



Joint study on restructuring

Relevant EU social dialogue work

Seminar in Germany
31 March – 1 April 2009

Several initiatives

- Joint Labour Market Analysis (October 2007)
- Joint study on restructuring in the new Member States (2004-2006)
- Lessons learned on European Works Councils (April 2005)
- Orientations for reference in managing change and its social consequences (October 2003)
- Framework of actions on the lifelong development of competences and qualifications (March 2002)

Common features

- Mainly practice oriented instruments, based or including case studies
- Developed by social partners for social partners
- Highlighting key success factors to facilitate change and its social acceptance

Joint Analysis on the key challenges of Europe's labour markets

- Adopted in October 2007
- Contribution of SPs to the Flexicurity debate at EU level
- Joint recommendations of SPs to public authorities at EU and national levels
- Key areas of focus:
 - ▶ Active Labour Market policies and economic policies
 - ▶ Social protection, cohesion, and inclusion
 - ▶ Labour regulation and industrial relations
 - ▶ Flexicurity

1. Anticipating and explaining the reasons for change

- **Macro level:**
 - Social partners' capacity to anticipate economic and social trends is critical for successful restructuring

- **Micro level:**
 - It is important to explain the reasons for change in good time and in the context of the company's

2. Managing social consequences

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4. Territorial dimension

- When an entire region is affected, partnership is important to foster new economic activities, manage reconversion and improve operation of local labour market
- Regional disparities: encouraging mobility of workers and role of public authorities in providing relevant infrastructure
- EU structural funds and territorial infrastructures help

Example

- **North Karelia** is a province in East Finland. The company Perlos was the largest industrial employer in the province, with 2,000 employees (over 2.5% of the province's labour force)
- In 2005 Perlos faced closure, due to changes at global level affecting the structure of the mobile phone sector.
- Dismissals took place gradually during 2006 and 2007.
- Much wider knock-on effect on the province's economy.
- In 2008, unemployment in the province = 13.4% (highest in Finland)
- The social dialogue process to address the situation included the setting up-

5. Developing employability

- **Macro level:**
 - The education system must deliver the skills needed by the labour market
 - The role of lifelong learning

- **Micro level:**
 - Maintaining or developing workers' competences is crucial to prepare the evolution of jobs
 - It is in the interest of companies and of workers
 - It supports both internal and external mobility and helps when exploring all possible alternatives to dismissals

- From 2003 to 2005, evolution from dissemination to actual actions on four priorities
- Main concerns of SP:
 - better tailored education and training to labour market needs, in order to improve the employability of workers and the competitiveness of companies, and to make education and training systems sustainable ... but limited number of innovative solutions to promote co-investment in terms of funding, time and human resources

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Links

European Social Dialogue results are available on our websites:

www.businessseurope.eu

www.etuc.org

www.ceep.eu

www.ueapme.com

and on the resource centers:

www.erc-online.eu

etuc.resourcecentre.org