

**Informal meeting of the Ministers of Labour and Employment  
Luxembourg, 7-9 April 2005**

## **Managing Industrial Change**

*From passive to active and to pro-active measures  
Exploring new areas of jobs creation  
The role of the actors: who can do what?*

## Managing Industrial Change - Levels and Stages

| Levels \ Stages        | Passive  |
|------------------------|--|
| <b>Company</b>         | <ul style="list-style-type: none"> <li>— Lay-off process</li> <li>— Unemployment insurance</li> <li>— Early retirements</li> </ul>                       |
| <b>Sector/Regional</b> | <ul style="list-style-type: none"> <li>— Sectoral programmes of restructuring and downsizing</li> <li>— Social programmes with minimum income</li> </ul> |
| <b>National</b>        | <ul style="list-style-type: none"> <li>— Labour law on lay-off</li> <li>— Social protection regimes for unemployment and retirement</li> </ul>           |
| <b>European</b>        | <ul style="list-style-type: none"> <li>— Directives (lay-off, information and consultation)</li> <li>— Social protection guidelines</li> </ul>           |

## Managing Industrial Change - Levels and Stages

| <b>Stages</b><br><b>Levels</b> | <b>Active</b>  |
|--------------------------------|--|
| <b>Company</b>                 | <ul style="list-style-type: none"> <li>— Corporate social plans for restructuring (CSR)</li> <li>— Competence report (“bilan des competences”) and personal plan</li> <li>— Outplacement services</li> <li>— Training for new jobs in the region</li> <li>— Incentives to geographic and occupational mobility</li> </ul>  |
| <b>Sector/Regional</b>         | <ul style="list-style-type: none"> <li>— Rapid Response System and change managers</li> <li>— Sectoral/Regional programmes for labour force transfers between companies and sectors with specific training</li> <li>— Financial incentives for recruitment by new companies</li> <li>— Local employment initiatives</li> <li>— Incentives to new investments, both national and foreign</li> <li>— Local partnerships for growth and employment</li> </ul>       |
| <b>National</b>                | <ul style="list-style-type: none"> <li>— Active labour market policies</li> <li>— Vocational guidance services</li> <li>— Training programmes to tackle labour market mismatches</li> <li>— Coordination of employment and industrial policies</li> <li>— Labour market regulations: flexibility with security</li> <li>— Social partners consultation</li> <li>— National Employment Observatories</li> <li>— Housing market and geographic mobility</li> </ul> |
| <b>European</b>                | <ul style="list-style-type: none"> <li>— Coordination of employment, competition and industrial policies</li> <li>— European Employment Strategy</li> <li>— European Social Fund (ESF)</li> <li>— Directive on works Councils</li> <li>— Directive on portability of pensions</li> </ul>   |

## Managing Industrial Change - Levels and Stages

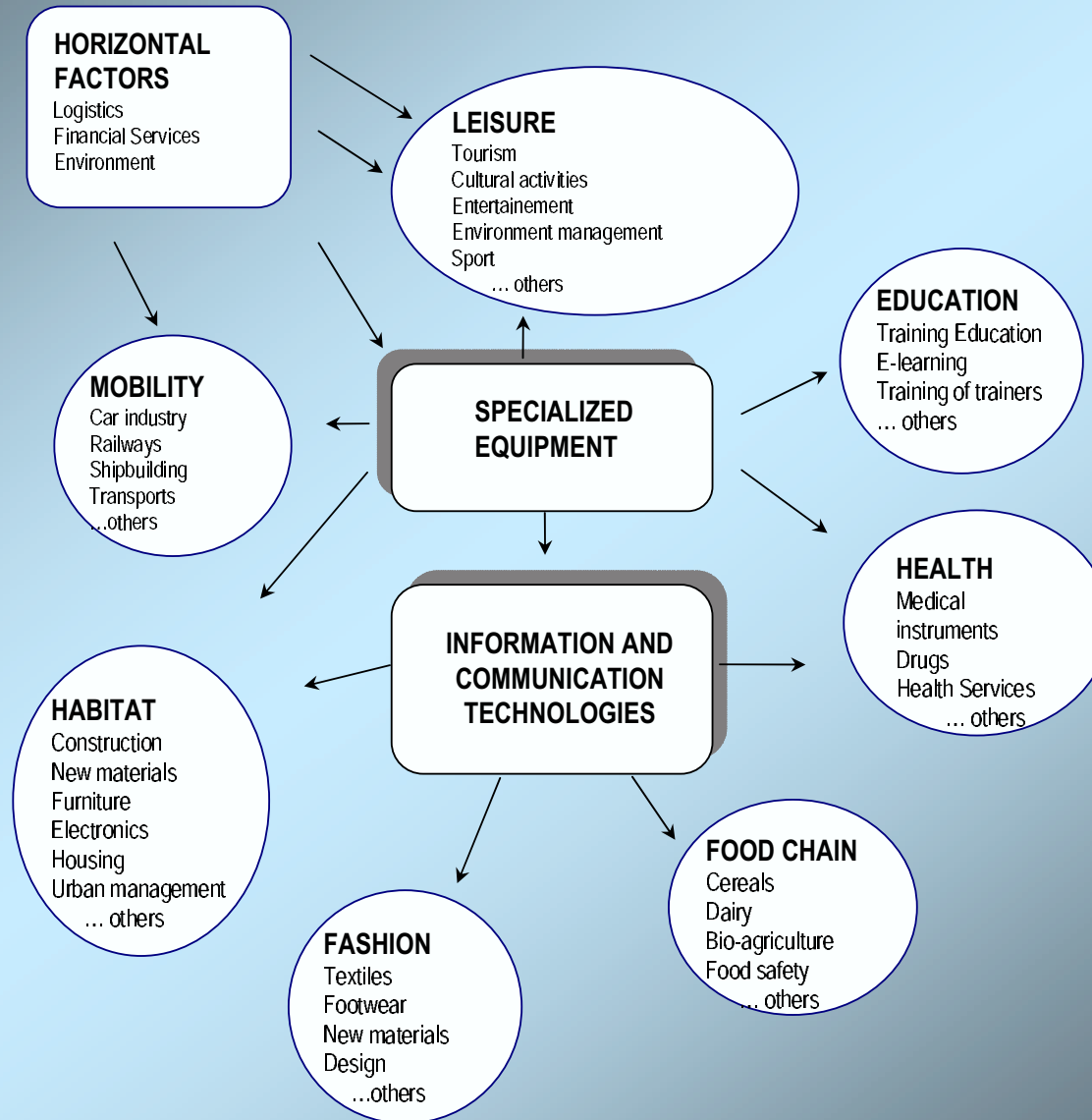
| Stages<br>Levels       | Pro-active   |
|------------------------|--|
| <b>Company</b>         | <ul style="list-style-type: none"> <li>—Strategic management of innovation</li> <li>—Strategic management of human resources</li> <li>—Competence building</li> <li>—New models of work organisation</li> <li>—Innovation agreements</li> </ul>  |
| <b>Sector/Regional</b> | <ul style="list-style-type: none"> <li>—Clusters development</li> <li>—Networks and partnerships for innovation</li> <li>—Innovation poles</li> <li>—Plans for regional development</li> <li>—Learning regions</li> </ul>  |
| <b>National</b>        | <ul style="list-style-type: none"> <li>—Coordination of employment, industrial, innovation, education and trade policies</li> <li>—Partnership for change involving social partners</li> <li>—Foresight system for new sources of job creation</li> <li>—Pro-active programmes for education and training</li> <li>—Lifelong learning strategies</li> <li>—Labour market regulations: Transitions and competence building</li> </ul> |
| <b>European</b>        | <ul style="list-style-type: none"> <li>—Lisbon Strategy</li> <li>—Partnership for growth and jobs</li> <li>—European Social Dialogue (sectoral and cross-sectoral)</li> <li>—Community Programmes for R&amp;D, innovation, employment and lifelong learning</li> <li>—ESF+ERDF</li> <li>—European Monitoring Centre for Change</li> <li>—European foresight system for new sources of job creation</li> </ul>                        |

## Managing Industrial Change - Levels and Stages

### *From passive to active and pro-active measures*

| Stages<br>Levels | Passive  | Active   | Pro-active   |
|------------------|--|--|--|
| Company          | <ul style="list-style-type: none"> <li>•lay-off process</li> <li>•Unemployment insurance</li> <li>•Early retirements</li> </ul>                        | <ul style="list-style-type: none"> <li>•Corporate social plans for restructuring (CSR)</li> <li>•Competence report ("bilan des competences") and personal plan</li> <li>•Outplacement services</li> <li>•Training for new jobs in the region</li> <li>•Incentives to geographic and occupational mobility</li> </ul>   | <ul style="list-style-type: none"> <li>•Strategic management of innovation</li> <li>•Strategic management of human resources</li> <li>•Competence building</li> <li>•New models of work organisation</li> <li>•Innovation agreements</li> </ul>  |
| Sector/Regional  | <ul style="list-style-type: none"> <li>•Sectoral programmes of restructuring and downsizing</li> <li>•Social programmes with minimum income</li> </ul> | <ul style="list-style-type: none"> <li>•Rapid Response System and change managers</li> <li>•Sectoral/Regional programmes for labour force transfers between companies and sectors with specific training</li> <li>•Financial incentives for recruitment by new companies</li> <li>•Local employment initiatives</li> <li>•Incentives to new investments, both national and foreign</li> <li>•Local partnerships for growth and employment</li> </ul>     | <ul style="list-style-type: none"> <li>•Clusters development</li> <li>•Networks and partnerships for innovation</li> <li>•Innovation poles</li> <li>•Plans for regional development</li> <li>•Learning regions</li> </ul>  |
| National         | <ul style="list-style-type: none"> <li>•Labour law on lay-off</li> <li>•Social protection regimes for unemployment and retirement</li> </ul>           | <ul style="list-style-type: none"> <li>•Active labour market policies</li> <li>•Vocational guidance services</li> <li>•Training programmes to tackle labour market mismatches</li> <li>•Coordination of employment and industrial policies</li> <li>•Labour market regulations: flexibility with security</li> <li>•Social partners consultation</li> <li>•National Employment Observatories</li> <li>•Housing market and geographic mobility</li> </ul> | <ul style="list-style-type: none"> <li>•Coordination of employment, industrial, innovation, education and trade policies</li> <li>•Partnership for change involving social partners</li> <li>•Foresight system for new sources of job creation</li> <li>•Pro-active programmes for education and training</li> <li>•Lifelong learning strategies</li> <li>•Labour market regulations: Transitions and competence building</li> </ul> |
| European         | <ul style="list-style-type: none"> <li>•Directives (lay-off, information and consultation)</li> <li>•Social protection guidelines</li> </ul>           | <ul style="list-style-type: none"> <li>•Coordination of employment, competition and industrial policies</li> <li>•European Employment Strategy</li> <li>•European Social Fund (ESF)</li> <li>•Directive on works Councils</li> <li>•Directive on portability of pensions</li> </ul>  | <ul style="list-style-type: none"> <li>•Lisbon Strategy</li> <li>•Partnership for growth and jobs</li> <li>•European Social Dialogue (sectoral and cross-sectoral)</li> <li>•Community Programmes for R&amp;D, innovation, employment and lifelong learning</li> <li>•ESF+ERDF</li> <li>•European Monitoring Centre for Change</li> <li>•European foresight system for new sources of job creation</li> </ul>                        |

# A framework to explore new areas of jobs creation and competence building



## Tool Box for Companies

- Lay-off process
- Outplacement services
- Corporate social plans for restructuring (CSR)
- Competence report (“bilan des competences”) and personal plan
- Financial incentives for recruitment by new companies
- Incentives to new investments, both national and foreign
- Strategic management of innovation
- Strategic management of human resources
- Competence building
- New models of work organisation
- Clusters development
- Networks and partnerships for innovation
- Innovation poles
- Plans for regional development
- Learning regions

## Tool Box for Workers

- Training for new jobs in the region
- Competence report (“bilan des competences”) and personal plan
- Local employment initiatives
- Competence building



## Tool Box for Employment services

- Unemployment insurance
- Early retirements
- Training for new jobs in the region
- Outplacement services
- Incentives to geographic and occupational mobility
- Competence report (“bilan des competences”) and personal plan
- Rapid Response System and change managers
- Local employment initiatives
- Active labour market policies
- Vocational guidance services

## Tool Box for Local authorities

- Sectoral programmes of restructuring and downsizing
- Social programmes with minimum income
- Sectoral / Regional programmes for labour force transfers between companies and sectors with specific training
- Financial incentives for recruitment by new companies
- Incentives to new investments, both national and foreign
- Clusters development
- Networks and partnerships for innovation
- Innovation poles
- Plans for regional development
- Learning regions

## Tool Box for National Administrations

- Labour law on lay-off
- Social protection regimes for unemployment and retirement
- Financial incentives for recruitment by new companies
- Incentives to new investments, both national and foreign
- Coordination of employment and industrial policies
- Training programmes to tackle labour market mismatches
- Labour market regulations: flexibility with security
- National Employment Observatories
- Housing market and geographic mobility
- Networks and partnerships for innovation
- Coordination of employment, competition, industrial, innovation, education and trade policies
- Partnership for change involving social partners
- Foresight system for new sources of job creation
- Pro-active programmes for education and training
- Lifelong learning strategies
- Labour market regulations: Transitions and competence building

### Tool Box for Social Partners

- Local partnerships for growth and employment
- Social partners consultation
- National Employment Observatories
- Labour market regulations: flexibility and security
- Innovation agreements
- Learning regions
- Partnership for change involving social partners
- Foresight system for new sources of job creation
- Lifelong learning strategies
- Labour market regulations: Transitions and competence building

## Tool Box for European Institutions

- Directives (lay-off, information and consultation)
- Social protection guidelines
- Coordination of employment, competition and industrial policies
- European Employment Strategy
- European Social Fund (ESF)
- Directive on works Councils
- Directive on portability of pensions
- Lisbon Strategy
- Partnership for growth and jobs
- European Social Dialogue (sectoral and cross-sectoral)
- Community Programmes for R&D, innovation, employment and lifelong learning
- ESF+ERDF
- European Monitoring Centre for Change
- European foresight system for new sources of job creation