

**EU BEST PRACTICE GUIDANCE:**  
**A QUALITY FRAMEWORK FOR ANTICIPATION OF**  
**CHANGE AND RESTRUCTURING**

*Table 1: Summary of actors and good practices*

	ANTICIPATION OF CHANGE	MANAGEMENT OF RESTRUCTURING PROCESSES
<b>COMPANIES, EMPLOYEES' REPRESENTATIVES SOCIAL PARTNERS AND SECTORAL ORGANISATIONS</b>	<p>Strategic monitoring of economic, business and market environment            Mapping of jobs and skills needs            Multiannual plan for jobs and skills            Flexibility, training and career development measures targeted at individual workers            Promote internal and external mobility            Information, consultation and collective bargaining on above issues</p>	<p>Foster internal consensus through joint diagnosis            Explore all possible options before contemplating redundancies            Organise individual and personalised support for redundant employees            Information, consultation and collective bargaining on above issues            Involve external actors</p>
<b>INDIVIDUAL EMPLOYEES</b>	<p>Step up their capacity to collect the information needed to understand the situation;            Review their skills and update their career orientations;            Strengthen their employability and mobility and make professional transitions that are feasible;            Exercise their right to education and training and accept the corresponding obligations</p>	<p>Seek information on company strategy            Explore possible action to avoid being made redundant            Use individual and personalised support</p>
<b>NATIONAL AND REGIONAL AUTHORITIES</b>	<p>Develop forecasting and foresight tools covering jobs and skills and exchange of labour-market information            Reinforce ALMP, promote qualification plans and counselling services, give financial support            Promote cooperation between actors and risk mutualisation            Develop frameworks favouring professional transitions            Strategic monitoring of economic, business and market environment            Mapping of jobs and skills needs            Multiannual jobs and skills plan            Flexibility, training and career development measures targeted at individual workers            Promote internal and external mobility            Territorial employment pacts and public-private partnerships</p>	<p>Collect data on dismissals, monitor the impact of restructuring, support early-warning systems            Reinforce public employment services, establish outplacement programmes, promote job creation            Support local mobility platforms, mobility through allowances, and financially vulnerable groups            Promote partnerships and coordinate the use of Structural Funds            Early-warning systems, convene meetings of actors for joint diagnosis            Mobile reconversion units, promote attractiveness and job creation            Support training and mobility measures</p>

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**EMPLOYERS**

*In order to retain their competitiveness and to reduce the costs of restructuring, companies anticipate human capital needs and manage change. SMEs may not be able to implement all of the following good practices.*

**ANTICIPATION OF CHANGE**

Employers' strategic planning covers, with the continuous involvement of employees' representatives in accordance with the collective bargaining and information and consultation instruments, forward-planning for jobs and skills, including:

- o **Strategic long-term monitoring** of the company's economic and financial situation and of technological and market developments;
- o **Continuous mapping of jobs and skills needs;**
- o **Measures targeting individual employees:** flexibility measures (long-term working-time flexibility, job rotation, etc.); training measures (introduction of training advisers, design of individual 'competency reviews'; individual training plans, including by equipping employees with transversal skills, etc.); career development measures ('career days', 'career corners', job rotation measures, etc.); measures to promote internal and external mobility, etc.;
- o **External partnerships** with regions, education/training institutions and the business environment.

**MANAGEMENT OF RESTRUCTURING PROCESSES**

Good practices in the management of restructuring operations include:

- o **Building internal consensus** through a joint diagnosis based on a clear business rationale for change and with comprehensive information and consultation of employees at an early stage;
- o **Help organising personalised support to employees** whose redundancy cannot be avoided;
- o **Involving external actors** at an early stage (regional authorities, universities, training centres and supply chain).

**INDIVIDUAL EMPLOYEES**

*From the individual employee's viewpoint, anticipation relies on his/her own capacity to choose and to be in a position to improve his/her employability and to make career transitions. With regard to employability, other actors (employers, employees' representatives, social partners, authorities) have a crucial role to play in supporting, motivating and endorsing individual employees.*

**ANTICIPATION OF CHANGE**

Provided that the instruments and opportunities are available, employees:

- o **Step up their capacity to collect the information** needed to understand the situation;
- o **Review their skills** and update their career orientations;
- o **Strengthen their employability and mobility** and make professional transitions that are feasible;
- o **Exercise their right to education and training** and accept the corresponding obligations.

**MANAGEMENT OF RESTRUCTURING PROCESSES**

- o **Seek information** on company strategy, restructuring plans and labour-market developments; keep in contact with representatives and participate in information and consultation procedures;
- o **Explore possible action to avoid being made redundant:** develop an individual job-search action plan; be open to mobility within/between companies; ask for coaching, training for job applications, career counselling and specific training in line with job offers;
- o **Make use of individual support** available to employees: keep in contact with redeployment units; register at a labour exchange office; request employer's assistance in pre-redundancy period; ask for training when unemployed; make use of entrepreneurship support when available.

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**EMPLOYEES' REPRESENTATIVES**

*Employees' representatives, including through EWCs, are vital partners of company management in anticipating and managing the development of jobs and skills needs and in conducting particular restructuring operations.*

**ANTICIPATION OF CHANGE**

- o Continuous mapping of companies' jobs and skills needs;
- o Measures targeted at individual employees, including the promotion of internal and external mobility.

**MANAGEMENT OF RESTRUCTURING PROCESSES**

- o Establishment of a joint diagnosis with management;
- o Agreement on company-specific procedures for dealing with particular restructuring situations;
- o Follow-up and contribute, in particular through negotiations, to the design and implementation of all mechanisms for providing support to individual employees;
- o Follow and assist employees who are being made redundant to look for a new job and/or appropriate retraining opportunities;
- o Participate in external partnerships, broader networks and mechanisms to deliver support to individual workers and promote the inclusion of the whole supply chain in preparations for and management of restructuring operations.

**SOCIAL PARTNERS AND SECTORAL ORGANISATIONS**

*Social partners and sectoral organisations can play a major role in anticipating change, identifying jobs and skills needs and managing restructuring operations by shaping or supplementing action at company, national and regional level, through social dialogue and collective bargaining.*

**ANTICIPATION OF CHANGE**

- o Mapping of jobs and skills needs: participate in early-warning systems at all levels;
- o Drawing up frameworks for workers' involvement: promote collective bargaining on anticipating change and restructuring at EU, national, sectoral, regional, local and company levels;
- o Preparing measures targeted at individual workers: support redeployment, set up or contribute to national, regional and company-level skills development programmes;
- o Developing measures to promote internal and external mobility: facilitate professional transitions within and outside the enterprise, promote innovative measures to improve mobility.

**MANAGEMENT OF RESTRUCTURING PROCESSES**

- o Joint diagnosis: share understanding of economic context with members, affiliates and all stakeholders, promote multi-stakeholder communication, networking and governance;
- o Explore and negotiate all possible options for avoiding redundancies: foster EU-wide coordination of trade unions to help EWCs; encourage EU-level negotiations in the event of transnational restructuring; conduct negotiations on professional transition policies;
- o Support redundant workers individually: support internal and external mobility cells, develop sectoral training funds for redeployment.

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**NATIONAL AND REGIONAL AUTHORITIES**

*National authorities shape the applicable legislation, define and implement employment policy goals, manage forecasting tools, have the institutional capacity to help employees. Regional authorities coordinate the work of the stakeholders in anticipating and managing restructuring operations and in promoting regional development and economic and social reconversion.*

**ANTICIPATION OF CHANGE**

- o **Continuous mapping of jobs and skills needs:** support national jobs and skills plans, develop forecasting and foresight tools; measures to enhance the matching of skills delivered by the education and training systems and the labour market needs;
- o **Measures targeted at individual employees:** reinforce active labour-market policies, offer qualifications plans, support competency development focusing on generic and transversal skills, focus on up-skilling of low-skilled adults, offer career counselling services, assist with the validation of non-formal and informal learning; promote regional lifelong learning policies;
- o **Measures to promote internal and external mobility:** develop incentives to promote geographical and occupational mobility, devise legal and operational frameworks for professional transitions, establish skills certification and transferability systems, support qualification schemes; set up databases on employers' needs, match workers to job vacancies and skills needs;
- o **Measures to promote regional economic adaptation:** promote cooperation between regional actors, support employment and skills planning and risk mutualisation, create or reinforce regional observatories to monitor economic change, jobs and skills, put advance-warning systems in place, establish regular work relations with companies, including social enterprises and development agencies; develop territorial employment pacts, public-private partnerships and institutional structures for competencies and skills;
- o While complying with applicable State aid rules, make full use of EU Structural Funds on the basis of the 'smart specialisation' principles in the area of research and innovation, focusing on investments that will facilitate and accompany structural change and fostering social innovation to develop socially inclusive transitions and job creation.

**MANAGEMENT OF RESTRUCTURING PROCESSES**

- o **Joint diagnosis:** collect data on dismissals at national, regional and sectoral levels, monitor the impact of restructuring on specific sectors and regions; establish early-warning systems, convene actors to carry out a joint diagnosis;
- o **Explore all possible options before implementing redundancies:** promote the revitalisation of regions affected by restructuring, monitor social plans; reinforce public employment services, establish outplacement programmes, promote direct job creation, create mechanisms for mutualisation of risks, support employee takeovers of enterprises in crisis or without heirs; establish mobile reconversion units, promote the region among new investors, support the search for new users of abandoned facilities;
- o **Support redundant employees individually, including through Public Employment Services (PES):** training measures (portals for occupational guidance and training, public reconversion cells, training courses); mobility measures (outplacement platforms for SMEs and social enterprises, support to employees' cooperatives, geographical mobility plans, support job pools by employers' groups, deliver severance grants and allowances); unemployment benefits to vulnerable workers;
- o **Facilitate partnerships** between the relevant actors, involve Public Employment Services (PES) in the implementation of local platforms for workers made redundant, coordinate the use of the Structural Funds and the EGF in line with State aid rules, use regional task forces as a means of mobilising all actors and resources, organise job transitions; establish rapid-response services, create support systems for SMEs and multi-stakeholder platforms (professional transition contracts), promote start-ups and new companies through effective policies to boost regional growth and job creation and entrepreneurship.