

ANTICIPATING and MANAGING RESTRUCTURING: 27 NATIONAL SEMINARS

VC/0667/08

NATIONAL SEMINAR'S MINUTES - The Netherlands -

Introduction

The minutes intend to provide the information on the implementation of the no. 16 event that has taken place in **The Hague** on **26-27 January 2010**. The purpose is to highlight the key finding issues and the main results of the debate.

1. Background

The National seminar aimed to present and discuss the most important measures and tools for anticipating, preparing and managing restructuring and its effectiveness and transferability.

The NBP was developed taking into consideration the need to identify and describe the relevant existing measures and tools at national and regional level, as well as significant company practices.

2. Programme

The programme of this seminar was in line with the programmes in other EU countries. Day 1 was focused on anticipating restructuring, in order to prevent employment, labour market and human resources management related problems. Day 2 was directed to managing restructuring, the set of policies and instruments used to cope with restructuring processes, once they become inevitable.

3. Participants

Participation at the The Netherlands National Seminar on Restructuring was by invitation.

The ITCILO, after consulting with the European Commission, the national expert and other interested parties, sent invitations to a list of representatives from the government, the national employers' organizations and the national trade unions, as well as academic researchers on restructuring practices in The Netherlands.

Representatives from business associations covering specific sectors were also invited, along with managers of enterprises that had been chosen as case studies for discussion at the seminar.

The selection of the invited participants took into consideration the need for ensuring a high level of representation, including knowledgeable and appropriate representatives from government and the social partners.

The Dublin-based European Foundation for the Improvement of Living and Working Conditions (Eurofound) was invited to send an observer. An officials from the DG Employment, Social Affairs and Equal Opportunities of the European Commission also took part in the seminar.

No. 26 participants (see final list of participants attached) attended the seminar coming from the following Organizations/Institutions:

- Government (**no 6**);
- Trade Unions (**no. 6**);
- Employers' Organizations (**no.4**);
- Enterprises (**no. 3**);
- Research Institutes/others: . (**no. 7**)

Representatives from the DG EMPL(**no.1**), .Eurofound (**no. 1**), have joined the seminar.

4. Anticipating restructuring, debate

4.1 Roundtable Anticipation

The anticipation of restructuring has a relatively long history in the Netherlands. National consultative bodies as the Social Economic Council and the Labour Foundation have pushed for common activities, directed to more work-to-work activities on the labour market, more training and lifelong education to improve general employability. Indeed a number of initiatives seems to have been successful: the broader perspective sectoral training funds are taking (not only functional training), the high number of work-to-work arrangements in social plans since a number of years (93% of all social plans, but most of them in bigger companies as RWI had analysed), more betatechnics on the future labour market (activities of the Platform Betatechnics and Technocenters), the decrease (almost to zero) of early retirements schemes (a common strategy of social partners though pushed by negative incentives from new government regulation).

During the first Roundtable, led by Evert Smit, participants explored the strengths and weaknesses of the Dutch system in regard to anticipation of restructuring. Employers stressed the need to have a more flexible and cheap system of dismissals than the layered one, explained in the NBP; but they welcomed the multilevel stakeholders system the country has developed as a usefull and important tool for responsible change and restructuring. Unions complained on the 'demolition' of social security and the high percentages of flexworkers, which excludes groups on the labour market from responsible anticipation.

Government intervention/regulation and innovation

Governments and public authorities had doubts if the Dutch system was not hindering innovation. Would temporary measures to keep employees on the labour market during crisis (Part time Unemployment Benefits for companies and employees threatened by the actual crisis, anticyclical training initiatives) not make the restructuring process longer and more painful in the end? But both parties agreed that intentions in collective agreements and the organised relations between different levels (national, sectoral, regional and company) are of high value to anticipate future restructuring in a productive way. As one of the debaters formulated it, referring to an OECD report which did the same observation: "*When you have a system with decentralized collective negotiations as we have in the Netherlands, it is important to have national coordination at the same time. Such a system exists in the Netherlands and this is a strong point.*"

Table 1 reflects some of the discussions during this first Roundtable, as written down by participants and brought into debate under the heading of the starter's question.

Table 1, Strengths and weaknesses of the Dutch system of Industrial relations, regarding anticipation of restructuring

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Good consultation between management & employees and between employers organisations & unions as a basis for anticipation • Bigger companies have social plans with work-to- work solutions • Sectoral training funds doing more than just function(al) training • Intentions in collective agreements: lifelong learning, employability. • 'Part time unemployment benefit' is absorbing shocks. • Old-age pension: age from 65 to 67 is a good perspective. • Mobility centers. • Stimulus in social security: from safety net to trampoline. • Social dialogue instead of social confrontation. Consultation tradition: employer and employee are looking together for solutions. • Broad recognition (with social partners and authorities) that anticipation is necessary. E.g. O&O funds are supporting it more and more. Also more collective 	<ol style="list-style-type: none"> 1. Regulation on dismissals is however charging, especially regarding the costs. 2. (too) many flexible jobs, not protected under anticipating social plans 3. No social plans for small companies. 4. Mobility of employees relatively low. 5. Employability / lifelong learning is for some employees a negative message: there will be punishment: dismissal. 6. Part time unemployment benefit: no hard results so far. Risk of a long lasting arrangement. 7. No investments in 'elderly' employees: above 45 years. 8. No mobility between sectors via the O&O funds. 9. Consequences of restructuring are rolled off to a demolition of social security without new rights or perspectives on other/new jobs. Restructuring and anticipating needs new strategy based on employment creation, participation and simple good working conditions. 10. Social innovation under-exposed. Managers are trained on cost reduction instead of innovation. 11. Lack of investment in innovation/R&D: The Netherlands will not reach the 3% (Lisbon strategy). Weak position of school drop outs.

<p>agreements have this topic as a specific attention point.</p> <ul style="list-style-type: none"> • Prognosis CPB and others are constant evaluated. • Multi stakeholders approach as principle. 	<p>12. Temporary relations seem somewhat disturbed after clash on AOW</p>
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From the trade union side a request was made to make room for more encompassing restructuring strategies of the different stakeholders together. In these strategies not only labour market developments should have to be integrated but also the economic long term perspectives (which in the end were at the base of the actual crisis), with inclusion of the greening of our economy. In such a strategy in particular the position of non protected flexworkers should get more attention than during the last years.

A government participant commented it would be better not to lend too much on the state while anticipating restructuring: *"We can try to guess the future, but I don't think it is wise for the government to say we will create green jobs. I think it is important for the labour force to deal with different situations without depending too much on the government and its policies."*

Labour market tools for anticipation

Employers stressed on the importance of (intersectoral) mobility and life long learning for employees. There is a need to organise future oriented discussions between management and works councils. Here the Netherlands evidently have social dialogue advantages on many other EU-countries. These should be used to anticipate change by raising simultaneous awareness among employees and employers. As for the dangers of flexible work, employers observe two different aspects: first to offer the employee the possibility to use these kinds of jobs/contracts as a stepping stone towards a new job and, secondly, to facilitate businesses to be flexible. That - in times of crisis - this flexible portion of the workers becomes unemployed is in fact part of the game.

Existing (active) labour market instruments like training facilities (partly through sectoral biparte training funds), counseling/guiding and anticipating future skill gaps (Platform Betatechnics, learning jobs for youngsters and work-to-work guidance) were generally valued by most participants. Still there are scarce examples of using these funds for intersectoral mobility and special regional initiatives. Though this is understandable, as the income of the funds is realised by the sectors (and sectoral partners hesitate to determine substantial money 'in favor' of sectors or regions with less financial possibilities), participants agree on the necessity to change these tendencies.

There was hesitation about the use of industrial policies, economic incentives and subsidies to guide economic restructuring on the long run from government side. Earlier experiences have made public authorities careful to play an outspoken role in this; even the work of the Innovation Platform should be more exploring than framing the future. Trade unions expect more from the central government, in particular developing incentives to bring the national R&D above EU levels and help young people choose labour market relevant education. The fact that a lot of bigger companies are now foreign owned was seen as a threat for policies to beware company R&D in the country from falling down year after year. R&D, it was put

forward, has hard and soft elements - the soft part, social innovation, deserves more attention, also to involve SME's in the innovation processes.

Multilevel industrial relations, trust and transparency

Do the layered Dutch industrial relations (connected social dialogue at national, sectoral and company level) bring added value or barriers to anticipating change? And what is the effect within sectors and companies of national pacts - like those in the Labour Foundation - or studies? In general participants confirmed the importance of a multilayer system as a condition to anticipate restructuring tendencies. In line with OECD the importance of national coordination in a decentralised negotiation system was highlighted. National social pacts are in employers view in most cases more influential for other layers than a generation before, when to many 'pressures form outside' (not from social partners but from other groups in society) entered the arena and lacked urgency for union and employer organisation members.

In the National Background Paper the importance of trust in management, and transparency of management and social partners' policies, for successful anticipation in employees' and line managers' decisions for the future had been expressed.

4.2 GROUP WORK Session, 2 cases (First day)

The objective of the Group work session was to obtain information on the selected measures and tools described briefly in the National Background paper, in order to reach a common understanding and consensus on their efficient and positive effect for anticipating or managing restructuring and mitigating the social impact.

The participants were divided into small groups (maximum no.6 for each session). Materials and information concerning the case studies selected (fact sheets, PPT presentation, testimonials from companies) summing up the basic data available on the experience presented were illustrated, as well as the instructions for managing the discussion within the Group.

Specific questions were proposed to each Group in order to better map the objective of the discussion and to define the context of the analysis to be carried out.

The results of this session are summarized in the following table:

Case study	Success factors	Main problems	Potential of improvement
1. Anti-cyclic training in the construction sector: Social partners agreed on sectoral incentives and financial compensation for employers, to take in youngsters at learning places, even if they lacked work to	<ul style="list-style-type: none"> Existing sectoral institutions provide an infrastructure to build on new anticipating initiatives. The commitment reached was partly the 'result' of cooperation to combat recent shortages, in the period just before the crisis Employers started a campaign to attract workers But essential factors were not only the crisis or the period just before: a common recognition has been developed that due to an aging workforce 	<ul style="list-style-type: none"> A weakness could be the sustainability of the system after the crisis or in more tight labour markets (will employers still want to miss their employees for training?). What about the role of contractors, are they able to participate in these schemes? The awareness of employers is mostly restricted to a period of maximum 5 years ahead - how to convince them 10 or 20 years planning 	<ul style="list-style-type: none"> There have to be minimal conditions for the institutes participating Clarity of targets After the initial attractive period, how to keep the workers within the company? Customisation Financial incentive to include young people Is this initiative sector specific for the construction, given its social dialogue heritage? Indeed there are some special features in the

<p>employ them. In return the could send their employees to the sectoral training institutes, to improve their competencies and get actual and valid new diploms (see for details the NBP)</p>	<p>future shortages will certainly show up</p> <ul style="list-style-type: none"> In the groups the question was raised why employers did not choose the simple alternative: use Polish flexible workers instead of investing in the future. Answer: this would be in contrast with the quality and sustainability policy of social partners Triggers for employees to participate: voluntary or 'obligatory'? The voluntary element was dominant, but pressure from sectoral parties helped crossing the bridge This anti-cyclical training programme also works because construction was structurally 'healthy', there was no necessity for mass dismissals. Financial stimulus for youth as service, in return the education of existing employees. 	<p>is also necessary?</p> <ul style="list-style-type: none"> There are a flexible and client oriented procedures for participants. Within 2 weeks a plan can be developed and started. Nevertheless the timeframe for employers is tight, this is no routine for most managers, and the costs of implementation are still high After participating in the scheme within a company, trainees are sent back to educational institutions - they have to find a solution to keep them in the sector (available) until new places (permanent contracts are found) The system works, social partners agree. But when the crisis will continue for a longer period, our scheme won't be able to face it successfully; it is a temporary, but useful tool 	<p>sector:</p> <ol style="list-style-type: none"> local 'training companies' (70) of regional constructors (which helps to build common commitment) the will and courage directed to supporters (employers).
<p>2. NCSI (Dutch Centre for Social Innovation). This temporary (2008-2011) tripartite foundation (social partners and research institutes)</p>	<ul style="list-style-type: none"> The stakeholders are situated in the entrepreneurial sector It is funded by the authorities (government, social partners) and some sponsors, without their support it wouldn't be possible The multi stakeholder group, most of them detached by stakeholders) is very enthusiastic and has a large and productive networks Trust is a success factor; it is essential to have a trustful social dialogue within the company. NCSI's building stone is trust 	<ul style="list-style-type: none"> The core business of NCSI, social innovation, is a good and promising idea; however to succeed NCSI should not claim it as a result but try to make employers and unions use it and lay hold of it - which produces the threat of a lack of concrete results of NCSI itself There is a risk, and a need, that the (know how of the) Centre will be overtaken by others; this can create motivation problems within the key time and its organisations Short term of existence presses towards scoring at short time 	<ul style="list-style-type: none"> NCSI produces the benefit that you keep in constant touch with different stakeholders and partners; this could be improved in many initiatives For employers organizations as one of the funding fathers of NCSI the initial doubt has been: Isn't social innovation this too much of an employees' thing? We need the two sides to achieve results, we need to showcase best practices. The NCSI experience shows that you can approach matters from different perspectives Of course there are topics that are more interesting to one or the other parties. But when you take enough time, it turns out too be win-win for all stakeholders. That is a lesson for future cooperation.

5. Managing Restructuring

5.1 Second Round table

The second roundtable discussed **to what extent the existing model of managing restructuring in the Netherlands can be considered as “innovative”**.

Participants gave examples of innovative aspects, but could not discover a general picture of innovative practices. Good examples were to be found in bigger companies only, as they have the means and the expertise to really invest in managing the process during a longer period. Within SME's a lot is still to be won. But even big companies can face big troubles managing restructuring in a way that balances corporate and social interests in the long run.

Part-time unemployment benefits -the government tool which gives companies some extra time to manage their restructuring problems without having to dismiss their key employees in times of lacking orders- were generally seen as an innovative and effective instrument, combining room for *manoeuvre* and (re)training facilities. It could however not last if the crisis were to stay in a company for more than a year.

Although a new practice seems to be developing around regional mobility centres, better harmonisation between public funding (national, unemployment benefits and facilities, local communities) and private (company money, sectoral training funds, CLA facilities) is still needed according to social partners. Co-operation between the industry/sector level and the regional level could be more effectively and permanently organised, even if there are organisational and cultural differences between these various stakeholders. Nevertheless, the stakeholder approach at regional level seems to be promising, also in non-crisis periods to come.

Another valuable tendency, supported by social partners and other participants is the concept of work-to-work movements in case of restructuring, thus avoiding employees becoming unemployed and from there enter the labour market again. The work-to-work principle, more and more at the heart of social plans, creates more possibilities for training, mobility development and posting at other companies (eventually with help of temp agencies and other stakeholders) than dismissal premiums followed by unemployment benefits for the individual. Company HR, unions, agencies and educators can jointly help people to move from one job to another, which could safeguard them from a lot of troubles and emotional periods.

Innovative aspects and recommendations highlighted during the round table discussion

- Part-time unemployment benefits
- Competence-based
- Employability
- Education
- Stakeholder-approach
- Social partners + employee representation
- Good balance between corporate and social interests
- Use the time of (part-time) unemployment for training and education
- Co-operation between the industry/sector level and the regional level (much room for improvement)

- Job-to-job approach, not only in social plans but also in the work of the UWV (executive body for employee insurances); the benefit-based approach is out of date. Also look at professional disability; what can a person still do?
- Mobility centres as a public infrastructure are an innovation. In the past, they were almost exclusively established by companies in the framework of social plans.

- Better harmonization between public and private sectors
- Mobility of work: concentrate staff instead of moving them
- Wide educational opportunities, also for a future outside the industry
- The restructuring model can be regarded as innovative by virtue of the enhanced emphasis on:
 - ⇒ the importance of employability as a means of stimulating mobility;
 - ⇒ the increased emphasis on “job-to-job”
- RPR (recognition of prior learning/competences)
- Social plans in which the “weak” receive more funds for education and development than the “strong”
- Include “job-to-job” in social plans and make it a standard element of collective bargaining agreements

The panel discussion followed in a debate around two key questions proposed by the moderator and subsequently followed by the active participation of all the attendants to the discussion on the effectiveness of the existing measures in the Netherlands for anticipating restructuring. The main results of this first debate are summarized as follows:

1. Effective measures / tools for managing restructuring

Proposed list to be discussed in Round Table:

1. Collective bargaining
2. Retraining – redeployment
3. Mobility / Outplacement through mobility centres (work-to-work)
4. Short term work
5. Pay and benefit cuts to preserve jobs
6. Voluntary redundancies
7. SME creation help
8. Early retirement
9. Outsourcing jobs to self-employment
10. Converting contracts to flexible contracts
11. Flexible leave
12. Accreditation of prior learning
13. Severance packages
14. Unpaid leave / secondment

Comments on the list:

- About the measures, not all are relevant to the NL. Traditional measures are often more efficient than innovative ones;
- Collective bargaining. The dialogue within the company (not only bargaining) is as important as CLA. Employees’ negotiation within the companies;
- NO Early Retirement – that would give a bad signal;
- Social plan to be added to the list, with high priority;
- Dialogue with employees is deeply rooted in the NL;
- What can we teach other countries in term of effectiveness? In general sense we can say that in large companies, before financial measures we give high importance on

social plans. From an international point of view, it is difficult to keep our model in place. That requires negotiation.

2. Assessment of main Dutch institutions in managing restructuring: what would you recommend to other EU countries?

- Sectoral Training Funds
- Regional Mobility Centres
- NCSI (Social innovation)
- SER (consultative body)
- Labour Foundation
- Innovation Platform
- RWI (council for work and income)

5.2 GROUP WORK session (second day), two more cases

In the afternoon of Day 2 two more cases were presented and discussed. Both dealt with management of restructuring, although in a certain way also anticipation on restructuring turned out to be part of the management cases.

In **Case number 3** two (former) Philips industrial locations were compared. Both had been in heavy difficulties since a number of years. Semi-conductor site NXP had been sold when the global market turned down. The new management announced mass dismissals and started a mobility project backed by the works council. The unions were in fact by-passed and resisted management's decision. Moreover, in due time a change of management took place, new decisions were announced. And when the market temporarily recovered employees did not trust anymore their management and its communication. Despite a broad offer from the Regional Mobility Centre only a couple of employees volunteered to orientate on the regional labour market and/or take up training to have a better future position within or outside NXP. In the end workers voted for higher wages instead of employment and career facilities.

In Philips Drachten management - supported by the central Philips HR department, by unions and the works council - started a long term project, preparing employees on future delocalisation of production to other continents. Backed by both social partners workplace managers and staff were informed and trained upon future changes and possibilities. On the base of a work guarantee people could orientate, take up training on the job or training for a new profession within or outside the site and the industry. In a period of five years nearly all necessary staff cuts had been realised on a voluntary base.

Participants discussed which choices they would have made if managing a site like this, and debated this with Philips Drachten HR manager Michel Gort, one of the main players in the Drachten case.

Main conclusion of the debate: Only in a long term process, characterised by transparency of information and decision making, as well as trust between social partners and between employees and management, restructuring can be managed successfully in a social responsible way. Building transparency and trust is a question of careful process planning, involvement of the main stakeholders and experts in the field, and continued involvement of social partners (steering group, evaluating etc.). The Dutch system of industrial relations can help to achieve these goals and involvements, but is no guarantee as other cases show (NXP, but also TNT Mail - see for both the National Background Paper).

Case 4, presented by responsible HR manager Enno van Hamel and COR (Central Works Council) Member Rinus Hubert, reported the history of social innovation within market leader

insurance company ACHMEA, and its effect during times of restructuring due to the actual crisis. After two mergers (with Interpolis in 2005 and with AGIS in 2007) the new company decided to make innovation one of its three key values; the other two were 'inleven' (empathize) and waarmaken ('prove'). On the basis of an agreement with unions and works council from 2007 the project 'Levensfasebewust diversiteitsbeleid' (*Age phases based Diversity Policy*) started at ACHMEA, rooted in the company collective labour contract of 2007. The project aimed at changing the internal labour market of the future into a diverse and age differentiated labour force, reflecting the actual and the future labour and client markets. Supported by unions and works council ACHMEA invested in staff diversity, to cope with the changing labour market and potential client population. Moreover 'age phases' were formulated, to anticipate on different needs during age and career at ACHMEA.

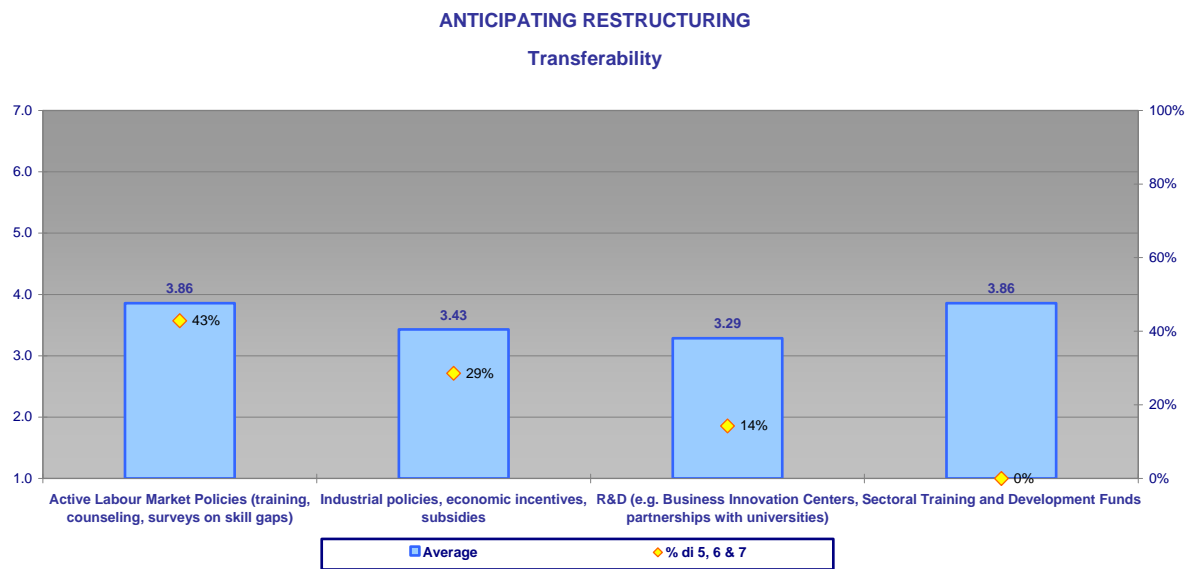
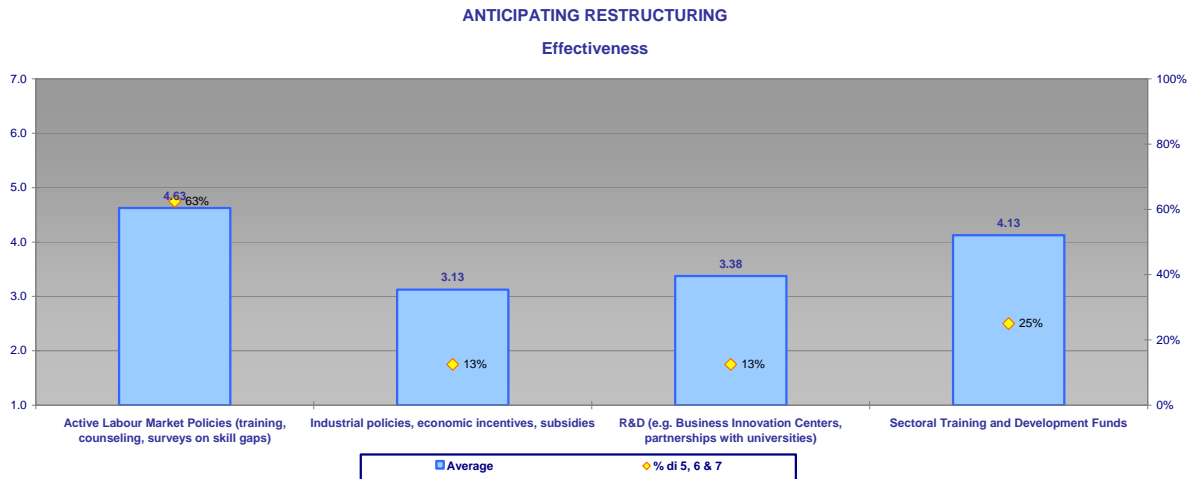
Like in Case 3, Trust & Transparency were again key words for success. Illustrative was that, also in the period of crisis when future staff cuts had to be announced, the process of social innovation was not delayed or put aside - top management made it clear this was to be a permanent aspect of ACHMEA's mission and HR policies. As a result most of the staff restructuring seems to be realised without forced dismissals, and without loss of trust in the annual measurements of employee satisfaction.

The group **concluded** that successful management of restructuring is very difficult, if it is not embedded in a long term process of involvement, empowerment and information of the total staff in a company. *Social responsible and joint management of restructuring without long term anticipation - creating the trust and transparency so needed during actual restructuring processes - is not an easy game to play.*

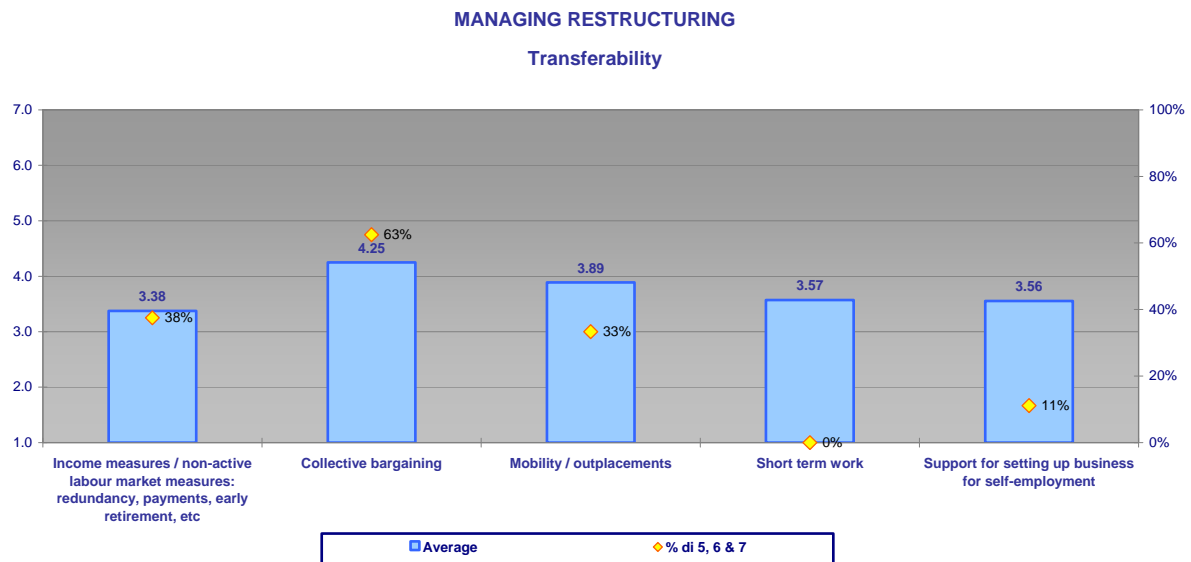
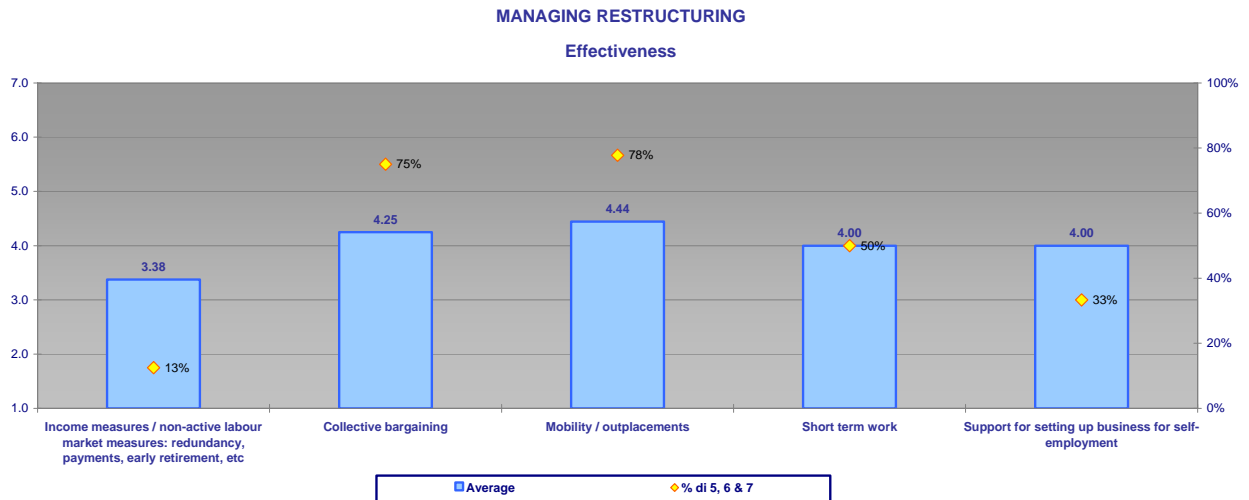
6. Evaluation session on effectiveness and transferability of measures/tools for Anticipating – Managing Restructuring

The aim of this exercise was to identify the priority themes according to the effectiveness and transferability criteria concerning the measures and tools discussed during the seminar.

The graphs show that among the Anticipation measures/tools the most effective is “*Active Labour Market Policies* (training counselling, surveys on skill gaps)”, while together with the “*Sectoral Training and Development Fund*” both are considered tools with an high level of transferability.



Regarding Managing of restructuring the graphs show that the most effective measure is the “*Mobility/Outplacement*” together with “*Collective bargaining*” and “*Short term work*”, while “*Collective bargaining*” is considered the measure with the higher level of transferability.



This exercise has allowed to highlight the main conclusions of the debate with an high level of homogeneity in the main opinions and comments expressed by the participants.

7. Conclusions of the debate

7.1 Conclusions on Anticipating Restructuring in the Netherlands

- The Netherlands has a multi-layer institutional framework (at national, sectoral and company levels) for social dialogue that is working well.
- Trust, confidence and dialogue are considered to be the cornerstones of the well functioning Dutch industrial relations system and this facilitates social dialogue on anticipating restructuring.
- The social partners have been able to reach relevant and timely social pacts in response to the economic crisis and restructuring.
- There are good instruments for communication between employers and employees as part of the structures to foster social dialogues and the sectoral and company levels.

- Formal and informal relations are in place in the NL. It is important to mention it.
- There is a tradition of bipartite and tripartite social dialogue and collective bargaining that has reduced the job losses caused by restructuring in the wake of the economic crisis.
- The government and the social partners have implemented programmes to recognize and validate skills acquired at work in the form of vocational qualifications to promote worker employability and mobility. There is scope for improving and expanding these programmes.
- In the context of the current economic crisis and increasing unemployment, certain groups of displaced workers are more vulnerable to long term unemployment in times of economic crisis:
 1. Older workers (though benefits are good);
 2. Workers with temporary (or insecure) employment contracts;
 3. Low skilled/unqualified workers, including young workers.
- Employers and trade unions in sub-sectors, such as construction, have established innovative counter-cyclical worker re-training programmes.
- There is consensus between the social partners that more investment is needed in education & training in anticipation of restructuring and changing labour market conditions.
- The temporary government initiative, in the wake of the economic crisis, on introducing a part-time unemployment benefit has been used by companies to stave off restructuring. An evaluation of this scheme will take place conducted by the government.
- There is the need for more focus on SMES'.
- Lifelong learning should be enhanced (ie. Improving the quality of education measures or the recognition of prior skills).
- There should be public support for sectoral training programmes.

7.2 Conclusions on Management of Restructuring in the Netherlands

- Both employers and trade unions acknowledge the importance of considering the social consequences when managing restructuring.
- Informing and consulting employees about company plans for restructuring is common practice especially in large companies.
- A stakeholder approach is considered good practice for managing restructuring.
- Clear and timely communication to employees is considered to be an essential tool for managing restructuring and is a legal obligation when a certain minimum job loss threshold is passed.
- Mechanisms for continuous social dialogue at the company level exist in larger companies through, for example, works councils.
- Mobility centres, whether at company level or outside the company, are frequently used to provide support to employees whose jobs are being eliminated, or changed, during restructuring.
- Job-to-job re-employment programmes are considered current good practice in restructuring.
- Financial compensation and severance packages are no longer the preferred options for managing restructuring, though there is evidence that many displaced employees remain interested in such packages.
- Early retirement and voluntary redundancy measures have been replaced by work-to-work programmes and social plans during restructuring.

- The part-time unemployment benefit introduced by government, in response to the economic crisis, has assisted companies to retain jobs and has reduced job losses during restructuring.
- Job mobility planning (based on education, competencies and employability) is an instrument that some companies are using to prepare employees for future job changes that may arise during restructuring.
- Recognition of prior learning schemes facilitate mobility by certifying competencies of unqualified workers.
- Public-private cooperation at the national and industry-specific levels in response to restructuring is functioning quite well, but there is scope for more cooperation with regions on restructuring.
- Mutual trust between employers and workers representatives is very important when negotiating agreements about how to manage a restructuring process at the company level.

Finally, with reference to the Evaluation results based on the questionnaires filled in by the participants at the end of the Seminar the average of 3,92 was reached. The comparison with the ITC-ILO's activities benchmark of the participants' satisfaction [4, 26%] reveals a good satisfaction of the overall activity .