



National Seminars on Restructuring

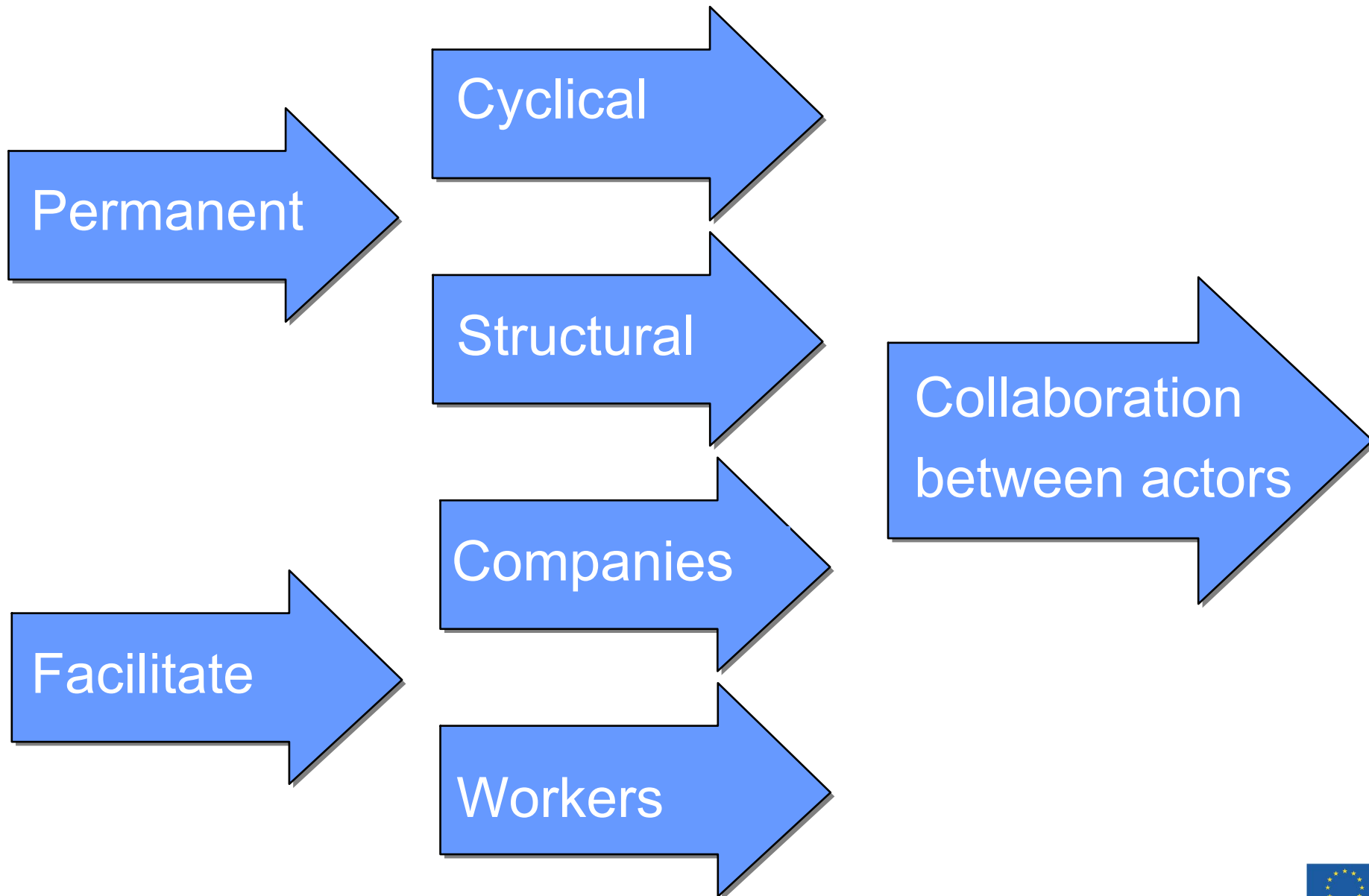
28/29 April 2009

ITALY

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



CHANGE



CONSEQUENCES OF RESTRUCTURING



HUMAN COST

Impact on:
Workers (vulnerable)
Suppliers (SMEs)
Upstream and
downstream
effects
Local economy

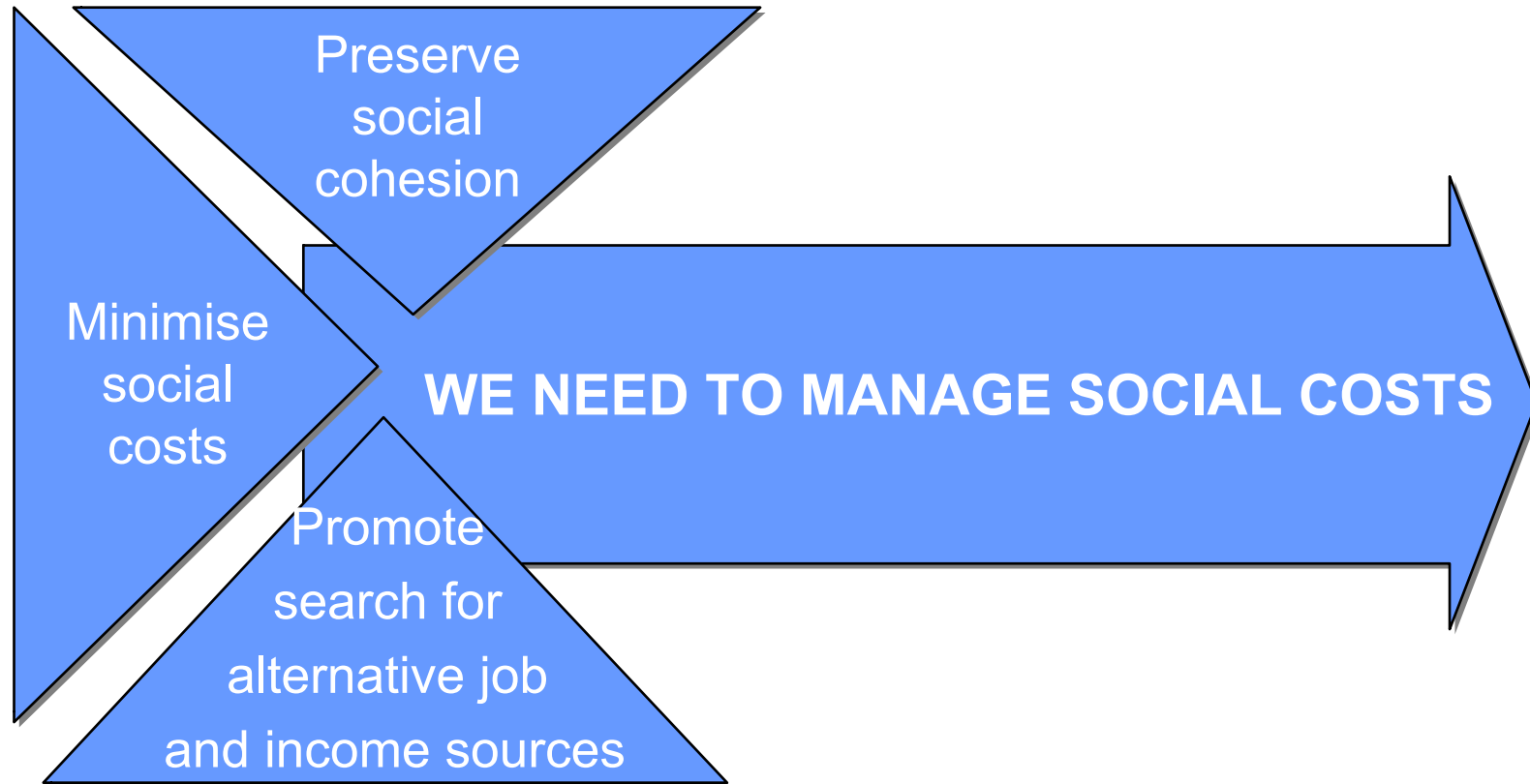
FEAR OF CHANGE

Unemployment?
Wage reduction?
Need to change
Lack of possibilities
Risk aversion

Resistance to change



OBJECTIVE



→ **Laying off workers is costly for the whole economy**



STRATEGY BASED ON 3 DOMAINS



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

*Develop and stimulate
anticipative actions*

Exchange good practices

*Assist restructuring
processes
(anticipation, preparation,
management)*

→ **Responsible restructuring**

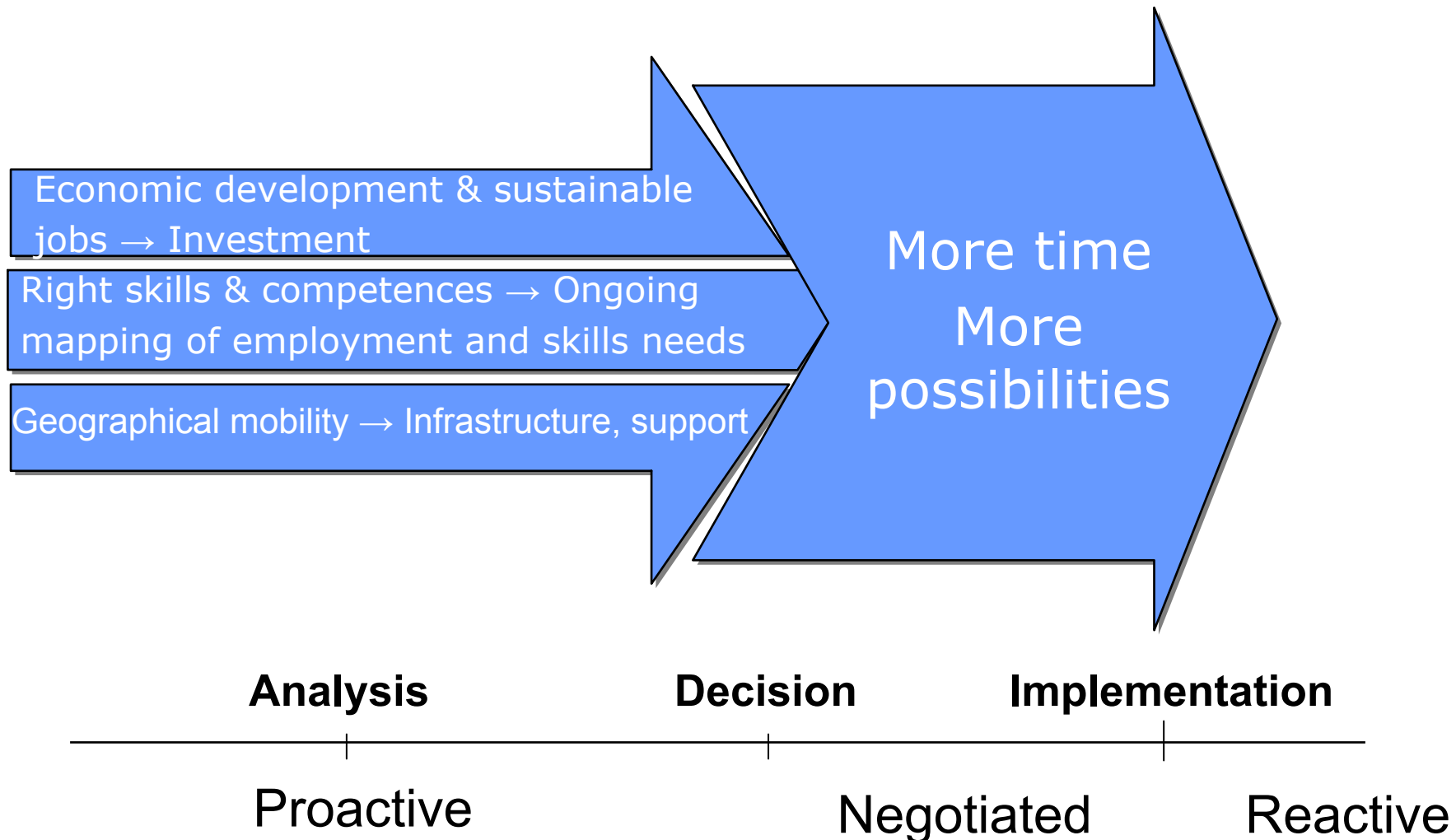
Essential elements:

→ Regional level

→ Partnerships



PHILOSOPHY



ANTICIPATION



Develop proactive actions: Anticipation



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



Anticipation =

Trust, dialogue, transparency, partnership, time,
space, knowledge, commitment,...

PERMANENT PROCESS





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
- Basis for future actions by other actors
- Collaborate with a maximum of partners

Element of « New Skills for New Jobs » initiative

Final results expected in May 2009





Sectoral studies – follow-up

- Studies will be available on Commission website
- High level conference organised in December 2009 together with EP, EESC and CoR
- Transversal analysis of skills needs across 18 sectors





Sectoral councils on employment and skills

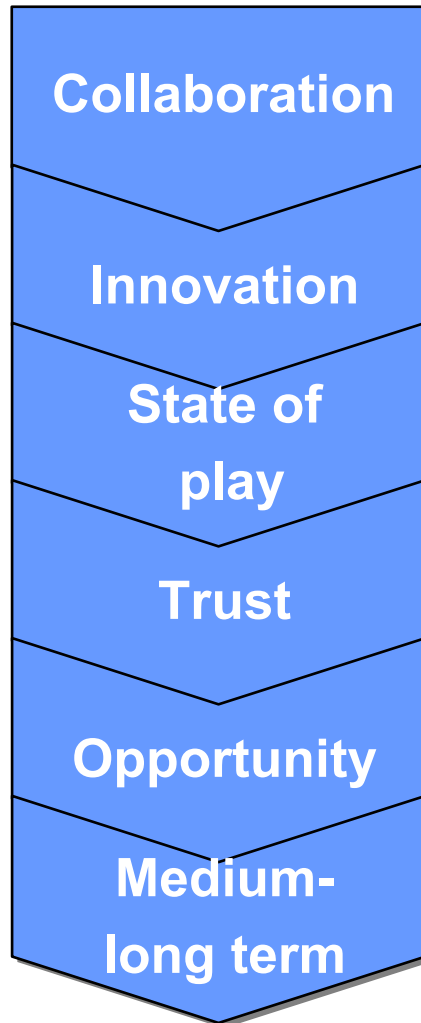
- Feasibility study
- Review existing « councils » in OECD countries and develop options for the format of councils
- Minimum objective: collect existing information at EU level and disseminate to MS
- Part of NSNJ initiative & forthcoming June Communication
- Results expected by October 2009 to be presented in forum organised by the end 2009



ANTICIPATION –AUTO PARTNERSHIP



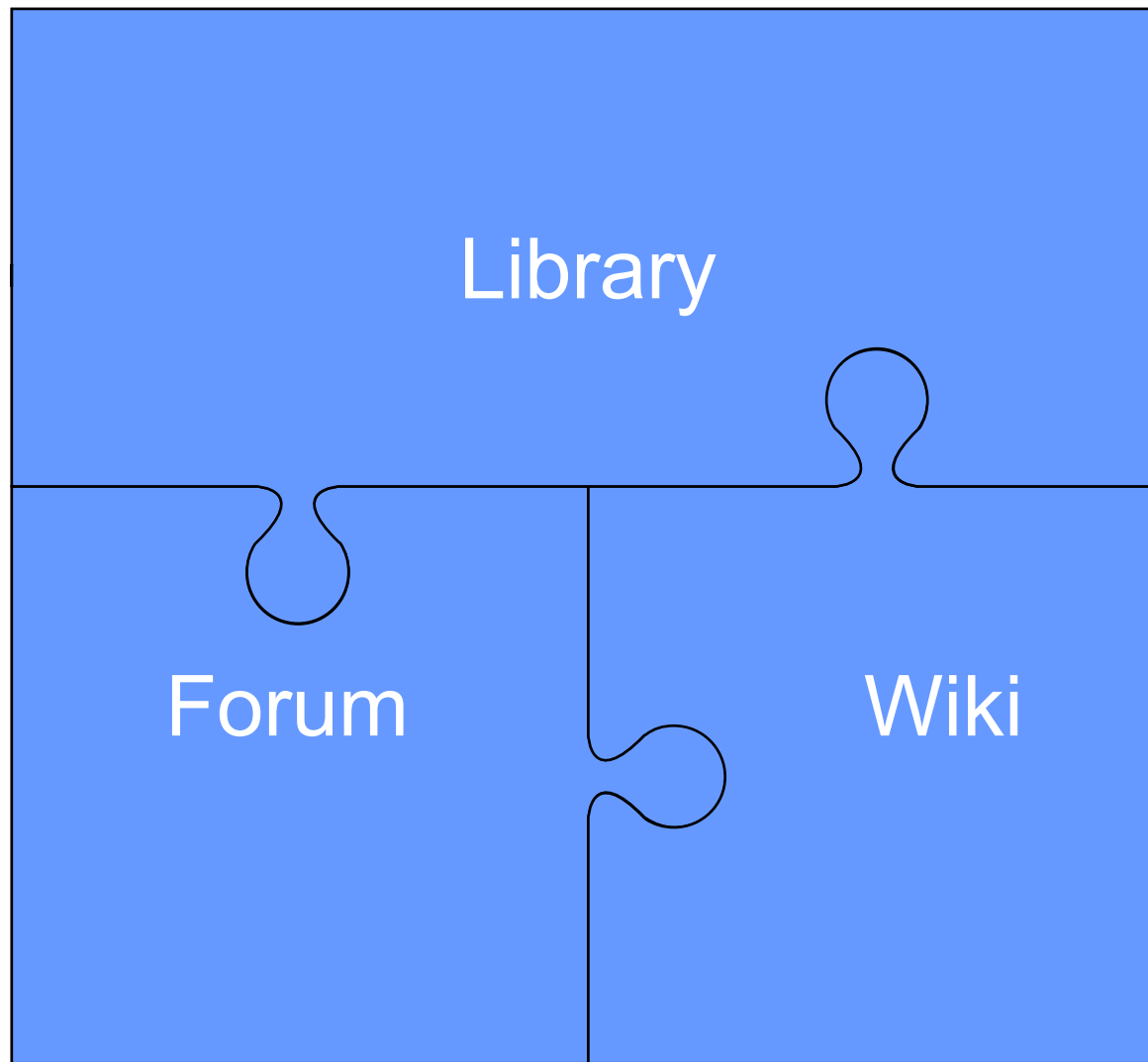
European partnership for the anticipation of change in the automotive sector



- 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



ANTICIPATION – ANTICIPEDIA





Guide for training in SMEs

Objectives

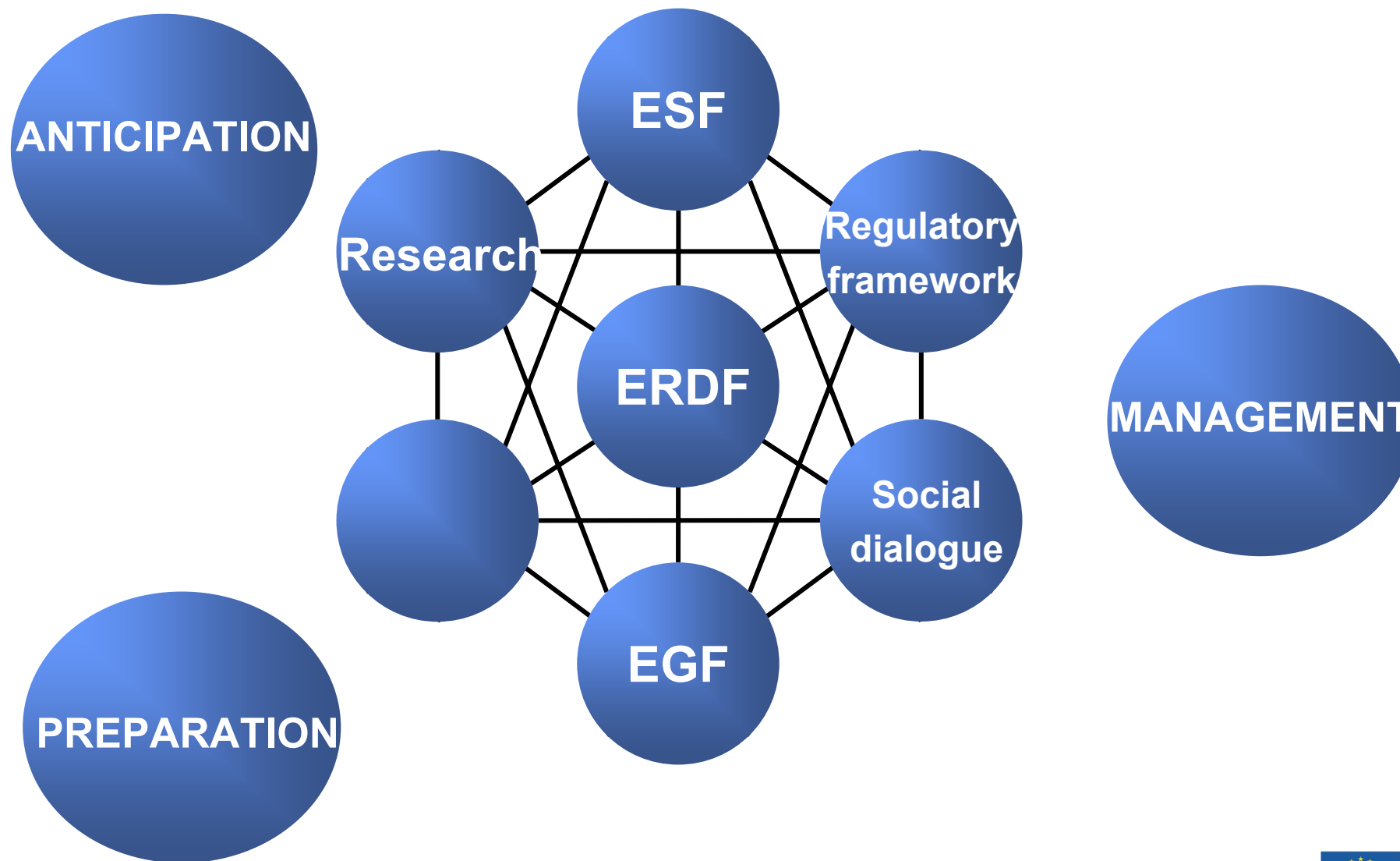
- Help SMEs to prepare, implement and manage training
- Provide comprehensive and systematic overview
- Practical solutions to problems and obstacles SMEs typically face

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

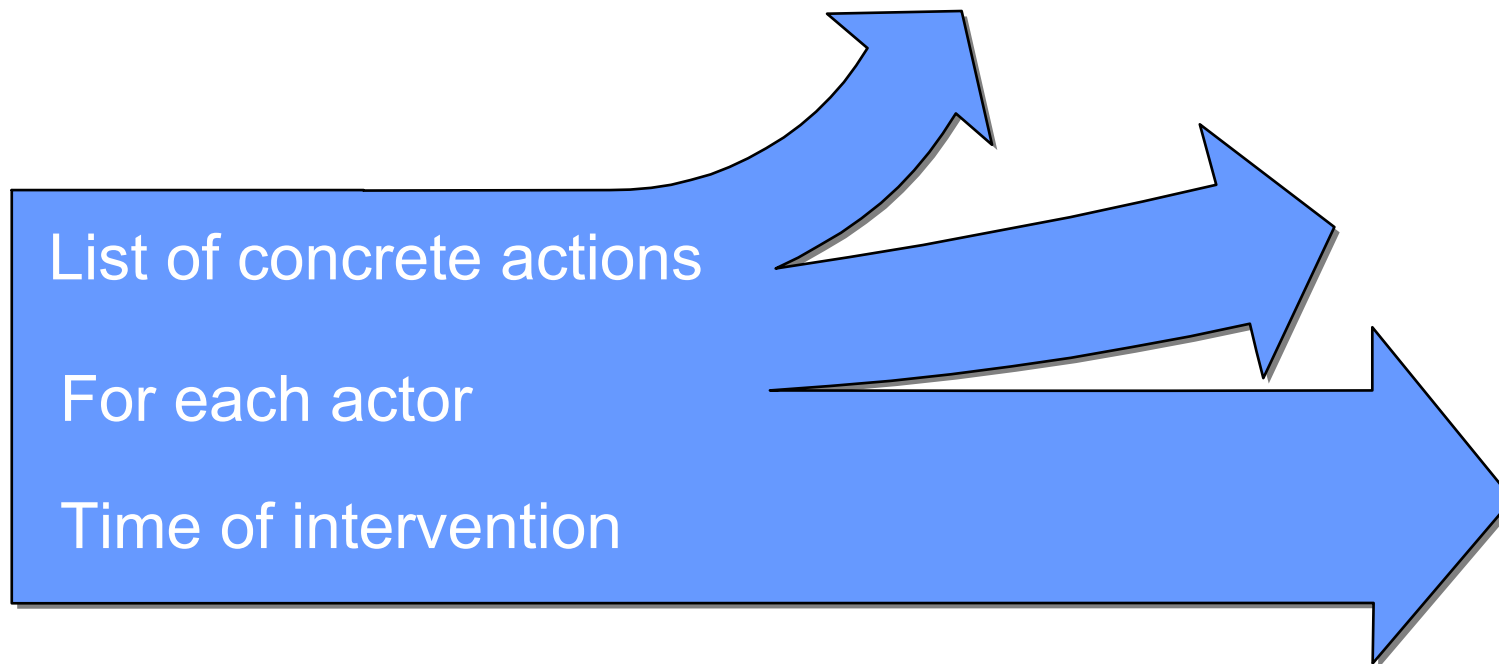


PREPARATION - OTHER EC INSTRUMENTS





Checklists on Restructuring Processes





- **27 National seminars on restructuring**

- **Restructuring report**
 - Aim: Dissemination of information
 - 2008 European policies
 - 2009 Sectoral analysis
 - 2010 Outcomes of national seminars

- **Restructuring Task-Force**
 - Coordination of Community policies
 - Better evaluation of the social impact of Community policies



RESTRUCTURING FORUM



- Inaugural session June 2005; 9 sessions so far
- Themes: sectoral actions, regions, anticipation, SMEs, automotive, transnational agreements, ESF, defence
- 2009:
 - climate change;
 - sectoral analysis and sectoral councils;
 - Restructuring management and toolkit
- 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>

