

ANTICIPATING and MANAGING RESTRUCTURING: 27 NATIONAL SEMINARS

VC/0667/08

NATIONAL SEMINAR'S MINUTES

Sweden

Introduction

The minutes intends to provide the information on the implementation of the no. 11 event that has taken place in **Stockholm** on **25th - 26th November 2009**. 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. Participants

The selection of the participants has taken into consideration the need of ensuring an high level profile of the representatives from Public Authorities and Social partners at national and regional level.

No.24 participants (see final list of participants attached) attended the seminar coming from the following Organizations/Institutions:

- Ministry of Labour (**no. 6**);
- Others : Job security Councils (**No.3**);
- Trade Unions (**no. 7**)
- Employers' Organizations (**no.1** .)
- Testimonial from companies (**no. 4**) ;
- Research Institutes : . (**no. 3.**)

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

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 that the Swedish model supports workers after dismissal. There is an Institutional support to transition and strong emphasis on collective

bargaining A limited number of State's interventions characterizes the Swedish system , including the lack of subsidies for early retirement.. Different Institutions support the transition: primarily there is the Job Security Council / Fund. The role of Job security Council is based on the agreement with social partners. This organization doesn't exist in the rest of Europe. 2.2 millions workers are covered by this Council. In 1990s Sweden decided to reduce early retirement schemes because they were considered too expensive. Swedish Labour Union plays a relevant role. There is the Co determination code (act) that is very helpful for Anticipation. This mechanism creates space for dialogue on future trends.

There is debate on the legislation on restructuring " EMPLOYMENT PROTECTION ACT 1974": on dismissal . The indefinite job contract is normal type of employment.

Regarding the transformation of the economic and occupational system, recent data and indicators were presented putting more emphasis on the data on youth unemployment that reveal an increased number of unemployed in 2009.

Among the different aspects and features of the Anticipation process and response strategies to the current economic downturn, the case of Business Gothenburg Region was particularly emphasised as one of the most competitive and knowledge based example in Europe.

Finally, with regard to the field of R&D investments, technologies, Lind Holmen Science Park and forecasting surveys cases were presented.

During the second day was briefly described the managing restructuring process (phase, procedures, role of social partners, including main challenges).

The existing types of measures/tools for managing restructuring were analysed with a specific focus on the analysis of the strengths and weaknesses. The main conclusion is that there is not a unified system. For example , Voluntary retirement schemes, Transition package are measures regulated by collective agreement. Now the crisis is changing a little bit the frameworks. SAAB, Telia Sonera AB, Ericsson AB, Posten AB are considered interesting cases.

In brief, the key elements of these experiences are the following:

TELIA: is a telephone company: There was a need to introduce new technologies but also workers well skilled. A negotiated package for measures for layoffs and outplacement solutions were put in place.

Posten: Job security council provided an agreement of 9 months free of work for searching a new job. In 1990 there were 70.000 workers, in 2007 only 34.000. The package includes mainly:

- Search for new job :
- individual coaching,
- competence strengthening,
- support for job seeking or outplacement

They are an examples of measures undertaken by Employment agencies.

Ericsson: 50.000 employees, collapsed in 2000. In 2001 ITC evolution was introduced and . 12.000 workers were dismissed . Negotiation process was focused on dismissal and early retirement and negotiation on business unit level. Government role was mainly based on cooperation with Employment Agencies for managing funds necessary for the negotiation of some solutions for redundant workers. Active labour market policies for people threatened by redundancy were put in place under the responsibility of Government, but so far the involvement of Government is very low.

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 - Sweden

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 EXISISTING 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 4 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 in Sweden 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:

1. Among the existing forecasting surveys how do you assess this set of measures/tools? Why, in your opinion and experience?

There is a general scepticism regarding the employability and accuracy of forecasting surveys. However, two forecasts have 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:

- International changes, given that the Swedish economy is a small open economy highly dependent on larger exporting companies and international trade.
- Tracking skills development of employees to better identify skills gaps.
- 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).

Forecasting is not on the top of the Agenda in Sweden . There is a discrepancy between reality and what it is described in the forecasting surveys. Many statistics from companies, are available , but is it possible to show the future? A lot of Institutions are in charge of these surveys. If some forecast doesn't work there is the risk to project something that is useless. In the case of the crisis, it could have seen this downturn? It is unpredictable. Local agencies

provide statistics on retirements in few years in many sectors, but it is working mainly in the industry sector.

It is possible to make better forecast on the economic situation if it is not clear what is happening in other countries? It is useful to know the demographic change, the industrial changes in a short term forecasting. The solution could be to work close with companies through the codetermination act and to look what is happening abroad. Innovation is another key factor. The system can not neglect the individuals.

2. Industrial relations and strategic dialogue

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

Industrial relations and strategic dialogue at regional level are active, but there is not really a good network. For example, in the case of Ericsson case engineers are very well skilled but the Co determination act was not enough. There are other many issues on the agenda. For example when there is a restructuring process sometimes there is no sufficient information for a proper analysis on a possible agreement in the case of multinational companies. Information and negotiation process is very important before an agreement: but in the case of Ericson there was consultation, but when the codetermination act was applied, the cooperation agreement needed to be adapted to the reality.

Cooperative efforts are essentials, the law can not be applied in each situation without taking into consideration the context. There are many negotiators.

Relationship between European Works Councils and companies is very important.

3 Territorial and sector development strategies

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.

Vinnvinn" project, 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.

It is relevant to look at different aspects: local employment agencies, business region Gothenburg, companies in different clusters: how can these actors cooperate together? How can we take advantage from this network?

New solutions can be found out in this way. An inventory of competencies was developed, companies have expressed their needs of specialized workers, Employment Agencies fund some activities. When there is a regional collaborative project the results are very concrete and effective. SMEs' can receive some support from the Business Centre.

4. 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?

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 need 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.

There are many actors in restructuring processes and there are also many requests of support coming from individual workers. Regions have to find out a system for identifying innovative measures. There are some experiences of good cooperation with research institutes and universities. New production system is important but it is preferable now to invest on innovative way to think about future development. In many companies innovative systems contribute to knowledge and competitiveness.

Demographic changes also influence the need of innovation for new services for example in care service for elderly people.

What are the potential need in the future? There is a deep discussion on it. It means restructuring of industrial policies. And the link between production and knowledge.

What are the competencies required? It is not easy to respond to this questions.

New branches of innovation need to be developed.

During the debate opened to all the participants some interesting main points of this discussion were, e.g., the following:

- 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.
- The Swedish approach was identified to be focussed on having a pro-active approach to managing restructuring – and not to anticipate restructuring.
- 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.
- 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.

In addition to the above final remarks, the following Strengths and Weaknesses have been raised with regard to the main topics discussed during the first panel discussion:

Round table no. 1	<u>Strengths</u>		<u>Weaknesses</u>
a)	Co determination act is recognised as an important tool for defining anticipatory strategies to be defined with social partners.	a)	There is no need of new legislation, but it is essential to ensure more involvement of all stakeholders.
b)	Collaborative approach in Business Region Centre Gothenburg has been successful in the promotion of social dialogue	b)	Anticipatory strategy is not structured: the approach is based on how to influence changes instead of having prognosis studies.
	Vinnvinn" project, partnership between non-profit public and private stakeholders is a good example of social dialogue mechanism.	c)	There is still a lack of integrated solutions
	Public Employment Service surveys are a good reference mainly for predicting retirements: National Institute of Economic Research are very useful for providing short-term analysis of market fluctuations.		Voices of vulnerable groups are not yet sufficient taken into consideration. In particular, there is not a specific system to respond to these categories of workers.
d)	Industrial relations and strategic dialogue are effective tools for anticipatory strategies.	d)	There are different perspectives on the effectiveness of Strategic Dialogue at regional level.
		e)	There is a need of inventory of competencies at regional level.

3.2.2 GROUP WORK Session. (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.

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	Areas of improvement
Scania	<ul style="list-style-type: none"> ▪An excellent example of Swedish model ▪Early Warning system. ▪Restructuring model: look at best practices, to prologue life of the plant ; 83% of workers were offered for a new solution after closure of the plant in 2008 (from notice 3 years were spent for consultation and negotiation). ▪Investments on new production and innovation. ▪ Good example of CSR. ▪ Strong Local labour market as a key factor of the success of the restructuring process. ▪55% of replacement in 2 Regions. <ul style="list-style-type: none"> ▪Severance Payment was not paid because new jobs were created ▪ Long process of restructuring has allowed a good negotiation. ▪Win –win model 	<ul style="list-style-type: none"> •It is not clear the approach for Temporary workers measures • Depending on business market. •Job conditions need to be more take into considerations according to the territories (small city or big city). ▪Lack of psychological assistance. 	<ul style="list-style-type: none"> ▪More Participation of Government . ▪Limited restructuring model to the capital intensive sectors. ▪Many years process can create de motivation among employees.
Job security Council in public sector Trygghetsstiftelsen	<ul style="list-style-type: none"> ▪Focused on individual needs. ▪Reasons for the change: in the public sector: privatization of some companies, need to reduce costs, IT development; ▪Job security agreement was set up for handling redundant cases. ▪Job security foundation was founded to fulfil the obligations ▪18.500 projects of redundancy were managed. (100.000 customers). ▪Continuing individual support 7 years limit. ▪On the job training services ▪20 million euros per year cost. ▪74% of workers find a new job or a new solution. ▪Good efficiency and very useful 	<ul style="list-style-type: none"> ▪Funds for supplementing additional needs. ▪In private sector with short notice this system doesn't allow to intervene. ▪Need to learn more about matching jobs. ▪Applicable in public sector with good access to budget information. ▪Too expensive, maybe use the money more effectively ▪Not useful in private sector 	<ul style="list-style-type: none"> ▪Other public sectors need to be involved. ▪ Independent assessment system

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 Sweden : LESSONS LEARNT FROM THE PAST EXPERIENCE AND FUTURE PERSPECTIVES

The panel discussion was organized in a first debate around five 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:

1. Voluntary leave

Labour market policies are focused on measures to put in place when notification of restructuring is announced. Unemployed people 20-30% are due to redundancy. What has to be done in this case? Training and transition to another job are the main tools offered by the system. Companies take the responsibility and finance efforts necessary. Programme for motivating people is also carried out. The way to see job seeking is considered last resort. The voluntary leave strengths are that it is possible to reduce stress, difficulties from employers is to find out who can offer new job. In the selection of people for voluntary leave there some difficulties, it is preferable the involvement of trade Unions.

Working life conditions depend on what the public sector can offer to people. Policies need to be focused on this principle. Job has to promote health. How can a job influence health?

Process of dismissal is incredibly stressful, in particular when there is not information. For voluntary retiring workers after a short period after leaving company the stress is the same of who was dismissed because they both are searching for a new job.

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

The Swedish model is built up on collective agreement and there is stability in the labour market. It is not good when a legislation regulate agreement. Manu Associations are well organized and membership of trade union is very broad.

Participatory approach is the key features of Swedish model, the financial crisis has an effect on the collective agreement? The answer is no, because the participatory approach is very strong. A long term crisis can have an effect. Collective agreements are an example of flexibility. The crisis doesn't threaten the collective agreement, social partners continue to believe in this approach and tool.

For example, IF Metal was forced to introduce some measures during the crisis.

3 Temporary layoffs

There is a mission - based organization (public Authorities, trade unions..) in charge to negotiate restructuring agreement for municipalities and government employees. There is a number of specific agreements in Stockholm and Gothenburg.

A lot of changes were caused by the crisis. In addition of the payments foreseen, additional remuneration can be paid according to the agreement. From the Union side the training support is considered very important. For example, for a teacher dismissed in a semester it is not easy to find out a solution. Each municipality is requested to implement public procurement procedures and sometimes it is difficult to manage administrative rules and negotiation on going.

4. Transition packages

The Agreement was very stressful : 3 years safeguarded salaries, plus relocation plan and dismissal plan.

The procedure is well structured : there are no.3 steps before dismissal : i) Decision on redundant workers, ii) inventory of competencies, iii) action plan for necessary activities. Now during crisis, the agreement was re sent in order to develop a new way to work and organize the services. Consequences of Job security act : how to support managers? It is not easy to answer to this question.

5. Continuous vocational training

In case of temporary workers there is a low motivation and it is not easy to plan training programmes. Temporary work agencies have acquired good experience for supporting people to enter in the labour market. For example a consistent number of women in public sector became redundant and the temporary agency provided service for helping these women to come back to job. It is necessary to make more visible the process of validation of skills in order to create and transform competencies more visible. When there is not development of skills, what it is possible to do? This is a crucial question that request further efforts.

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>
a)	Voluntary leave can reduce stress when Trade Unions are involved properly during whole process.	a)	Training services for temporary workers are not always sufficient and adequate to re motivate workers.
b)	Training and transition to another job are the main tools	b)	There is still a lack of visibility of validation of skills acquired.
c)	Collective agreement and participatory approach are the successful measures for better managing restructuring processes.	c)	Temporary layoffs measures in public sector are not always adequate to solve some categories (ex. Teachers).
d)	Transition package is recognised as an effective measure for mitigating negative effects of restructuring.		

3.2.4 GROUP WORK session (second day)

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

Case study	Success factors	Main problems	Areas of improvement
Astra Zeneca	<ul style="list-style-type: none"> ▪Challenges : fewer new products., increasing costs for developing new products, more competition, changes in market. ▪Check list for the reorganization and redundancy process RACI (Responsible, accountable consulted Informed). ▪Voluntary retirement, early retirement, compulsory redundancy packages offered. ▪No. 1115 applicants on voluntary basis in 2007. Working environment and wellbeing during the period of closure. ▪Long term vision ▪Social responsibility approach ▪Efficient method 	<ul style="list-style-type: none"> ▪Risk of brains loosing . ▪ It is not easy to find out solutions on how to transfer this model in other countries. ▪High utility but need to consider and analyze the international markets, not only the national one. 	<ul style="list-style-type: none"> ▪It is crucial to identify pre conditions for the transferability of the model in other sectors and in other countries: for example active social dialogue, strong Trade Unions, etc
IF Metall	<ul style="list-style-type: none"> ▪Based on social dialogue. ▪Information available to all social partners. ▪Special agreement due to crisis ▪bargaining power. ▪Link with the University. ▪Facilitated process on how to better use potentiality of workers in the sector. ▪Integration between productivity system, Education and skills and Structural changes. ▪Analysis of new productive system competences. ▪Anticipating and managing crisis. (Sustainable jobs) ▪Many different actors ▪Technicollege promoted by IF Industry Committee provides certificate of Upper school. ▪Social dialogue very effective ▪Mutual knowledge based and mutual commitment. 	<ul style="list-style-type: none"> ▪Need to assess when the measures adopted are related to the crisis or not. ▪Danger to use it when the crisis is not such. 	<ul style="list-style-type: none"> ▪Need to on going monitoring ▪Long term national strategy ▪System efficiency ▪Financing short term Adult students ▪Validation process.

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 integrated system (health, employment and social dimensions) , together with special attention to vulnerable groups represent a weakness.

Good Practice

- 1) Effective Social Dialogue as key for successful restructuring
- 2) Social Partner taking responsibility
- 3) The cases of Astra Zeneca and Tryghetsstiftelsen are an example of strategic collaboration among trade unions and employer's associations.
- 4) Collective Agreements
- 5)The social dialogue creates knowledge and mutual understanding
- 6)Anticipation allows to find solutions in time and reduce the social damages.
- 7)Law + Social dialogue + job security councils = good practice
- 8) Voluntary leaves schemes

LESSONS LEARNT

- It's necessary to implement more comprehensive approaches
- Anticipation
- It is strategic to strengthen the involvement all social actors
- To keep the capacity to work together under crisis time
- Personalized assistance to the affected staff
- Integrated approaches including social, health and family issues

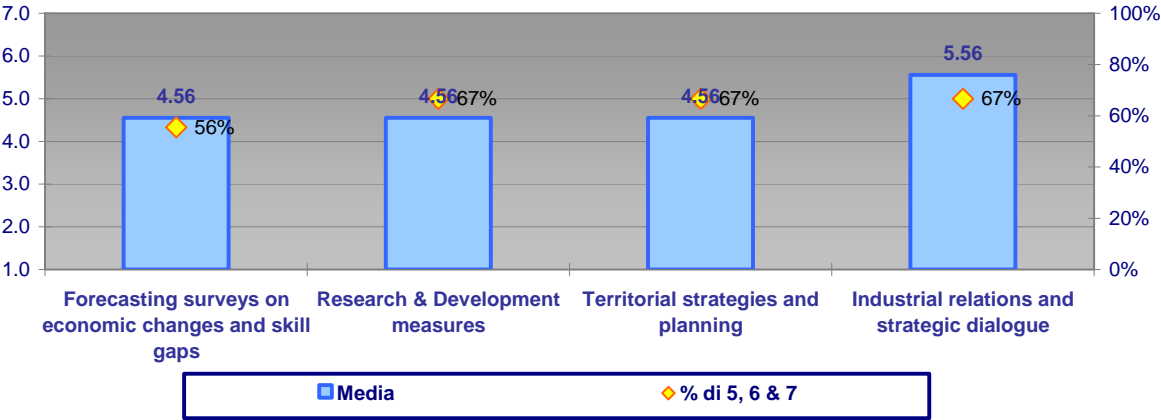
3.4 Evaluation session on effectiveness and transferability of measures/tools for Anticipating – Managing Restructuring

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 “Industrial relations and Strategic dialogue”, while the “ R&D” is considered the tool with an high level of transferability.

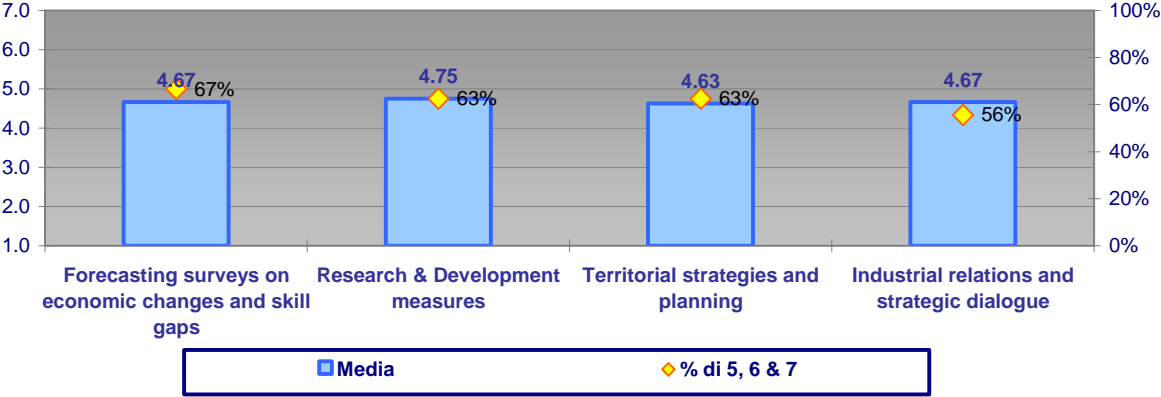
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Effectiveness



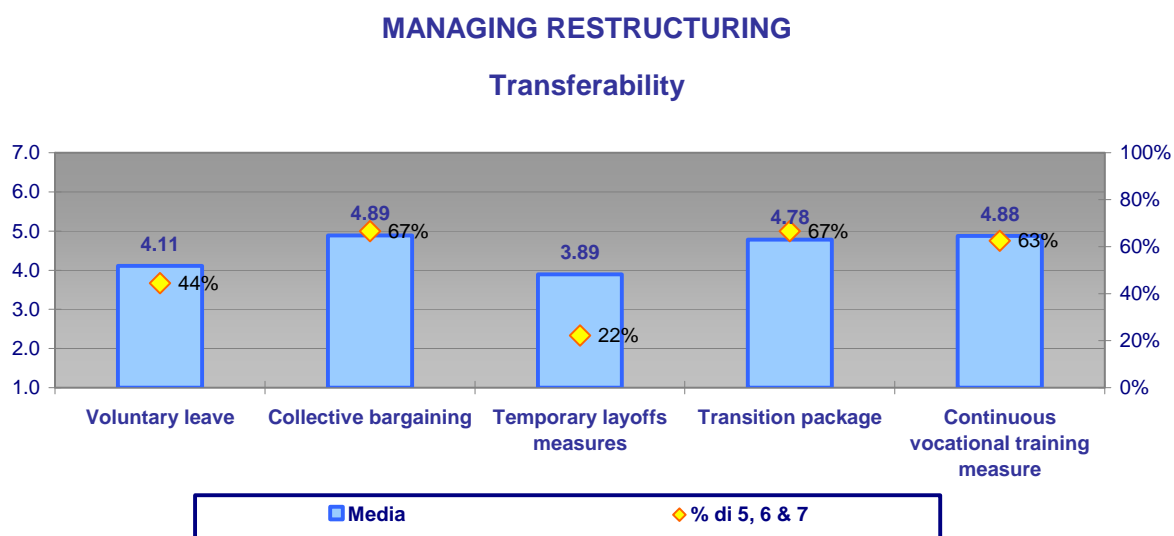
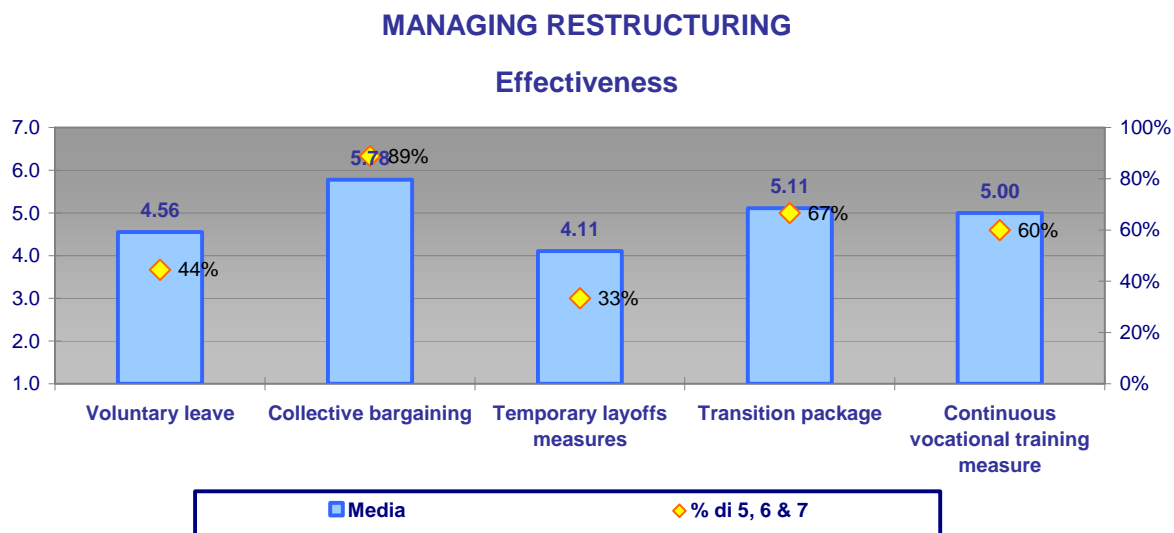
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Transferability



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).

Regarding Managing of restructuring the graphs show that the most effective measure is the “Collective bargaining” that is also perceived as the measure with an high 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

4. Conclusions of the debate

The two-day seminar has highlighted in principle that the Sweden system is mainly focused on Preparation and Management of Restructuring instead of real Anticipation. It is possible to sum up the current system as follows:

- In the recent years the national system is characterised by a resurrection of the main features of the Swedish model. Collective agreements have received a more important role to regulate the labour market and actors, such as job security councils, have expanded to cover almost all segments of the private labour market. Employers offer transition programs and/or severance payments and in exchange trade unions offer opportunities to deviate from the provisions in the labour law. This has resulted in a relatively tight safety net for dismissed workers, ensuring them good chances to transfer to other jobs within a relatively short period of time.
- Swedish model of restructuring can offer several advantages. First of all, the system promotes mutual responsibility and peaceful conditions in the workplace. There is a sense and legitimacy amongst Social partners that they can control their own destiny, primarily because of the limited intervention from the state. Second, the regulation of the labour market and industrial relations may be adjusted quickly to changes in the economy and also adapted to particular conditions on the sectoral level.
- Swedish model of restructuring also has disadvantages, some of which are exposed in the current economic crisis: i) the Swedish model of restructuring is primarily focused on, at an early stage, to dismiss workers and then provide activities to support workers to find new jobs. There is a risk that too much emphasis is placed on dismissal instead of finding ways to avoid dismissals as a solution to restructuring. Measures such as short time work, working time reduction or state subsidized training or early retirement are not available to the same extent as in other European countries. This situation may lead employers to sacrificing employees and their competencies too early and too quickly. In other European countries the government and the state provides relatively strong and extensive measures to protect the domestic industry. ii) In Sweden the state has a more distanced role, limited to provide labour market programmes to the unemployed, which means that there is risk that important industries will be lost. lii) Swedish model of restructuring means that a large share of redundant workers find new jobs relatively quickly , unemployment primarily hits those groups who are about to enter the labour market, the young, the sick and the foreign born. This is a problem that is not easily left to the social partners to handle. iv) Swedish model also has a problem of taking care of groups of workers who are peripheral to the working place. Temporary workers and temporary agency workers do not have the same protection as their permanent colleagues. The current financial crisis shows that this group of workers has to be considered to a greater extent.
- The typical Swedish way of managing restructuring in Sweden seems to be working. Even in the midst of economic crisis redundant workers find new jobs.
- The majority of the representatives of social partners and the government seems to be content with the way restructuring is managed.

5. Main Results

The National Seminar has contributed to the capitalization and systematization of the knowledge and practice on Restructuring in Sweden, with a particular focus on the experiences in the context of Social Dialogue mechanisms and the role of the Job Security Councils.

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

1. key aspects of the Restructuring schemes in Sweden 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 Sweden.
2. Better understanding of the notion of Anticipation and the direct link with the implications in terms of how to better prepare to structural changes.
3. The relevant role of Job Security Councils
4. Shared opinion on the relevance and effectiveness of the role of the Social Dialogue in Sweden.

Finally, with reference to the Evaluation results based on the questionnaires filled in by the participants at the end of the French Seminar the average of 4.12% 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 .