



27 National Seminars Anticipating & Managing Restructuring

A.R.E.N.A.S - VC/2008/0667



European Commission

Employment, Social Affairs and Equal Opportunities

INTRODUCTION TO THE OBJECTIVES OF THE SWEDISH NATIONAL SEMINAR

Stockholm, 25-26 November 2009



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AIMS OF THE NATIONAL SEMINAR

- Exchange of views and perspectives on national framework on Restructuring
- Cataloguing lessons learnt and systemizing knowledge and practices on restructuring in your country
- Knowledge sharing
- Identifying inputs to the EU Synthesis Report



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EXPECTED RESULTS

- Shared knowledge on Anticipation and Management of Restructuring
- Lessons learnt and good practices
- Observatory at EU level on “state of the art” on Restructuring and transferability of good practices.



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ORGANIZATION OF THE SEMINAR

- Presentation of key findings of the NBP
- Starting the debate on the effectiveness of restructuring practices in your country in the context of the current economic crisis.
- Analysis and discussion of relevant case studies: their impact and transferability to other contexts



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SELECTION OF THE INVITED PARTICIPANTS

- High level participation to ensure efficient and profitable discussion as the main challenge.
- A tripartite approach rooted in social dialogue
- Practical experiences of restructuring



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Methodology

- A combination of presentations, panel discussions, and working group discussions.
- Facilitator will stimulate debate, discussion and experience sharing.
- Outcomes of the national debate will provide inputs for the EU Synthesis Report on lessons learnt on restructuring.



National Seminars on Restructuring

25/26 November 2009

SWEDEN

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





- Modification of company's workforce
- Continuous, inevitable, necessary
- Benefits is spread over time and space
- Cost is felt unevenly
- Social costs must be reduced to a minimum



STRATEGY BASED ON 3 DOMAINS



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

*Develop and stimulate
anticipative actions*

Exchange good practices

*Assist restructuring
processes*





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,...

PERMANENT PROCESS





1. Sectoral studies

- future skills needs and emerging competences in 18 economic sectors <http://ec.europa.eu/restructuringand jobs> → sectoral level analysis
- RF “Sectors’ New Skills for New Jobs” (7/8 Dec 09) – COM together with EP, EESC and CoR – <http://ec.europa.eu/restructuringand jobs> → events
- Transversal analysis of skills needs across 18 sectors (end 2009)

2. Analysis of transferable competences across economic sectors and their importance for employment (study to be commissioned in 2010)





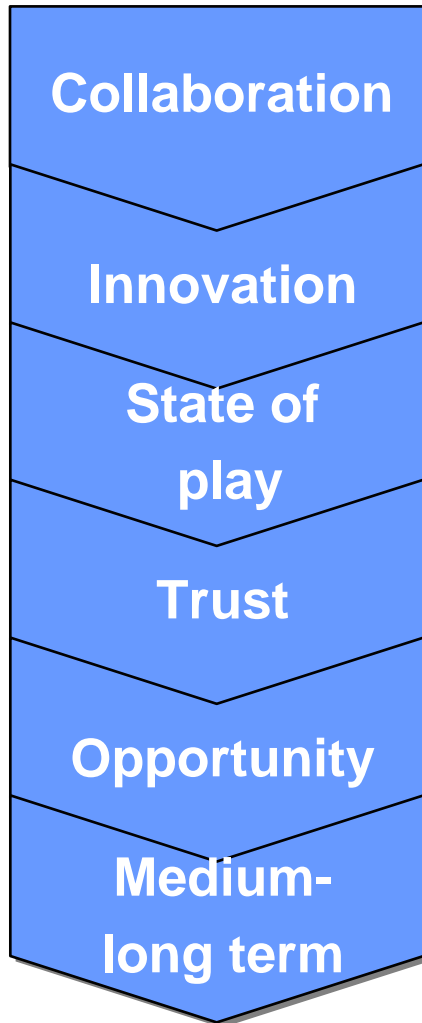
3. Sectoral Councils on employment & skills

- Objective: reinforce cooperation at EU 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 December 2009





4. EU Partnership for the anticipation of change in the automotive sector

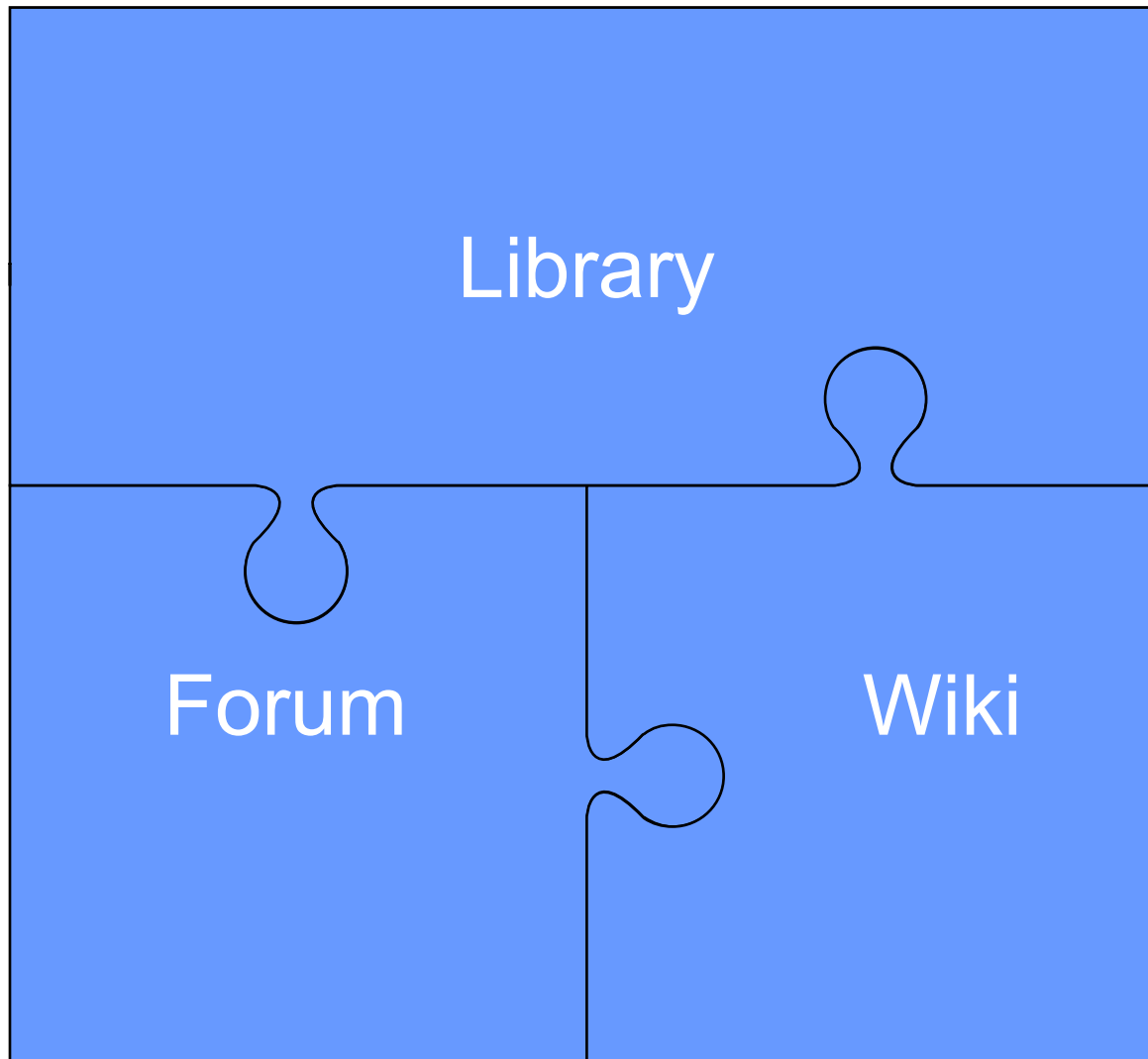


- Subscribed by COM and European sector organisations
- Anticipative approach towards a sustainable industry
- Opportunity to reflect on social responsible restructuring
- Roles and responsibilities and commitment of partners
- Work programme
- Trust, dialogue, partnership, commitment

http://ec.europa.eu/restructuring_and_jobs → sectoral level analysis → automotive sector



ANTICIPATION – ANTICIPEDIA





Guide for training in SMEs

Objective

- Give a comprehensive and systematic overview of practical solutions and key elements within different areas where SMEs typically face problems and obstacles with regard to preparing, implementing and managing training appropriately

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 for SME employees and managerial staff.

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



EC INSTRUMENTS



ANTICIPATION



MANAGEMENT

PREPARATION





Checklist on Restructuring processes

- List of concrete actions
- For each actor
- Time of intervention

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





- **27 National Seminars on Restructuring**
- **Restructuring report**
 - Aim: Dissemination of information
 - 2008 European policies

<http://ec.europa.eu/restructuringandjobs> → publications
- **Restructuring Task-Force**
 - Internal coordination of Community policies
 - Better evaluation of the social impact of Community policies





- Objective: Platform of exchange and discussion between participants
- Inaugural session June 2005; 11 sessions so far
- Themes: sectoral actions, regions, anticipation, SMEs, automotive, transnational agreements, ESF, defence
- 2009:
 - Climate change (June 2009)
 - Restructuring and the crisis (November 2009)
 - 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>





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STARTER QUESTION /First Round table

- **Anticipating Restructuring should allow to tackle in time industrial change and to prevent or mitigate the social costs. How do you assess the experience in your Country: what are strengths and weak point?**



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- **Among the existing forecasting surveys on economic changes and skill gaps, how do you assess this set of measures/ tools? Which tool is most effective for better anticipating structural changes?**



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- **Industrial relations and strategic dialogue (i.e. Platform Business Region Gothenburg) can be an instrument for anticipating change?**



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- **Territorial and Sector development strategies can contribute effectively to anticipate structural changes?**



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- R&D, business strategies and alliances, partnerships with universities and local authorities are an efficient instrument for anticipating restructuring? Why there seem to be a lack of investment by firms?



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- Management of Restructuring aims to reach the economic and financial objectives of the enterprise as well as to mitigate the social impact. To what extent the existing national framework might be considered “Innovative”?



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- **Programmes offering workers to voluntary leave: what are the main strengths and weaknesses?**



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



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- **Temporary layoffs measure: How do you assess the effectiveness of this crisis-managing measure?**



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- **Among special tools for tackling company restructuring, how do you assess the effectiveness of the Transition packages?**



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- **. Continuous Vocational Training measure: what are the main strengths and weaknesses? To what extent do companies invest into “human resources” during the crisis?**

European Commission
National Seminars on Restructuring (VC/2008/0667)
SWEDEN
25- 26 November 2009
Hotel Birger Jarl, "Källemos" Conference room, Tulegatan 8, Stockholm

Summary of Roundtable 1

Facilitator:

Mr. Jonas Paurell, International Labour Office, Geneva

Panellists:

Mr. Tomas Blidberg, Ericsson AB, Sveriges Ingenjörer

Mr. Magnus Lagerholm, Vinnova

Ms. Hanne Randle, Karlstad University

Mr. Claes Göran Ivarsson, TRR Trygghetsrådet

Main topic:

To what extent existing measures and tools are sufficient and useful to anticipate restructuring in the current economic crisis?

Objective:

The objective of this first roundtable was to gather information on the current perception of the effectiveness, utility and transferability of the measures described in the National Background paper and their usefulness in the context of the current crisis.

Topic 1

Among the existing forecasting surveys (e.g. forecasting surveys from the Association of Swedish Chambers of Commerce (Svenska handelskammarna), LO-Ekonomerna, the National Institute of Economic Research (Konjunkturinstitutet), the Swedish Retail Institute (Handelns utredningsinstitut), the Globalisation Council (Globaliseringsrådet), the Public Employment Service (Arbetsförmedlingen), and other private temporary work agencies) on economic changes and skill gaps, how do you assess the existing set of measures/ tools? Which tool is most effective for better anticipating structural changes?

Panellist: Mr. Magnus Lagerholm, Vinnova

Summary of discussion

- There is a general scepticism regarding the employability and accuracy of forecasting surveys. They are seen to only provide a “snapshot” of the development of the Swedish economic and labour markets. However, two forecasts were highlighted as of particular importance: the Public Employment Service to predict retirements and the National Institute of Economic Research to provide short-term analysis of market fluctuations.
- The Swedish approach was identified to be focussed on having a pro-active approach to managing restructuring – and not to anticipate restructuring.
- The Swedish forecasting surveys should focus on:
 1. International changes, given that the Swedish economy is a small open economy highly dependent on larger exporting companies and international trade.
 2. Tracking skills development of employees to better identify skills gaps.
 3. Identifying emerging high growth sectors, regions and markets by focusing on the Swedish comparative advantage (i.e. the sectors where Sweden have a tradition of growth and innovation such as the car and mining sector).

Topic 2

Industrial relations and strategic dialogue (i.e. the platform Business Region Gothenburg) can be an instrument for anticipating change?

Panellist: Mr. Tomas Blidberg, Ericsson AB, Sveriges Ingenjörer

Summary of discussion

- The platform Business Region Gothenburg is a regional non-profit corporation that promotes trade and industry through business development, cluster building and marketing. It employs a participatory approach (social dialogue) where regional stakeholders are invited to take part in the regional development.
- The Business Region Gothenburg have been successful in the promotion of social dialogue, which has prepared the region and the stakeholders to tackle times of economic recession (e.g. the telecom crisis in 2003-2004 and the current global economic and financial crisis).
- Attempts to export the concept of Business Region Gothenburg to other regions has been made with limited success (e.g. to Stockholm). It was hypothesized that one reason to this limited success was

because the Gothenburg region have an exceptionally strong regionalist attitude that facilitated and sustained the needed social dialogue for the Business Region Gothenburg to be a success.

Topic 3

R&D, investment in innovation, business strategies and alliances, partnerships with universities and local authorities are an efficient instrument for anticipating restructuring?

Panellist: Ms. Hanne Randle, Karlstad University

Summary of discussion

- A sustainable business environment is crucial if regions are to remain or become attractive to business. A sustainable business environment includes anticipating changes in economic and labour markets and at enterprise-level. For this to be possible the social dialogue must include all stakeholders, including universities and local authorities.
- Universities can be a key player in vocational skills upgrading and in the monitoring of vocational skills gaps and regional development. To draw on this existing resource, partnerships needs to be further developed to identify innovative solutions.
- Regions need to take a pro-active and participatory approach to the promotion of a sustainable business environment by focussing on business strategies and alliances between enterprise-level management and universities and local authorities.
- The promotion and development of new measures and tools is necessary to promote and maintain a sustainable business environment.

Topic 4

Territorial and Sector development strategies can contribute effectively to anticipate structural changes?

Panellist: Mr. Claes Göran Ivarsson, TRR Trygghetsrådet

Summary of discussion

- Territorial and sector development strategies can be helpful as a pro-active approach to managing restructuring and to provide early warnings that the economic and labour markets are about to shift. Territorial and sector collaborations can also be effective as a tool ready to be used to assist in managing restructuring.
- The panellist presented the “Vinnvinn” project, which was an essential component in the regional restructuring of the telecom industry in Gothenburg in 2003-2004. The project was formed by three key regional stakeholders: the regional platform “Business Region Gothenburg”, the private outplacement services provider “TRR Trygghetsrådet” and the Swedish Public Employment Service “Arbetsförmedlingen.” They collaborated to match jobseekers with vacant positions within the region and to facilitate professional meetings where jobs connections could be made. The innovative part of the project was the partnership between non-profit public and private stakeholders. This partnership proved that social dialogue can both anticipate and be the resource to a pro-active approach to managing restructuring. The project was regarded by many as a success given that a majority of redundant workers from the telecom industry were employed at the end of the project.