



EXECUTIVE SUMMARY

Background

The project aims to develop a pilot action for strengthening a multi-level & multi-actor synergy necessary for the *preparation process* towards restructuring, with a view to encouraging job creation in specific sectors.

The Action highlights that changes underpin economic and social progress when they are anticipated and accompanied in a context of effective social dialogue and active participation of all actors and stakeholders ensuring sound, sustainable and socially responsible conditions¹.

Many adaptation tools are available at EU level and the Commission provides regular support on the best way to make full use of the existing support instruments, notably the Structural Funds and the European Globalisation Adjustment Fund. However, there is a need to facilitate anticipation, preparation and good management of change.

The main conclusions of the EU Green Paper 2012 recognise that sharing information and coordination of different levels and actors need to be strengthened. The urgency of a systematic mechanism merging the Anticipative findings with an effective implementation and monitoring of timely actions is also acknowledged. As a consequence, the cooperation and information exchange among local and national actors, social partner, education and training institutions, social security to better prepare changes and minimize social impact of restructuring require further efforts.²

The EC Communication on Anticipation of change and restructuring (COM 2013/882) emphasis that:

Europe faces major challenges in seeking to raise employment levels and tackle unemployment by increasing the use of active labour policies and by reforming education and training systems to make sure jobseekers are equipped with the right skills and companies can rely on a competitive workforce. All of this requires good anticipation as well as tools to match labour supply with demand to the fullest possible extent. Facilitating business adaptation and labour market transitions via better anticipation of human capital needs should be seen in this wider context.

To this end, the EC has presented a **Quality Framework for anticipation of change and restructuring** where the need to integrate Anticipation and Preparation is highlighted as well as the urgent need for a multi-level and multi-actors approach.

According to this background the F.O.R.M Pact project is based on a “mutual learning mechanism” among four selected countries (Germany, France, Bulgaria and Romania) aiming at enabling local authorities, social partners and stakeholders to exchange knowledge and share experience on

¹ See The challenge for the automotive sector- Towards a European partnership for the anticipation of change . Brussels

² See A skilled workforce for Strong, Sustainable and Balance growth- G20 Training strategy ILO 2010.



restructuring preparation successful practices. Guidelines to better prepare changes through a *Preparation Mechanism* will be the output of the pilot action, while the partnership building, stimulating mutual trust, innovation, investment on human resources and policy co-ordination, will support the project methodological path.

Specific Objectives

A sustainable restructuring process can be achieved when knowledge (Anticipation) is accompanied by action (Preparation & Management). Knowledge and action are inextricably interrelated.

The pilot Action is focused on the following specific objectives:

- a. To bridge Anticipation and Preparation to restructuring processes, throughout a shared collective mechanism within a determined sector.
- b. To improve social partners and stakeholders cooperation within a determined operational framework (O.F.) for a systematic coordination of actors/stakeholders/areas of intervention at sectorial level in the preparation to change process.
- c. To encourage exchanges of practices on preparation to change experiences among social partners and public institution in DE, BG, RO, FR, strengthening related social dialogue process.
- d. To mainstream good practices at sectorial level developed in Germany and France to other contexts in different Member states.
- e. To share common Guidelines for the good preparation to the changes forecasted in a determined sector

Main activities

The following activities are implemented using a mix of practical and participatory methods:

- 1) *Review of successful practices* dealing with sustainable mechanisms focused on preparation to changes mechanism in specific sector. The analysis of relevant experiences will facilitate the definition of key components of a “collective preparation mechanism” (CPM).
- 2) *Validation of the selected good practices* during the Focus group (one day in Germany and one day in France) among experts and social partners. The discussion amongst the participants to the workshop will allow outlining the key elements of the “operational framework” for the preparation to change.
- 3) *Knowledge sharing*: good practices findings on preparation to forecasted changes will be summarized and presented during the two – days National workshop in Bulgaria and Romania. All relevant actors will discuss the “Preparation Mechanism” towards short terms and long terms actions. The discussion will be extended to the setting up of a monitoring system aimed at assessing the progress achieved in timely actions implementation. Representatives from German and French research Institutes /social partners will take part



in the National workshop for sharing knowledge and experiences on the basis of the selected good practices validated during the Focus group.

- 4) *Transnational GUIDELINES*: the outputs from the discussion at national and sectorial level on the proposed Operational framework will form the basis for outlining the “Guidelines” for the Preparation to change mechanism.
- 5) *Dissemination phase* in the four Member States and at EU level. Results from national workshops and transnational guidelines will be disseminated in the participating countries. At European level the case studies and the transnational guidelines on preparation to change mechanism will be widely disseminated through Anticipedia.

Partnership

Transnational Project Management and Technical Coordination :

- International Training Centre ILO;

National Project Coordination :

- Astrees (Association Travail, Emploi, Europe, Société) - *France*
- Institute for Applied Economic Research (IAW)- *Germany*
- Balkan Institute for Labour and Social Policy; Confederation of Independent Trade Union; Bulgarian Industrial Association - *Bulgaria*.
- National Institute of Economic research; Cartel Alfa; General Confederation of the Romanian Industrial Employers - *Rumania*.