



Networking Seminar on synergies and complementarity between EGF and other EU funds

Rome, 14th March 2018

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Overall introduction

This report outlines the main findings from the EGF Networking Seminar held on 14th March 2018 in Rome, Italy.

The purpose of the seminar was to highlight how EGF projects are managed in synergy with other local, regional, national and EU funds in Italy, as well to provide a platform for knowledge sharing, brainstorming and discussions between Member States about their national experiences. The seminar started with an introduction by the European Commission, followed by the keynote presentation by Mr Nicholas Costello on the European Quality Framework for Anticipation of Change and Restructuring (QFR), a workshop on EGF complementarity with other EU funds in Member States, and a presentation by Italian national and regional stakeholders.

The seminar ended with a project visit to ANPAL Servizi, the office of the new Italian National Agency for Active Labour Market Policies, where attendees had the chance to learn more about EGF projects in Italy from different stakeholders, focusing especially on the recent Almaviva case.

1. Introduction and adoption of the agenda

Ms Bistra Valchanova, the EGF Team Leader in Unit F.2 in DG EMPL (Directorate-General for Employment, Social Affairs & Inclusion at the European Commission), welcomed all participants and stakeholders to the Networking Seminar.

Ms Valchanova encouraged the participants to an open discussion, and to sharing best practices amongst the Member States. She emphasised that both positive and negative comments about Member State experiences were welcome input. Ms Valchanova urged the stakeholders to voice their experiences and comments especially during the workshops. All Member State input and information would be invaluable for the European Commission, for the improvement of the EGF going forward.

Bistra Valchanova thanked the Italian colleagues for inviting the EGF to Italy, and apologised on behalf of Mr Szilárd Tamás, Head of Unit (Unit F.2 EGF and Shared Management), and Ms Andriana Sukova, (until recently the Director of Directorate F and the newly appointed Deputy Director General for DG EMPL). Mr Tamás and Ms Sukova could not attend the Networking Seminar due to illness and starting a new post, respectively.

Finally, Ms Valchanova was happy to introduce the keynote speaker Mr Nicholas Costello from DG EMPL, who would be presenting the European Quality Framework for Anticipation of Change and Restructuring (QFR).

2. Keynote presentation: European Quality Framework for Anticipation of Change and Restructuring (QFR) by Mr Nicholas Costello – European Commission, DG EMPL

Mr Nicholas Costello thanked the EGF for the chance to be at the seminar and began his presentation by explaining what the term “restructuring” means in practice. Generally, restructuring refers to business reorganisation, which may have a negative impact on jobs (although some restructuring can also lead to business expansion and eventual job creation). He stated that while anticipatory elements formed an important part of limiting the job loss aspects of restructuring activity, anticipatory elements were of course outside the realm of the EGF, a fund established to respond to the effects of restructuring activity. Anticipation was rather more a part of the domain of the ESF (the European Social Fund). The speaker clarified that restructuring could take many different forms, such as closure, externalisation, relocation, insolvency, downsizing, as well as others.

Mr Costello explained that restructuring decisions were part of a complex multi-level phenomenon that involved a considerable number of stakeholders, factors, effects, forms, regulatory frameworks and follow-up measures. Between the onset of the financial crisis in 2007 and 2016, the European Monitoring Centre on Change (EMCC) recorded over 13,000 restructuring operations with a net loss of over 1.6 million jobs in the 2008-2016 period. Although Europe had more-or-less emerged from the crisis by now, restructuring remains a major source of concern in the context of new and ongoing structural changes to European economies – digitalisation, automation, and the transition to a low-carbon economy, as well as globalisation, which remains an important cause of restructuring. With all of these processes and changes going on, observation of restructuring activities shows that stakeholders (workers, management as well as administrations) are often reactive rather than proactive and anticipative to changes. Regional and local authorities are often not consulted before restructuring.

This, as Mr Costello explained, is where the QFR steps in. Anticipation, preparation and socially responsible management of restructuring are crucial in terms of both adapting to change and limiting the negative effects of restructuring. The QFR contains a list of important good practices for all the major actors in this field, which the Commission invites everyone to follow on a voluntary basis. There is huge variation between Member States in how far these good practices are applied and which practices are applied, but the QFR should prove somewhat useful to all stakeholders. According to Mr Costello, applying the QFR can contribute to the long-term competitiveness of companies, to facilitating the smooth employment transition of otherwise displaced workers, to reducing the economic and social impact of restructuring in specific regions, and to helping the economic revitalisation of regions. EU level action is important because corporate restructurings often reflect developments that have impacts in multiple Member States. While management has the obvious right to make business decisions, it is of key importance to promote socially responsible management.

The Commission has drawn the suggested measures in the QFR fiches from the real-life experiences of stakeholders in different Member States. These are seen by those who implement them as crucial. According to Mr Costello, regulation and other public support mechanisms have frequently driven or inspired these good practices. Eurofound’s European Restructuring Monitor (ERM) database on restructuring related legislation¹ provides comparative information on national regulation and over 400 measures used by stakeholders in the Member States and Norway – a useful tool for Member States.

Mr Costello provided examples of the types of information included in the QFR fiches from the vantage point of the different stakeholders. For all stakeholders, fiches incorporated both measures to anticipate change, as well as measures to manage the

¹ <https://www.eurofound.europa.eu/observatories/emcc/erm/support-instrument>

restructuring process itself. For employers, anticipating measures included strategic long-term monitoring of both technological and market developments, the company's economic and financial situation, as well as the continuous mapping of the business' skills and human capital needs. In the management of the restructuring process, Mr Costello highlighted the importance of building internal consensus and providing personal support to employees at an early stage. For both types of measures, the speaker emphasised the significance of a close cooperation between companies and employee representatives in accordance with collective bargaining agreements.

For employee representatives, anticipatory measures included mapping company jobs and skill needs, as well as the needs of individual workers to promote mobility. In terms of managing restructuring, employee representatives should establish a joint diagnosis with management, as well as an agreement on company-specific procedures for dealing with the particular restructuring situation. They should follow up and contribute to the design and implementation of all mechanisms for supporting individual employees (in particular through negotiations), assist employees looking for job and/or training opportunities, and participate in external partnerships – the broader networks and mechanisms that deliver support to individual workers.

Mr Costello explained that individual employees also had to take proactive measures in anticipating change – although other actors (employers, representatives, social partners and the authorities) had a crucial role in supporting, motivating and endorsing employees. As far as they have the possibility, employees should step up their capacity to collect information to understand the situation, review their own skills and training needs, exercise their right to education and training, and strengthen their employability and mobility in anticipation of change. In terms of managing the restructuring process, employees should, again, seek as much information (including company strategy, restructuring plans and labour market developments) as possible and be well informed. They should also explore possible avenues to avoid redundancy, and make use of the individual support available to them (keeping in contact with redeployment units, registering at a labour exchange office, making use of available training and/or entrepreneurship support). It is important to build internal consensus first and then to involve all external actors, in an early stage. A joint diagnosis is necessary, including the management, the employees and other stakeholders. .

Social partners and sectoral organisations also play a major role in anticipating change, through identifying and mapping jobs and skills needs, drawing up frameworks for workers' involvement, preparing targeted measures for individual workers, and promoting internal and external mobility, amongst other measures. The role of the social partners is also crucial in managing restructuring operations by shaping or supplementing action at company, national and regional level, through social dialogue and collective bargaining, sharing the joint diagnosis of the economic situation with members, as well as taking part in tri-partite discussions, exploring all options for avoiding redundancies, and supporting redundant workers individually.

Finally, Mr Costello talked about the measures national and regional authorities and administrations should take in anticipating change (proactive approach instead of retroactive). This included continuously mapping and matching jobs and skills needs and monitoring the labour market, reinforcing active labour market policies (ALMPs) including the upskilling of low-skilled employees and other training and qualification measures, developing incentives to promote geographic and occupational mobility, promoting regional economic adaptation and cooperation between different stakeholders, social enterprises, cooperatives, employees' shareholding schemes, job pools, other active measures, and making full use of the EU Structural Funds to develop socially inclusive transitions. National and regional authorities also have an important role to play in the managing of the restructuring process. They should

collect data and make impact analyses for a joint diagnosis of the situation, explore all possible options to avoid redundancies (i.e. by promoting employee takeovers), support individual workers through the Public Employment Service with training, mobility and financial assistance, and facilitate cooperation, dialogue and partnerships between the different stakeholders and actors.

The Commission has been monitoring the way in which different Member States are applying the good practice measures promoted by the QFR, the results of which DG EMPL will publish soon. The preliminary findings, as Mr Costello explained, show a lack of awareness of the QFR across all stakeholders at the national level. Before finishing his keynote speech, Mr Costello turned to the attendees to ask how best the Commission could disseminate awareness of the QFR and the practices involved to Member States and the stakeholders, and what the main barriers were to early anticipation and action (rather than reaction). He asked how the major problem – that companies were unwilling to reveal their plans early to stave off competitors – could somehow be overcome.

Ms Bistra Valchanova introduced the Q&A session that followed the speech, again urging attendees to share both positive and negative comments. The first question came from the Commission, about whether the measures promoted by the QFR were routinely implemented in an integrated way by Member States. On this point, Mr Costello added that unfortunately this was rarely the case, and that it would be very beneficial if different ministries were in touch with each other even before restructuring events happened and action was more coordinated.

Member States comments and queries included questions about the best tools to use in anticipating change in the economy and the labour market (an extremely complicated problem), and how to make companies more proactive, to make anticipation a positive return on investment. Mr Costello replied that general awareness and readiness, and systematic market awareness and analysis were two different (yet both important) questions tied to anticipatory measures. Member States must themselves implement the first part. In terms of the second part, on the European level Eurofound is working hard to provide a more systematic analysis, and big data offers a possible new avenue for analysis in the future. Mr Costello also explained that larger companies were likely to be more anticipative and proactive (than SMEs) – the problem was, that restructuring decisions were made public much later. The question is how relevant stakeholders could receive information on restructuring earlier to better prepare.

3. WORKSHOP: Synergies and complementarity between EGF and other EU funds – What has (not) worked so far and looking beyond 2020?

Bistra Valchanova, the EGF Team Leader, encouraged participants to actively take part in the discussions during the workshop – to speak about what has and has not worked so far, with an eye to the EGF beyond 2020. Ms Valchanova explained that synergy is the interaction of two or more organisations or agents that are able to produce something more than just the sum of their parts. The speaker asked the participants to consider how this could be achieved amongst funds to achieve greater impact and efficiency.

The subsequent discussions focused around a set of questions posed by the Commission on the synergies and complementarity between EGF and other EU funds.

- 1. What do you understand by synergies and complementarities between funds?**
- 2. Which current rules support synergies and complementarities and should be maintained?**
- 3. Which current rules increase fragmentation and overlaps and should be removed?**
- 4. What new measures could be included in the future Regulations in order to increase synergies and complementarities between the EGF and the other funds, investing in people (ESF, YEI, FEAD, EaSI and Erasmus+)?**

The participants were given time to discuss these questions during the workshop, in eight teams made up of different country representatives, as well as staff from the Commission. All eight teams were asked to write down the main points from their discussions on a poster. At the end of the allocated time for discussions, three teams were chosen at random to present the main points of their discussions. The first team mentioned that they exchanged information on the actual use of different funds. In some Member States, a few measures that could be implemented by the EGF were also offered by the ESF. In another Member State the design of EGF measures was made with ESF-complementarity in mind from the start – ESF funding was not used for anything that the EGF could be used for. The importance of starting early discussions to ensure complementarity was also highlighted. ESF and ERDF funds might not be flexible enough in terms of their programming cycles, which makes it harder to integrate them with EGF projects. The presenter from the first team also mentioned that the EGF should also offer more transnational measures – measures akin to the Erasmus+ programme.

The second team who were asked to present mentioned that the discussion had centred on the positive aspects of the EGF when applied to restructuring related changes – the EGF is more flexible and innovative than other social funds. The team also mentioned that perhaps a new toolkit could be issued by the EU, similar to the toolkit on migration, which would help Member States in dealing with restructuring related job losses. The speaker also highlighted the need for more cooperation, dialogue and information sharing between different ministries in as well as between Member States. This has thus far impeded synergies and complementarity.

The third presenting team highlighted similar discussion points about the flexibility of the EGF vis-à-vis different structural funds of an anticipatory nature – the EGF was created as a reactive tool. One Member State in the team was very successful in combining local, regional, national and EU measures in a complementary way, applying different measures and tools at different levels in a holistic manner with efficiency in mind. It was mentioned that a better and more efficient integration of EU funding into national projects (with a common goal in sight) could be an avenue for better synergy and complementarity between EU and national funds. The team mentioned that increasing fragmentation and overlaps between the EGF and ESF could be a problem – another Member State opined that it was up to the Member States themselves to ensure that this did not happen.

Unfortunately, not all of the teams had the chance to present their discussion points. The posters from the other five teams included requests that the EGF and ESF teams on the Commission side meet more regularly for coordination purposes, and for synergy in ESF and EGF Regulations. This point was brought up multiple times, elsewhere it was mentioned that a lack of complementarity between EGF and other funds exists because the Regulation/rules of implementation of the funds are different. It was noted that a large database which includes information about ongoing projects

at national/regional level would be useful for creating complementarity and coordinating action – the monitoring of EU funds (and the need for compatible monitoring systems) as a prerequisite for better synergies was mentioned in multiple places. A team also brought up the creation of a partnership agreement between stakeholders for better cooperation. Another team also viewed border region cooperation as an important part of a more cooperative functioning of the funds. Another team highlighted that there are good examples of the ESF continuing EGF measures, including in training, promoting business start-ups, and gaining working experience for example. Microdata (personal data) protection is also important area where more synergy could exist between the funds. Perhaps the EGF could copy ESF rules in this respect. One team mentioned that it would be good to have TA funding allocated to the MS, similarly to ESF.

Ms Valchanova helped provide the conclusions for the workshop by once more accentuating the differences between the anticipatory ESF and reactive EGF funds, emphasising that by character the funds could and should offer similar activities. The speaker noted that it should be made mandatory at EU and national level to increase synergies and cooperation for the most efficient use of resources.

4. Welcome and introduction by Valentina Benni, on behalf of Professor Maurizio Del Conte, President of the National Agency for Active Labour Policies (ANPAL)

Valentina Benni introduced the following section of the seminar on behalf of Professor Del Conte, who could not attend. Ms Benni welcomed participants to this part of the seminar, focusing on the EGF project experiences of Italy. Ms Benni introduced attendees to ANPAL, the recently established Italian National Agency for Active Labour Policies, which became operational last year.

Valentina Benni introduced the first speaker, Mr Raffaele Ieva from ANPAL, who would be speaking about how Italy as a Member State was able to achieve complementarity between ESF and EGF as different financial instruments

5. EGF in Italy: Focus on complementarity with other funds, especially with the ESF by Mr Raffaele Ieva, National Agency for Active Labour Policies (ANPAL)

Raffaele Ieva started by thanking the Commission for organising the event in Italy in cooperation with the Italian EGF team. He explained that after talking about the EGF in Italy more broadly, the main focus of his presentation would be on two recent EGF experiences in Italy (the Whirlpool and Almaviva cases), after he would explain a bit more about ANPAL.

Overall, Italy has had 14 EGF applications in 11 regions, involving 14,371 workers. Total requested financing for the cases was €117 951 775.00 (€63 885 182.35 EGF financing), and the final spent amount for the closed applications (13 out of 14 cases): €17 722 772.84 (€10 029 594.80 EGF financing). Mr Ieva explained that the first applications in 2007-2008 concerned crises in the textile sector while recent EGF cases have focused on the production of electronic equipment and household appliances. 45.4% of the resources for the closed applications were spent on training, 29% on job

search, guidance and requalification services, and 12.6% on active labour market policies. 74.1% of the participants were male, which is typical of the manufacturing sector where most applications have been made. 66.4% of the beneficiaries were semi-qualified, 5.7% unskilled. 95.6% were from an EU background.

Next the speaker talked more in depth about the 2010 Whirlpool application. In this case study after the 24-month period, 318 beneficiaries out of 608 workers had found employment. 83,2% of the original budget was spent at the end of the project. The case is notable because the first measures were already co-financed by the ESF under ongoing regional funding, including measures for training and entrepreneurship. Because there was a drastic contraction in available ESF funding for these measures, the EGF became very important. As Mr Ieva explained, without the EGF it would not have been possible to carry out these measures, and to support the workers involved. The EGF funds also provided the chance to carry out non-standardised measures which would not have been possible under ESF Regulation. EGF support furthermore allowed for a better focus on training actions, a sectoral focus of the displaced workers, a specific non-standardised focus on the qualification and training needs of the target group, and the consideration of the needs of local companies and employers to be taken into account. The success of the project was aided by rapid response – initial ESF measures helped to provide basic guidance, and in anticipation of EGF funding, local government was able to kick-start policy measures with self-financing before the application was approved. Raffaele Ieva explained how the complementary use of both the ESF, EGF and local funding was used in a systematic and efficient way for the optimal outcome for the workers – this of course required continued coordination between the different administrative offices.

The speaker then moved onto the recent Almagora case (2017 application). Again, the Italian authorities took swift action after 1 610 redundancies were announced in the call-centre services company. The complementarity of different funds was important in the project, as ESF funding in the form of technical assistance to the public employment services in Italy enabled Anpal Servizi (ANPAL's in-house body) to implement new programmes as part of the EGF project. With early financial coverage by ANPAL the new redeployment voucher (AdR) scheme was introduced. The system enables displaced workers to choose their own intensive job-search service provider (private or public) and is currently being pilot tested.

Mr Ieva then elaborated on the organisational activities of ANPAL and Anpal Servizi. As already mentioned, ANPAL is responsible for coordinating and defining interventions for active labour market policies (ALMPs), and it is tasked with continuously monitoring labour market conditions and the possibilities for potential crises, as well as coordinating the effective use and synergies of different funds and between stakeholders. Anpal Servizi manages a specific line of interventions co-financed by the ESF, which aim to align industrial crisis management standards across regions. The activities of this institution also include designing ALMP intervention programmes. The design process has three phases – a preliminary phase (information gathering and analysis of situation), a design phase (detailed planning and analysis) and the operational phase (this phase is supported by the public employment services).

At the end of his presentation, Raffaele Ieva once again summarised the importance of complementary use of different funds (EGF and ESF, as well as national), and thanked the audience for listening.

6. Member States discussion: In MS experience what non-EGF funded measures are most effective in

supporting the successful delivery of EGF interventions?

Valentina Benni introduced the following Member State discussion, which focused on Member State experience in supporting successful EGF measures with other national and European funds. The participants were asked to write their answers on note cards, which were collected at the end of the discussion section.

Wage subsidies, in-company placement and traineeship measures, as well as more training, longer training, or specifically additional vocational training were the measures most often mentioned by Member State representatives. Other suggestions included additional career or psychological counselling, more individualised coaching, trade union coordination measures, and national development funds measures to help create SMEs.

7. Overview on the Al maviva intervention with a focus on the self-employment measure by Mr Marco Noccioli, Lazio Region

Ms Benni introduced the next speaker, Marco Noccioli, who gave a brief presentation on the regional model of ALMP measures in the Al maviva project in the Lazio region. Mr Noccioli explained that early intervention, synergy between different institutions and complementarity between ESF, EGF and national/regional resources (such as the Lazio regional fund) were key to implementing the package of ALMPs. This includes specific support for self-employed persons and for the start-up of new businesses. The latter support measure also included help for taking over existing companies or creating spin-off companies.

As Marco Noccioli explained, there are 92 self-employed persons out of 1300 Al maviva workers. At the end of the offer for these activities, 41 business plans for start-ups were received by 45 laid-off employees. Mr Noccioli specified that the start-up grants were up to €15 000 and that those wishing to apply for the grant had to take part in a 6-month specialised course in entrepreneurship.

8. Rapporteur's summary and conclusion by the Commission

Mr Ferenc Simon from the EGF Team provided the summary of the seminar on behalf of the Commission. Amongst others, Mr Simon highlighted both the importance of the proactive approach, the involvement of all stakeholders in time, the synergies, information sharing and cooperation between different funds and stakeholders in the implementation of EGF cases, which had been brought up by the Italian colleagues, and also in the successful adaptation to restructuring.

9. Project visit: Anpal Servizi, Lazio region, Rome

At the project visit to Anpal Servizi, Valentina Benni introduced the speakers to the audience. First Luigia Maria Miredda from Anpal Servizi spoke about the innovative approach of Anpal Servizi in the Almaviva case. The speaker again highlighted the importance of a worker-centric non-standardised ALMP approach, which focuses on cooperation and complementarity with other funds and stakeholders, is built on detailed and case-specific information about the workers, and is guided by information on labour market conditions.

Ms Miredda also elaborated on the planning and timeline of the Almaviva project as an example of the different service providers and actors involved in different stages of the project. Next, she explained the importance of motivation and guidance in helping displaced workers find an employment path. In the Almaviva case over 82 collective guidance sessions were held in cooperation with 11 job centres, which involved 94% of the dismissed workers. 95% of workers took part in individual job counselling measures in 32 job centres. Worker representatives were involved both formally and informally in the design of these sessions as important stakeholders. 91% of workers took part in the replacement voucher (AdR) scheme. 7% of workers pursued self-employment, while 2% of the workers were over 60. Out of those that took part in the AdR scheme, 71% chose the public job search provider (public employment services) while 29% used their vouchers to access the facilities of a private job search provider.

The public provider was able to be directly in contact with 1 500 local companies and secured 435 interviews for the dismissed workers.

The next speaker, Leopoldo Mondauto, who was also from Anpal Servizi presented on a new statistical methodology to identify firms that have a higher propensity to hire workers. This new project, as Mr Mondauto explained, aims to increase the efficiency of the public employment services by creating an analytical database tool that helps to find the firms in a specific region and sector that are most likely to hire new workers. The project aims to help match regional labour supply and labour demand by using data collected by Italian authorities (since 2007) about the employment practices of companies. The tool helps classify companies according to their likelihood of hiring. Depending on a specific area, the model is between 97-90% effective and will be operational soon. The tool can be improved and enlarged further in the future to include even more variables, datasets (for example the Italian Business Register) and statistics and information. Only public employment services will be able to view the information and use the tool to view labour market dynamics in their area. Mr Mondauto also quickly presented Qlik View, the business intelligence tool the employment services use to support their activities.

Ilaria Castiglione, the next speaker from Anpal Servizi, presented on vocational training and requalification competences. Ms Castiglione began her presentation by speaking about the objectives of vocational training provision, then focusing on the timeline of the activities. The process starts with job profile and labour market trend analyses, after which the vocational training proposal is made. Interviews and vocational training choices are then provided to the beneficiaries. After the beneficiaries have met with the vocational training providers and accepted the individual training project, the region must approve the project, after this the training can finally start. Information about the training programme, once finished, is then included in the personal dossier of the beneficiary. In addition to vocational training and requalification courses, Anpal Servizi also propose MOOC (Massive Open Online Course) studies to their clients.

The next speaker, Mr Antonio Capitani from the Administration of the Metropolitan City of Rome Capital, presented on the description of the initial measures, such as collective and individual guidance and the role of the public employment services during the intervention in the Almaviva case. Mr Capitani talked about the collective

and individual guidance previous Almagiva workers were able to receive. The speaker highlighted the successful job search help the workers have received so far - 1 174 workers have been contacted public by employment services for a job already, 411 candidates have applied for different jobs, and overall 270 interviews have been arranged and successfully carried out. As of January 15th 2018, 288 Almagiva workers had already found new employment. The active job search assistance that workers receive include both personal assistance for the workers (guidance, training, relocating assistance etc), contact with potential employers, and intensive search for and scanning of employment opportunities.

Professor Chiara Consiglio, from the Department of Psychology at the University of Rome La Sapienza next presented the preliminary results of a survey targeted on the former Almagiva employees: how personal resources and coping strategies influence the approach to re-employment and to the future. This interesting ongoing study has had a very high, 62% participation rate from the workers, and can provide useful insights for PES in the future. The major preliminary results show that personal resources promote proactive strategies when facing a job loss, as well as positive perceptions of future employment. Self-efficacy and openness to change are related to both skills development and job search, whilst resilience is related to employees' networking behaviours. Both resilience and self-efficacy protect from rumination and hopelessness and promote positive future employment perceptions. A view of lack of agency, or in other words external work locus of control, has also found to be negatively related to proactive strategies. Proactive strategies can partially mediate perceptions of future employment. Interestingly, the study has also found that avoidance coping after job loss is related to resilience. The study is still ongoing, and not final.

Cristina Lion from ANPAL presented next on the implementation of the Almagiva intervention: evidence from monitoring data. The speaker explained the architecture of the Almagiva intervention, which includes both EGF and extra-EGF measures. The speaker also discussed the AdR replacement voucher system. The remuneration of the job search activities of the public or private organisation chosen by the beneficiary, is linked to employment outcomes, although a minimum fee for services is payed to the relevant agency. In the framework of the Almagiva intervention, the pilot project for the replacement voucher system, ANPAL decided to extend the AdR system as a national ALMP. It is interesting that men were slightly more likely to choose private job search providers than women.

Next, Stefano Zanaboni from the private job search service provider WorkExperience presented on their experience of implementing job placement measures in the Almagiva case. The speaker elaborated on the two services the company provides for Almagiva workers: self-employment coaching and redeployment allowances. According to Mr Zanaboni, some critical findings from the AdR pilot programme so far suggest that the beneficiaries require emotional and information support – workers have little knowledge about changes in the labour market and the call centre sector and find it difficult to consider different employment paths. Based on their experience, WorkExperience has suggested that professional development paths which last more than the 300 hours foreseen by the AdR project should be possible, that preliminary action should be given to workers about the private service providers so that they are better equipped to make a decision, and that improved information dissemination regarding possible job vacancies may influence workers' behaviour.

The last speaker, Mr Enrico Martino from the telephony company ComData spoke about the experience of an enterprise involved in the reallocation program of the Almagiva redundancies. The company, which works in the same sector as Almagiva did, has worked together with Anpal Servizi in order to reemploy some of the people

who lost their jobs. There were 400 former Almagora workers who were interested in a job interview; ComData interviewed more than 200 of them. The company looks to hire 120 workers in their 20 offices in Rome.

After the presentations Valentina Benni concluded the event by thanking all the speakers and participants for their inputs. She emphasised the importance of institutional governance and early planning. She also highlighted the necessity of having an engaged public employment services organisation as they are the primary interface with the workers. Thirdly, she brought out the importance of finding synergies with other funds as fast as possible, and spoke about the need for information gathering, analysis and monitoring of labour market conditions to make better future predictions. As Ms Benni remarked, when we have a robust monitoring system in place (physical and financial) the chances of delivering successful interventions are much greater.