

ANTICIPATING and MANAGING RESTRUCTURING: 27 NATIONAL SEMINARS

VC/0667/08

NATIONAL SEMINAR'S MINUTES

Portugal

Introduction

These minutes are intended to provide a summary of the proceedings and results of the National Seminar on Restructuring for Portugal which took place in Lisbon on 24-25 February 2010. The purpose of these minutes is to highlight the key findings and the main debates during the two day seminar on anticipating and managing restructuring. These minutes are supporting documentation, which should be read in conjunction with the final published version of the Portuguese National Background Paper.

2. Background

Under a service contract issued by the Directorate-General for Employment, Social Affairs and Equal Opportunities of the European Commission, the International Training Centre of the International Labour Organization (ITCILO) is organizing a series of national seminars on restructuring in each of the 27 member states of the European Union.

The National Seminar in Portugal was the 19th seminar in this series and aimed to present and discuss the most important measures and tools used for anticipating and managing restructuring in Portugal, particularly their effectiveness and potential transferability. A National Background Paper (NBP) on Restructuring was written for the seminar by an independent national expert. This NBP was prepared for the purposes of identifying and describing the existing measures and tools for restructuring at the national and regional levels in Portugal, as well as highlighting interesting company practices and case studies. The NBP was presented at the seminar as a discussion draft and discussed by a high level, tripartite group of participants from government, workers and employers' organizations plus researchers, academics and enterprise managers. After the seminar the NBP was finalised ready for publication on the ARENAS website (<http://arenas.itlelo.org>).

The seminar was conducted in Portuguese with simultaneous interpretation into English.

3. Participants

Participation at the Portugal 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 Portugal. 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. Two officials

from the DG Employment, Social Affairs and Equal Opportunities of the European Commission also took part in the seminar.

No. 48 participants (see final list of participants attached) attended the seminar coming from the following Organizations/Institutions:

- Government (**no. 7**);
- Local and Regional Authorities (**no. 1**);
- Trade Unions (**no. 15**);
- Employers' Organizations (**no. 8**);
- Testimonial from companies (**no. 15**);
- Research Institutes: (**no. 2**).

3. Activities carried out

The National Seminar has developed contents and methods according to the model design of the Agenda.

The first part of the seminars was focused on:

1. the presentation of the EU main policies and programmes on restructuring,
2. the introduction of the overall aims of the project and the objectives of the National seminar.

3.1 Results of NBP presentation

After the opening session, the key finding issues coming from the NBP were presented by the National expert.

In particular, the presentation has highlighted the main characteristics of the Portuguese economy and labour market, with a focus on the effects of the current crisis. A definition of Anticipation was provided in the sense of a mix of tools for improving competitiveness and employability of workers. Medium and long perspectives were analysed including also temporary measures for tackling effects of current crisis. It is controversial if there is a mismatching with the Universities' offer for innovation surveys and long-term data.

Regarding the transformation of the economic and occupational system, recent data and indicators were presented.

During the second day was briefly described the managing restructuring process (phase, procedures, role of social partners, including main challenges). Procedures concerning the information, negotiation phases were described. Financial compensation mechanism was presented as well as the instruments for redeploying redundant workers (initiatives a local level for the creation of new job, counselling, individual plan. Regarding the short measures developed in 2009 and the Initiative for Employment for 2010 the reinforcement of financial allocations for training and qualifications programmes was highlighted. The following programmes were briefly described:

AGIIRE programme was created in 2005 with the aim to offer a quick intervention to companies under restructuring.

REDE programme was created for providing support to managers of companies including SMEs.

FAS programme was developed for supporting some regions.

Some weaknesses were put in evidence, in particular the lack of coordination among stakeholders.

All the presentations delivered by the representatives from the EC , National Expert and testimonials from companies can be downloaded from the website of the project in the Country section – Portugal - (<http://arenas.etcilo.org>).

3.2 Debate

According to the need of stimulating the discussion among the participants on the effectiveness and utility of the existing measures/tools a mix of approaches and methods was applied. In particular, the participatory sessions were structured into 4 main consequent steps:

- a) debate on specific topics,
- b) open discussion,
- c) brainstorming session
- d) group work sessions (no. 2)
- e) assessment of effectiveness and transferability of the referred measures and tools .

3.2.1. Round table session (first day)

The first debate was facilitated during the Round Table session with the aim to discuss more in depth the following issue : TO WHAT EXTENT EXISTING MEASURES AND TOOLS ARE SUFFICIENT AND USEFUL TO ANTICIPATE RESTRUCTURING IN THE CURRENT ECONOMIC CRISIS ?

The panel discussion was organized in a first debate around five key questions outlined by ITC-ILO and proposed by the moderator: The debate was subsequently followed by the active participation of all the attendants to the discussion on the effectiveness of the existing measures for anticipating restructuring.

The main results of this first panel discussion run on the basis the opinions expressed by the speakers on the following key questions, are summarized below:

- Among existing measures increasing Competitiveness, how do you assess the New Opportunities for young and adult measures?

Despite the major interest from people, the qualification skills need to be treated in a different way:

The knowledge of Recognition, Validation and Certification of Skills (RVCC) has to work not in an isolated way but to follow the evolution.

The role of 'New opportunities' is to limit this isolation. There is not a lack of training but New Opportunities should have a more comprehensive and global approach.

What is the level of attention for aged workers? This Initiative has big potentiality but probably it is still weak. It is necessary to develop further competencies not only focused on validation. At global level it is a positive initiative. ANEM has developed training services on CENFI case and assessed the results in a specific sector. Change of image and role of training, is an opportunity not only for young but also for adult.

- **Industrial relations and social dialogue**

Communication is a vital strategy for listening workers voices. There is a formal investment to maintain the communication together with the commitment to training workers. Only well skilled workers can tackle effects of the crisis. It is important a personalized assistance/counseling.

Bi- tripartite Social dialogue is fundamental for the success of the restructuring process.

It is fundamental to anticipate problems in order to have time for discussing alternative solutions.

Social dialogue is a mean but should include the sectoral dialogue.

- **Existing forecasting surveys on future skills**

In Portugal there is a framework for different stakeholders for working together and offering training services properly.

It should be necessary to stress that in March a new Law was set up for this purpose. The main objectives is to analyze the skills needs and available in the catalogue. In the last meeting for qualification has came out that it is necessary to improve the catalogue as available skills. The Committee has the responsibility for professional profiles skills analysis but the Committee has to improve its functioning. It is fundamental to exchange information available.

Concerning SIGO , it is a big institution that register data on beneficiaries of training. It is under work an interface in order to collect data for avoiding duplication. 20% of training is offered by New Opportunities.

The feasibility is quite well described in the NBP. It has effects in collective bargaining. This programme can offer opportunities for job mobility and geographic mobility for reducing level of unemployment.

In the fields of SINFI Training centre the data available reveal that people after training have found a new job. This training can contribute to improve skills that in the past were trained mainly by schools.

This system has an impact on collective contacting/bargaining? From workers representatives there is a great opportunity to improve the labour market and employment opportunities. There is a law that foresees 35 hours for training, there are some statistics available. But a consistent number of companies are not compliant with this provision. The

new measures point out a good certification of qualifications, in reality in the previous Sectoral Committee some representatives disappeared and it is damaging the possibility to have an arena for discussing this important issue.

At level of central observatory at tripartite level, in last 5 years activities are reducing. This is due to the lack of interaction with Institute of Employment. There are some tasks related to the forecasting of unemployment, but it is necessary to focus much more on the outcomes expected and reached. The observatory needs to have a picture beyond the standard activities carried out. There is a sort of frustration about the role and activities done, it is a sort of umbrella of different analysis done by several Committees.

It is important to go back at macro level. ATEC is an experience approved by trade unions for planning training in the right way for anticipating restructuring.

Quality of production depends on the quality of skills. It is important to work on a practical basis and outcomes and tailor made solutions during the crisis.

- Among the initiative addressing recession (supporting employment etc...) what are main strengths and weaknesses?

Probably it is necessary to recall the meaning of restructuring: sometimes it means firing people, reducing labour costs, Workers are sometime marginalized during restructuring process a part training. It is necessary to introduce measures to support re - launched production and industrial policies. It is important to introduce concrete measures for which the funding mechanism is transparent. Strengths: without these measures the situation for many workers can be more dramatic. Weakness: it is not possible to have data on outcomes. It is necessary to introduce a surveillance system. Some measures can compromise social mechanisms. It is important to know if the measures introduced are feasible and advantageous.

Automotive sector Pasa has an interest specific. Access it is not easy.

- R&D is an efficient instrument for anticipating restructuring? Why there seem to be a lack of investment by firms? How to remedy this situation? What about Business strategies and alliances, partnerships with universities, with local authorities?

Changes are coming very soon. It is an opportunity to anticipate change. Cooperation amongst stakeholders it is crucial. It is important to qualify Institutions engaged. Portuguese people is changing attitude, at regional level stakeholders are providing relevant support.

In addition to the above comments and opinions, the following Strengths and Weaknesses have been raised at the end of the debate during the brainstorming session:

Round table no. 1

Strengths
New opportunities can have an active role in the labour market. It tackles generation gaps, problems of young people that are dropped out during secondary school.
New opportunities is a positive initiative and the approach is comprehensive
Change of attitude on the need to anticipate change in the country. Training programmes are a key factor.
There are existing good practices on dialogue between companies and workers
Set up of programmes for supporting specific sectors of the economy.
Efforts done for facilitating balance between demand and supply.
Competitiveness requests skills upgrading.
New opportunities and VET Reform.
Capacity to find out a solution agreed by workers and employers. Capacity to adapt to change and transformation in the companies.
Flexibility and adaptation.
Case studies have confirmed attitude and capacity to react to changes.
PASA.
Information and communication transparent.

Weaknesses
SIGO OEFP are tools applied normally by companies for improving skills workers or are tools for improving skills for potential workers?
Lack of sectoral Social dialogue.
There is the need to improve continuous training, it essential the government' support.
Recession has highlighted need to improve skills and competitiveness.
Costs related to flexibility in collective agreements.
Use of tools for anticipating change not always properly in time.
Social dialogue not always affective. Lack of trust.
Lack of information in time on social costs increasing.
Persistency of approach based on subsidized economy.
Not still well developed attitude to change.
Trade Union approach not flexible.
Burocracy limits are an obstacles for flexibility.
Communication transparent and open between the relevant parties.
Lack of investments in R&D and partnership with Universities.
Lack of support for entrepreneurship development.
Early warning system at national and sectoral level still weak.

3.2.2 GROUP WORK Session. (first day)

The objective of the Group work session was to obtain information on the selected measures an 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.

For reaching this objective, a number of selected **case studies** was briefly introduced as an example of experimented measures and tools –also at company level –

The participants were divided into smaller groups. 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.

The specific questions were proposed to each Group in order to better understanding 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	Key conditions for transferability
Autoeurop a area: participation in projects (Equal) strong link with regions	•Good access and capacity for individual solutions •Communication and participation of workers. •Ability to manage conflict between different interest •Support provided to the company by local community •Strategy for improving productivity, partnership approach, capacity to anticipate market needs and evolution •Social dialogue is the basis of the strategy •Innovation based approach. •Flexibility in timing and of resources. •Agreement on Bank of hours •Cooperation with ATEC and OEPF. •Palmela	•Not easy to follow practices at multinational level. •Lack of availability of collective contract. Not published. •Impact on the reconciliation work family life	•Transferability is not possible. •It needs to be adjusted.
HUF	•Communication •Social responsibility from Management and workers •Flexibility for adjusting production, client and job retention. •Maintaining jobs despite decrease of profit •Involvement of the Community. •Satisfaction of collaborators is taken into account •Programme for qualification and employment.: 91557 training Horus,	•Some results didn't came out due to external factors •Young people •Lack of certainty of future market.	•Continuous training in the company •The capacity to build from both side. with reciprocal advantages •Dialogue between employer and local authority •Pragmatism and common sense.

	•Transparent and democratic context in the company, •Flexible collaboration and relationship between the management and the Workers Committee. •Reduction of financial volume but only 3 dismissed (voluntary retirement) •Bank of hours is a reality. •Close cooperation between management and workers commission. • Good relationship between HUF and municipality. •Social cautionness.		
--	---	--	--

3.2.3 Second day Round Table session.

The second day the Round Table session aimed to discuss more in depth the following issue: MANAGING RESTRUCTURING IN Portugal: LESSONS LEARNT FROM THE PAST EXPERIENCE AND FUTURE PERSPECTIVES

The panel discussion was organized in a first debate around four key questions proposed by the moderator and subsequently followed by the active participation of all the attendants. The main results of this first debate are summarized as follows:

- Among short term measures adopted to address the effects the recession what are the strengths and weakness of Support Programme for Entrepreneurship and the Creation of own business.

This programme was created in September 2009. It is more innovative with regard to the previous measures. It is not easy to assess the impact in particular at local level. The Entrepreneurial skills are developed mainly for unemployed people.

The support mechanism is the following, creation of a credit line, for micro investment; technical support and consolidation of the plan. Self Employment is the second programme that provide money during a certain period of time . It is an upfront subsidy , with a credit line.

There are some access conditions (for 3 year period). What are strengths? Reduction of unemployment rate, creation of new companies, support to unemployed people. The creation of the credit line is very important for helping young to support their own credit business without problems and limits imposed by banks. At Macro- economic level: there are some weakness. During recession period is important to support companies and to give legal framework for maintaining people at work. The fragility of the system can me a weak point. Apparently there not so far outcomes available. The credit line has an interest rate and the Employment Institute has to guarantee this credit line. 5.000 applications per year were received. It is not easy to assess these programmes because they are very recent. The system is transparent and there is an agreement with Banks for the operational aspects. These credit lines are available for unemployed people.

These initiatives need to have big investments for the necessary infrastructure otherwise they will not succeed. There are some examples of Incubators (COIMBRA) that can support this type of infrastructure and facilities.

There are some good and bad examples of Incubators.

In terms of strengths these initiative it is extremely positive for redundant workers, about weakness, there is a lack of feedback and follow up in particular lack of counseling.

- How do you assess strengths and weakness of REDE and FACE Programme

It was created in the North and it is similar to P_QV programme. In 2002, it was created for specific situation of restructuring in regions with major companies that were closed. The programme was included in Social Protection plan.

Face has adapted some social programmes. It ended in 2006.

REDE has positive impact and was recognized as good practice.

Three main companies are developed:

I Consultancy and advice up 50 workers companies in difficulties.

II Short term project support advertising campaign, training.

III Support local employment initiatives.

It was replaced by PH programme.

AGIRE managed by Ministry of Economy. Main objective was to anticipate restructuring. .

The initial objective was not fully achieved.

- Among existing workers support (severance payment, re employment, incentives for regional mobility, support for local employment initiatives, etc)

Some measures are more effective than others. There is one measure for supporting workers to re enter into the labour market. This measures is covering 50.000 workers per year, no profit organization, local organization are in charge to target people that receive social integration benefit and unemployment benefit. In terms of effectiveness, the access to new employment is to be analyzed in the perspectives of the fact that this is a social measure.

25million Euros were spent and around 95.320 beneficiaries were addressed.

Local Employment initiatives is focused on the support for the creation of new jobs but there is a sort of mortality of companies created.

Incentives for regional mobility are used quite often. There very few cases of people that benefit from this support.

PT Group was involved in trainingship programme and some people have been employed later on.

People have more possibilities to be employed.

Integration Employment contract is a measure for helping people to go back to Labour Market.

Some of these measures are not completely effective. Sometimes through those measures there are some benefits for employers that can recruit young with low wage but not for workers.

Regarding Compensation (severance pay) sometimes workers have lost money.

More investments on sustainable vocational training are necessary.

There were some abuse in the past concerning the contractual agreements.

- In the current economic and financial crisis to what extent the role of collective bargaining change?

It is important to provide a definition of collective bargaining in terms of permanent bargaining at tripartite level. It was dynamic in the past.

Collective bargaining should be transformed in a permanent dialogue on outcomes reached and shared with employers and society.

Fighting against poverty is one of the main objectives. Collective bargaining should be guided for specific agreement to respond to the crisis and changes. There are different level of dialogue, including European level.

Collective bargaining decreased in the last years. It is essential to give more value to Collective bargaining in Portugal. Legal instrument of Labour code doesn't make it easy.

If social dialogue is well implemented many problems can easily solved.

During the debate opened to all the participants the following Strengths and Weaknesses have been raised with regard to the main topics discussed during the second panel discussion:

Round table no. 2

<u>Strengths</u>	<u>Weaknesses</u>
Stakeholders pay an essential role	Lack of consolidated intervention in case of FACE and REDE programme. Sustainability of companies created through these programmes. Difficult to assess effectiveness of these programmes.
Support Programmes for Enterprises is quite innovative	Lack of intervention for safeguard jobs
Coimbra Incubarot	Solution are sometimes widespread not easy to focus on specific need.
Local Employment initiatives	Measures for hiring people are offering fixed term contract and increases precariousness.
	Supporting programme for Entrepreneurship is still a fragile system
	Lack of feedback on implementation of support programme for Entrepreneurship
	Collective bargaining has decreased in last years

3.2.4 GROUP WORK session (second day)

During the second day two case studies were analysed . There results of the Group work session are the following:

Case study	Success factors	Main problems	Key conditions for the success/transferability
TAP	•Dialogue •Quality of HR is a key factor. •Good governance •Social responsibility practice •Negotiated collective agreement •Training offered in many areas approximately 285.000 hours in 2009. •Dissemination of the vision, •Alignment with market trends, involvement of workers and representatives, leadership, strong feeling to belong to the company •It is a permanent restructuring and adaptation to change.	•Fragmentation of workforce •Bad governance	•Dialogue is key factor •Investing in quality and human resources •Qualification of workers
B4F	•social dialogue very important from the beginning. •Intervention of Trade Unions too. •Diversification of the know how. •Mobility acceptance from workers from a company to another. •New partners found out was essential. •Right measures adopted for surviving during the crisis. •Results of good willing of the project run by 3 companies. It is a recent experience. •Right approach: permanent dialogue, motivation, collaboration and understanding. A project was presented in January 2009 , reducing the costs and including another partner. •Model of leadership and sustainability. •Regional trade union considered that was essential to identify proper solution. Managers and stakeholders. were contacted by TU .Positive energy from workers for supporting employers strategy.	•Placement of the company in the market can be a drawbacks in terms of cost •Loose of the power of managers moving too to other companies	•Technical support for transferability in other context •Social dialogue can be strengthened

3.3 Brainstorming session: lesson learnt and good practice

At the end of the seminar the last brainstorming session was focused on the identification of at least one Good practice and one lesson learnt among the measures/tools and case studies discussed during the seminar. The aim of this session was to bring together

additional information and to compare the results of the last session with the main conclusions came out after the debate during the round table session.

The results included in the following boxes reveals that the comments and questions raised during the debate are confirmed by the final brainstorming exercise. In fact, effective Social Dialogue is considered a key factor for successful restructuring, as well as collective agreement, while the need to set up an efficient system for anticipating restructuring it is considered a priority. .

Good Practice

- HUF / AutoEuropa / B4F – Social Dialogue; Workers capacity building
- Social dialogue; transparency; more competitiveness; social responsibility; investments in the quality and in the qualification
- Adopt all the mechanisms of the “Work Code”
- When the restructuring is done together with the social partners usually it’s possible to avoid layoffs

Lessons Learnt

- Needs of workers not addressed during the restructuring processes
- Enterprises and workers need to have a long run vision in order to anticipate restructuring
- Enterprises should plan and anticipate the crisis to avoid Government support
- Enterprises only use social dialogue when they are in crisis it suppose to be a permanent mechanism
- TAP – Lack of dialogue jeopardize the success of the company
- Layoff as a restructuring process

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

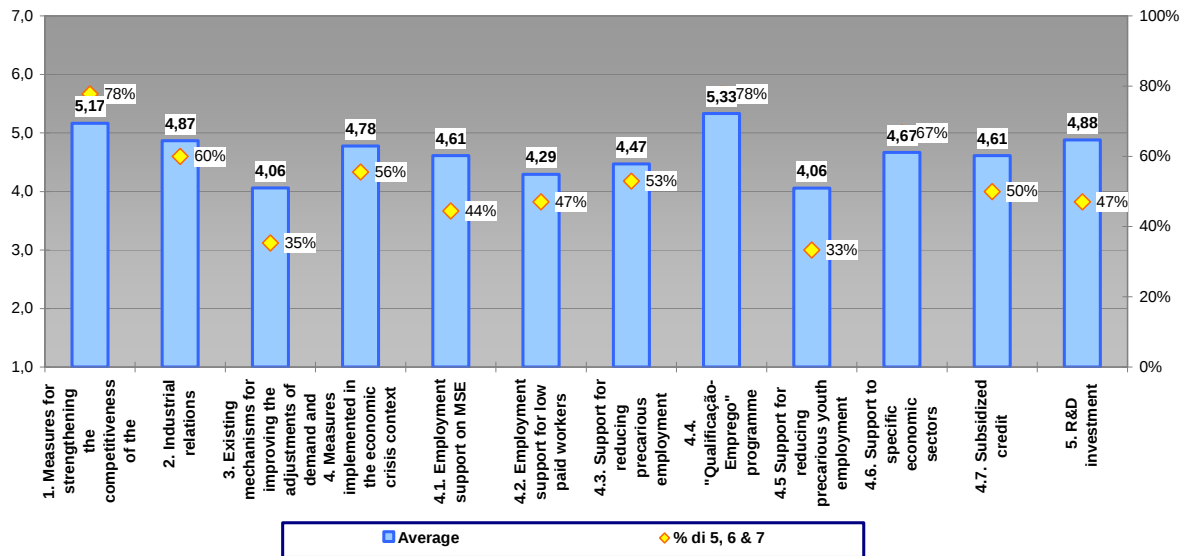
The aim of this exercise was to identify the priority themes according to the effectiveness and transferability criteria concerning the measures and tools discussed during the seminar.

The graphs¹ show that among the Anticipation measures/tools the most effective one is “Qualificação-Emprego Programme”, while the “Measures for strengthening competitiveness” is considered the tool with an high level of transferability.

¹ The graph quotes the scores related to the media average (blue colour) of each measure assessed and the placement of each measure expressed in percentage with reference to higher (5,6,7) points (yellow colour).

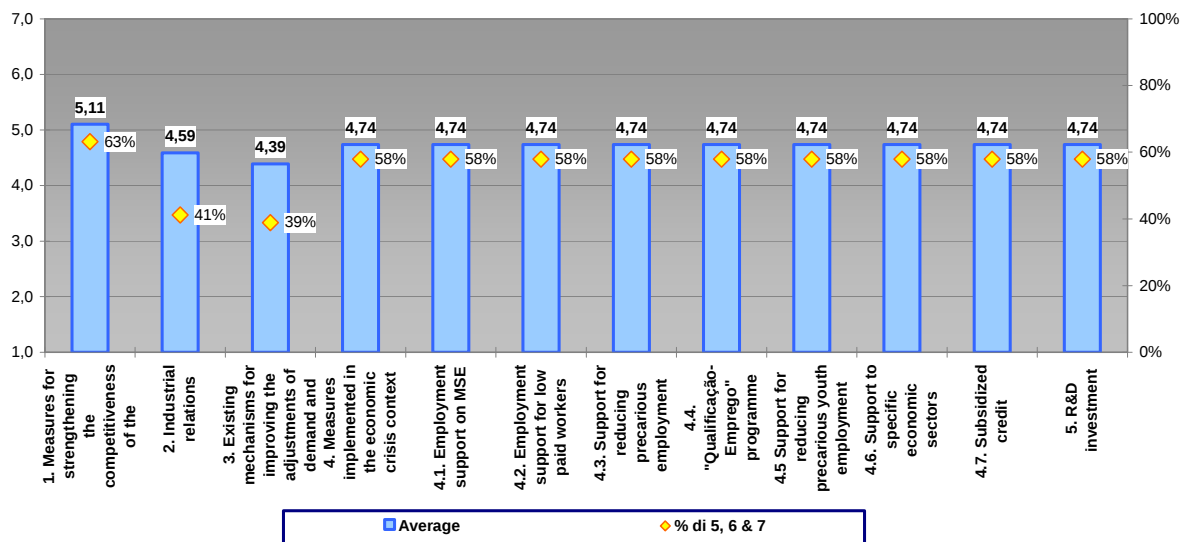
ANTICIPATING RESTRUCTURING

Effectiveness



ANTICIPATING RESTRUCTURING

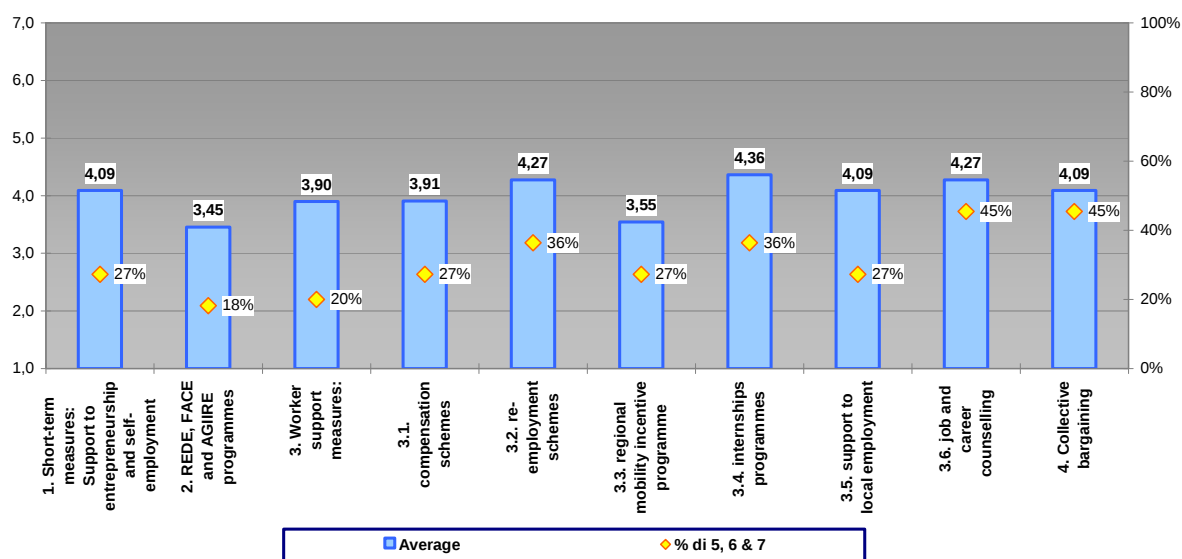
Transferability



Regarding Managing of restructuring the graphs show that the most effective measure is the “*Internship programme*” while the “*Jobs and career counselling*” is considered the tool with an high level of transferability .

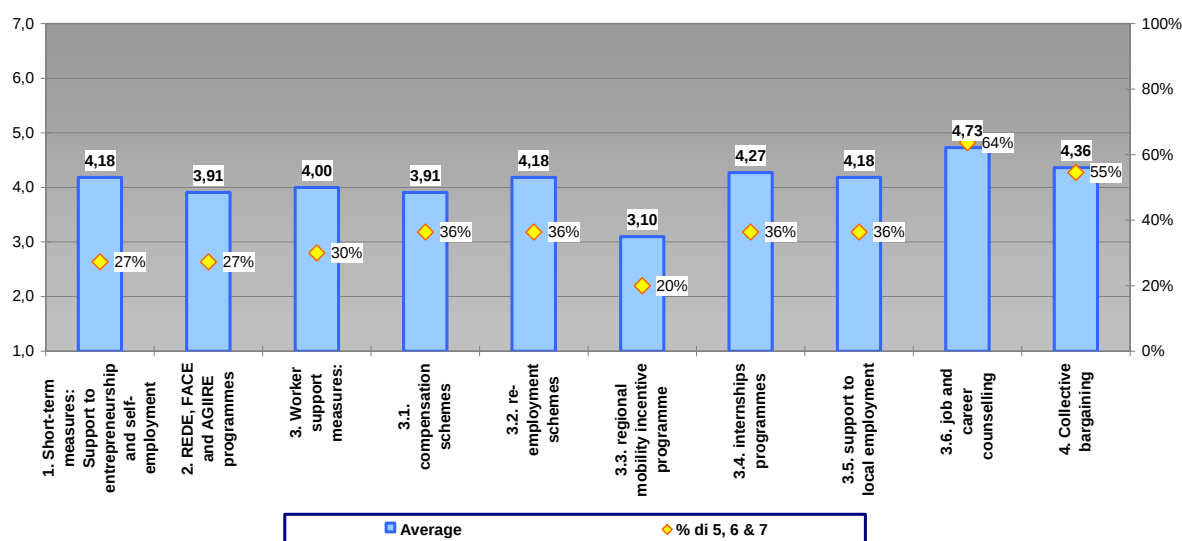
MANAGING RESTRUCTURING

Effectiveness



MANAGING RESTRUCTURING

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

4. Conclusions of the debate

The two-day seminar has highlighted in principle that the Portuguese system is mainly focused on the preparation of restructuring processes.

It is possible to sum up the current system as follows:

- In the contexts of the Anticipatory strategies, several steps have been taken to improve the average qualification level of the Portuguese workforce and to increase the flexibility with which firms manage their human resources. The reforms in education and vocational training have been important to strengthen the image of VET as an opportunity not only for the young but also for adults.
- Restructuring tends to occur when the situation has already become very difficult to solve. Managers' perception needs to be changed especially in relation to the need to act earlier. A long run vision is necessary to better anticipate restructuring. The State could also contribute to this by developing more suitable instruments to anticipate restructuring processes.
- The weaker aspects of the Portuguese model are: firstly, social dialogue at macro, meso, and micro level does not always take place. The case studies reveal that social dialogue is particularly important. When firms are undergoing serious difficulties, the participation of the different relevant actors is important to find joint solutions to maintain employment and to increase the viability of the firm. Another conclusion that arises from analysing the cases is that a more qualified workforce increases the workers' adaptability and therefore it is easier to find solutions to minimise job losses. Secondly, social partners could participate more actively in the design, implementation, and evaluation of the policies carried out. Thirdly, assessments of the programmes and measures should be more frequent. Sound evaluations about the results being achieved are crucial to assess whether or not these experiences should be repeated in the future.
- The short term measures implemented since the beginning of the crisis sought to (1) promote job creation especially for younger workers and unemployed with low employability and (2) decrease job destruction. The fact that one of the key measures taken in the crisis period (i.e. Employment-Qualification Programme) creates incentives for firms to invest in training should be welcomed. Another positive initiative was the development of programmes for supporting specific sectors of the economy. However, short term measures reveal shortcomings that could be minimized with: more dialogue and more participation of stakeholders in the design and implementation of these measures; and also with increased impact evaluations.
- Short term measures seem to have mitigated the effects of the economic crisis in the labour market (it is difficult to more properly assess their effectiveness since data on implementation is scarce - a surveillance system is necessary). Nevertheless, the unemployment figures reveal a very worrying situation.

5. Main Results

The National Seminar has contributed to the capitalization and systematization of the knowledge and practice on Restructuring in Portugal with a particular focus on the analysis

of the efforts done in the framework of the qualification and training programme for improving skills and competencies of the labour force.

From the organizational/methodological side the following key elements came out:

1. key aspects of the Restructuring schemes in Portugal were put in evidence.
2. strengths and weaknesses of specific measures were analyzed as well as four case studies.
3. a synthesis on key concepts on Anticipation, Social dialogue approach, Territorial partnership, results of Managing restructuring schemes was carried out
4. Suggestions were highlighted on :
 - the future role of the territorial dimension,
 - the need to improve the capacity to respond to the need of vulnerable workers threatened by redundancy.
 - the importance to better rationalize the existing huge quantity of measures ,
 - the need to better coordinate the different actors
5. Main challenges were highlighted : demographic change, Training for accompanying change.

From the technical side the Seminar has offered the opportunity for:

1. Shared knowledge on the main experiences in Portugal.
2. Better understanding of the notion of Anticipation
3. Shared opinion on the relevance and effectiveness of the role of the Social Dialogue in Portugal.
4. Exchange opinion on the effectiveness of the qualification system
5. Shared experiences on the flexibility of human resources management.

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 4.13% 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 .