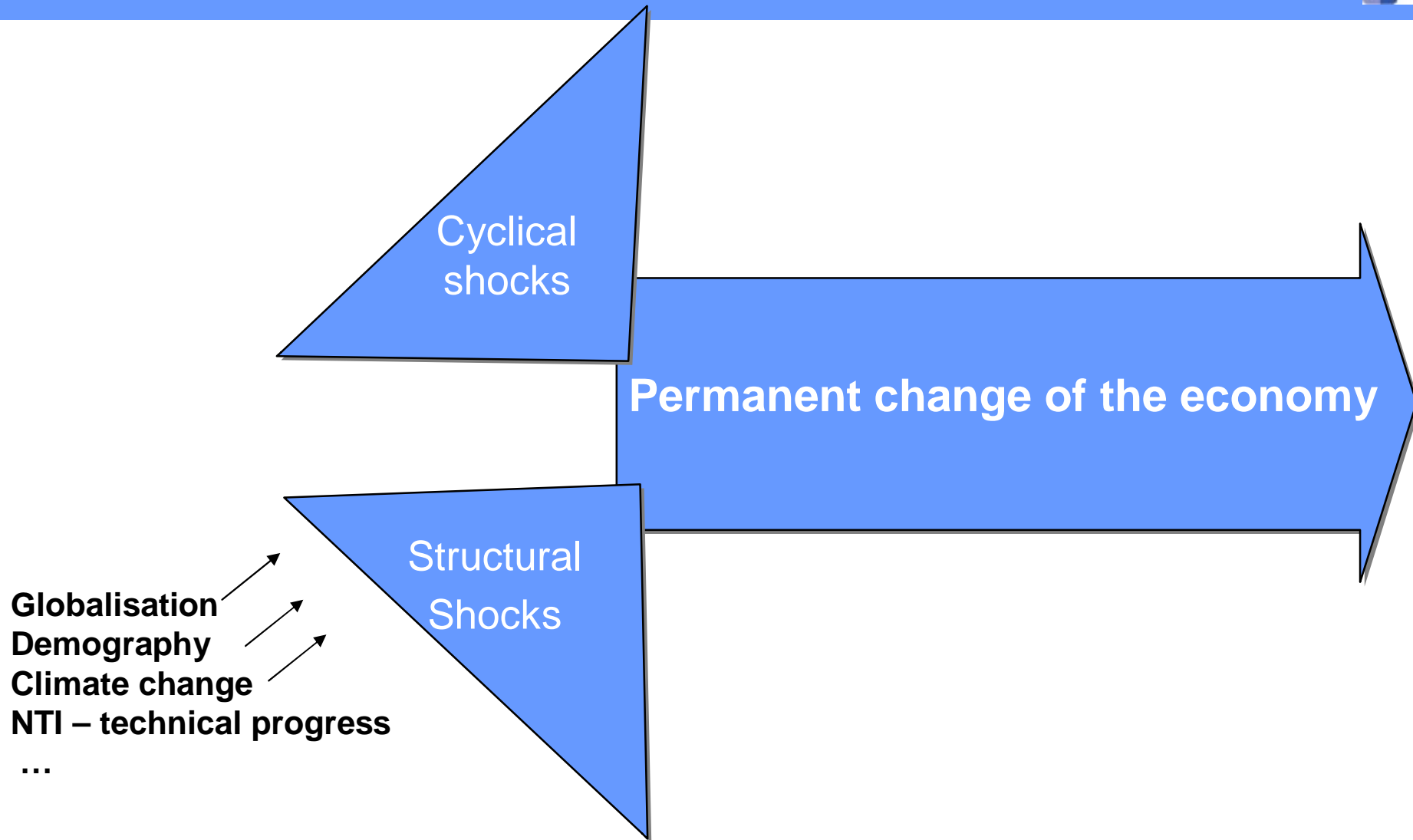
# Adaptation to change & Restructuring

## Activities

European Commission - Directorate-General for  
Employment, Social Affairs and Equal Opportunities



# OBJECTIVE



→ **Restructuring is part of a changing economy**



# CONSEQUENCES OF RESTRUCTURING



## HUMAN COST

Impact on:

Workers (vulnerable)

Suppliers (SMEs)

Local economy

## FEAR OF CHANGE

Unemployment?

Wage reduction?

Lack of possibilities

Risk aversion

**Responsible restructuring**





- Anticipation
- Prepare and accompany restructuring when unavoidable
- Minimise social costs
- Support partnerships (social partners)
- Action at different levels
- Reconcile security for workers with flexibility needed by companies



# STRATEGY BASED ON 3 DOMAINS



**Anticipation** → **Preparation** → **Management**

*Develop and stimulate anticipative actions*

*Exchange good practices*

*Assist restructuring processes*

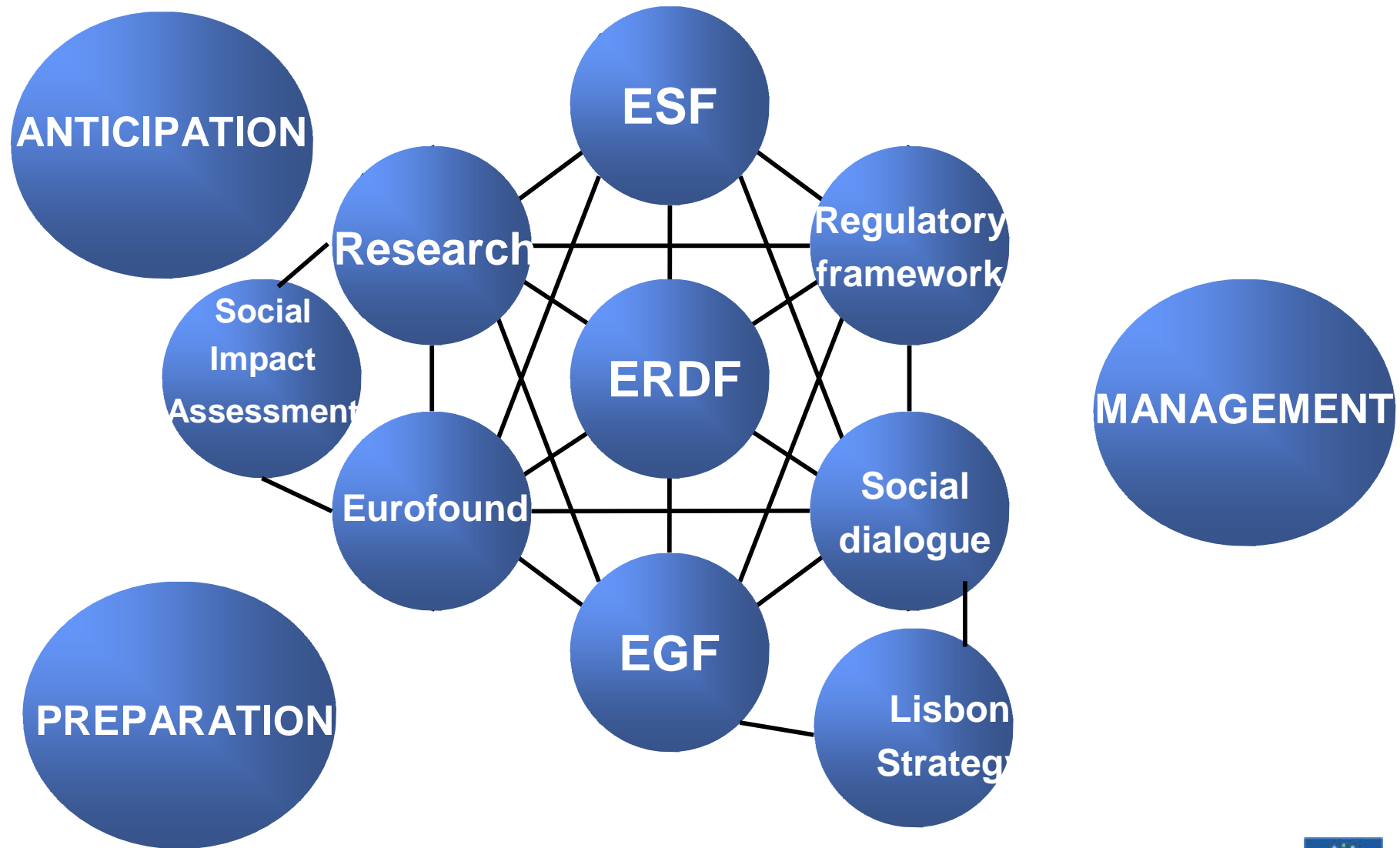
Partnerships  
Sectoral foresight studies  
Training guide for SMEs  
Anticipedia  
Private equity study  
Climate change study

Restructuring forums  
National seminars  
Restructuring report

Toolkit restructuring  
Taskforce



# MAIN EC INSTRUMENTS



# ANTICIPATION



Develop proactive actions: Strategic management of human resources and skills



Different levels of anticipation:  
company, sector, region, national, European



Collaboration of different actors needed:  
companies, workers, social partners, public authorities and services



Need trust, dialogue, transparency, partnership, time, knowledge, commitment,...





## Future skills needs and emerging competences in 18 economic sectors

### Objectives

- § Identify emerging competences and future skills needs
- § Sector level
- § Foresight methodology
- § Provide recommendations to stakeholders
- § Collaborate with a maximum of partners
- § Element of « New Skills for New Jobs » initiative

Reports available on Europa website:

<http://ec.europa.eu/social/main.jsp?catId=784&langId=en>



# ANTICIPATION – FOLLOW-UP



- Basis for future actions by other actors
- Transversal analysis of skills needs across 18 sectors
- Restructuring Forum: Sectors' New Skills for New Jobs organised on 7&8 Dec 2009 together with EP, EESC and CoR. More info on:

<http://ec.europa.eu/social/main.jsp?catId=782&langId=en&eventId=209&furtherEvents=yes>

- Analysis of transferable competences across economic sectors and their importance for employment: 2010





## **Sectoral councils on employment and skills**

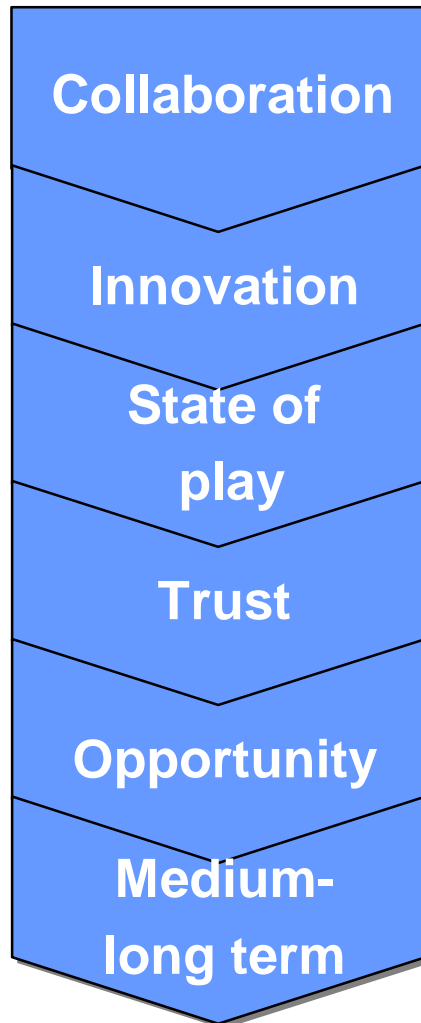
- Objective: reinforce cooperation at European level on the anticipation of skills needs
- Sectoral approach.
- Feasibility study to review existing « councils » in OECD countries and develop options for the format of councils
- Possible option: platform of exchange of good practices in sectors where stakeholders interested
- Results expected end November 2009



# ANTICIPATION –AUTO PARTNERSHIP



## European partnership for the anticipation of change in the automotive sector

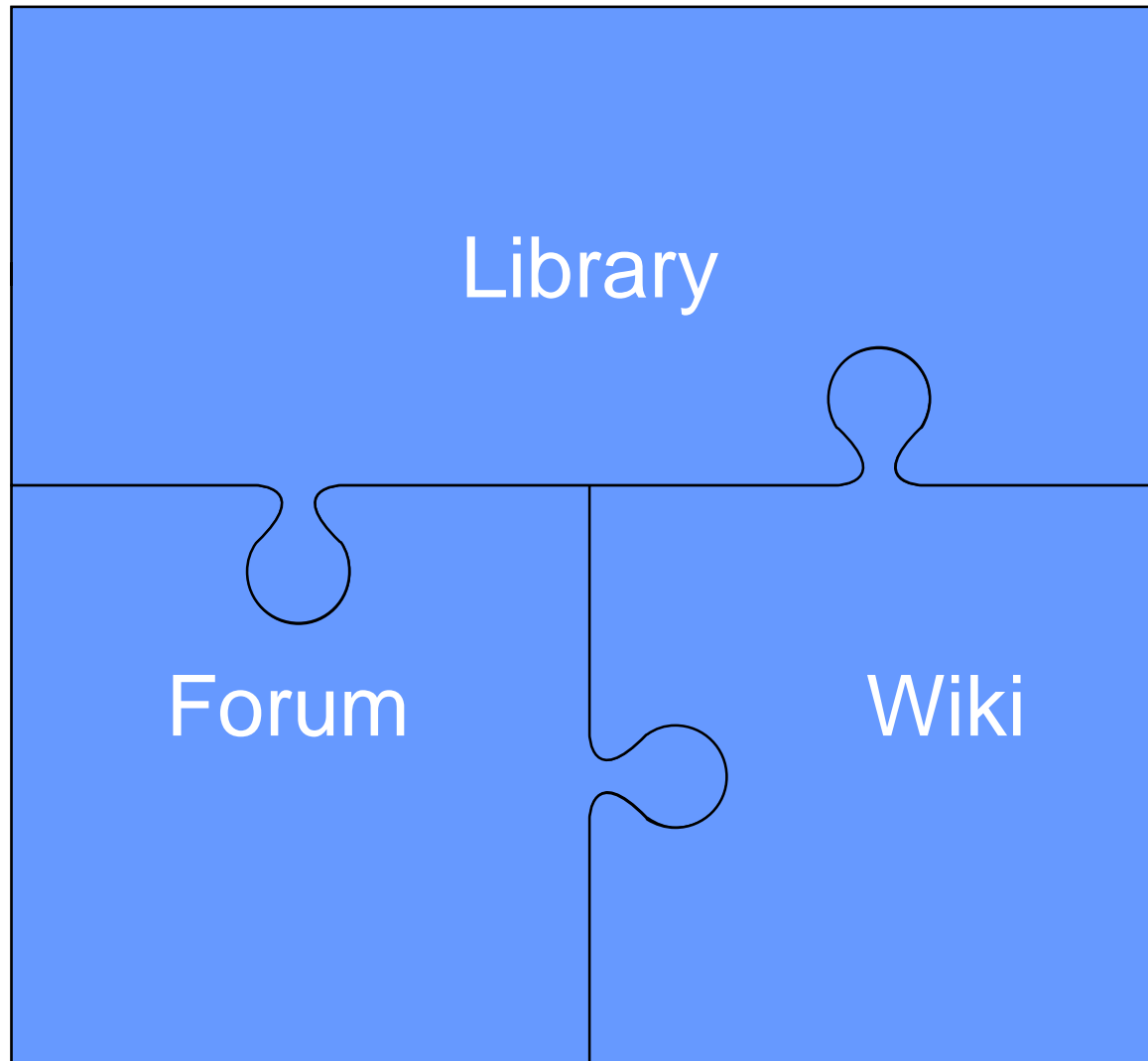


- Subscribed by Com and European sector organisations
- Roles and responsibilities and commitment of partners
- Work programme implemented
- Trust, dialogue, partnership, commitment
- Opportunity to reflect on social responsible restructuring
- Anticipative approach towards a sustainable industry
- Weblink to official document:

[http://www.anticipationofchange.eu/fileadmin/anticipation/Logos/EU\\_partnership\\_en.pdf](http://www.anticipationofchange.eu/fileadmin/anticipation/Logos/EU_partnership_en.pdf)



# ANTICIPATION –ANTICIPEDIA





## Guide for training in SMEs

### Objectives

- Help SMEs to prepare, implement and manage training
- Provide comprehensive and systematic overview
- Practical solutions to problems and obstacles SMEs typically face

### Content

- SME internal barriers and obstacles for training;
  - methods and techniques of training;
  - current and structural challenges of competence development
  - Cases of good practices in training and skills adaptation
- Study available under:  
<http://ec.europa.eu/social/main.jsp?langId=en&catId=782&newsId=544&furtherNews=yes>



# European Social Fund support



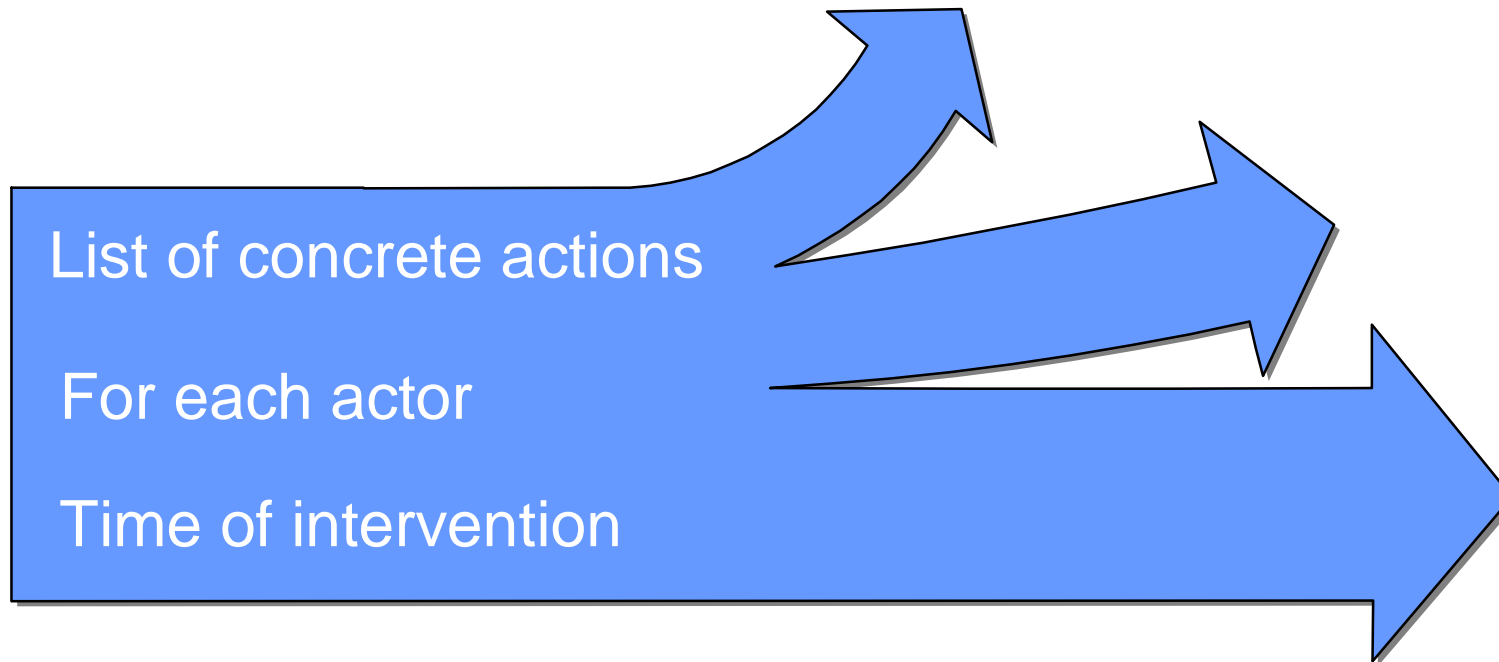
- Programming period 2007-2013 closely linked to EES and Lisbon strategy
  - Priorities related to anticipation and management of change
- ESF support include:
  - Identification of future occupational and skills requirements
  - Exchanges of good practice
  - Contingency plans and early warning mechanisms
  - Support to SMEs
  - Employment, training and support services
- Cohesion policy support proactive strategies to adapt to economic and structural change

More info at: <http://ec.europa.eu/esf>





## Checklists on Restructuring Processes



Checklist available at:

<http://ec.europa.eu/social/main.jsp?catId=782&langId=en&moreDocuments=yes>



# European Globalisation Adjustment Fund



- Tool to support workers affected by impact of globalisation or the current economic and financial crisis
- Objective: to keep workers in employment or help them back into work
- Financing of activities to improve the skills and employability of workers
- Instrument made more flexible in current situation

More info at: <http://ec.europa.eu/egf>





- **27 National seminars on restructuring**
- **Restructuring report**
  - Ø Aim: Dissemination of information
  - Ø 2008 European policies
  - <http://ec.europa.eu/social/main.jsp?catId=782&langId=en&pubId=243&type=2&furtherPubs=yes>
- **Restructuring Task-Force**
  - Ø Internal coordination of Community policies
  - Ø Better evaluation of the social impact of Community policies



# RESTRUCTURING FORUM



- Objective: platform of exchange and discussion between participants
- Inaugural session June 2005; 9 sessions so far
- Themes: sectoral actions, regions, anticipation, SMEs, automotive, transnational agreements, ESF, defence
- 2009:
  - climate change;
  - Restructuring management and toolkit: 12 & 13 Nov 2009 (tbc)
  - Sectors' New Skills for New jobs 7&8 Dec 2009
- 2010:
  - Private equity, hedge and sovereign funds
  - conclusions of the 27 national seminars
  - Health aspects of restructuring





*Thank you for your attention!*

<http://ec.europa.eu/restructuringandjobs>

