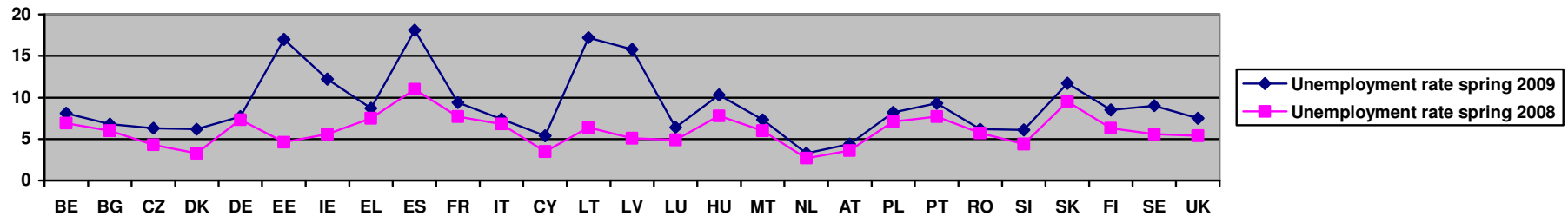


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Since the autumn of 2008 it is clear that the global financial crisis has turned into a severe economic downturn throughout the EU and the current outlook remains negative. By the autumn of 2009, it is likely that the EU jobless figure will exceed 20 million, nearly 4 million more than only 18 months before, when EU unemployment was at an historic low. Vulnerable group such as those on precarious contracts, the young and disabled individuals are particularly affected, although this current recession is also impacting on some groups of workers who had previously rarely known protracted spells of unemployment.

Unemployment rates in the EU in April 2009 and April 2008



The aim of the MISEP meeting is to highlight policy approaches taken by different Member States to mitigate the impact of the crisis on the labour market in the following four policy areas and the learn from successful approaches:

- Maintaining and creating employment (pp. 3-10)
- Providing access to employment (pp. 11-17)
- Improving labour market matching (pp. 18-23)
- Managing transitions (pp. 24-29)

The following tables provide a summary of the background information provided by MISEP correspondents in advance of the meeting to inform workshop discussions. They should be used to prepare for the meeting and include a reminder of the key questions to be addressed by each workshop.

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MEASURES TO MAINTAIN AND CREATE EMPLOYMENT

This workshop will focus on measures aimed at adjusting working hours to maintain employment (e.g. short-time working, temporary unemployment etc.), in particular those which combine working time reductions with measures to upgrade skills for the future. It will look at the extent to which such measures are used, their duration, funding and specific implementation.

Some of the questions to be addressed in this workshop will include:

- To what extent are such short-term measures viable/can such measures be successful in the context of a longer than expected economic downturn?
- How can the opportunities offered to increase human resource potential for the future be maximised?
- Are there any obstacles in the institutional framework to the operation and success of such measures?
- How can economic hardship be avoided for employees on such measures?
- How can the risk of protecting non-viable firms through such measures be avoided?
- How can it be ensured that companies use benefits from such schemes without making certain employment guarantees?
- How can such measures avoid impacting detrimentally on wage adjustments?
- How can it be ensured that training provided to workers on short-term working is labour market relevant?

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MEASURES TO MAINTAIN AND CREATE EMPLOYMENT

Country	Measures to maintain and create employment
BE	<p>A system of temporary unemployment for blue collar workers has always existed, which can be used to cover periods of economic downturn as well as bad weather and other exceptional circumstances. To use the system, the employer must notify the agency responsible for paying unemployment benefit. Working time is reduced, employment contracts remain in force and workers receive unemployment benefit for the hours not worked. Workers can remain fully suspended from work for 4 weeks or be partially suspended for alternate days (or weeks) for 3-12 months. The unemployment benefit received amounts to 70% of wage for co-habitants (prior to crisis 60%) and 75% for single persons and heads of family (previously 65%). Employers or sectoral funds can complement these payments. There are no access conditions for permanent employees who have worked a certain number of days. From 2009 temporary and agency workers can have access if they have been in enterprise for at least 3 months; are in an industry hit by the crisis and work in a division where there is temporary unemployment. Training during temporary unemployment is regional responsibility and tends to be available on the same basis as for unemployed individuals. For white collar workers contract suspension is used. This is a new system from 25 June 2009 and will be temporary. It can be applied only in companies facing a 20% reduction in turnover or production where 20% of blue collar workers are in temporary unemployment and/or there has been a significant decrease in orders. Contract suspension can be agreed on the basis of collective agreement and can amount to a maximum of 26 weeks partial suspension in the 6 month period or maximum 16 weeks full suspension. Benefit same as for blue collar workers and complement by employer must be same as for blue collar workers in same situation. No complementary training is foreseen yet. In addition, for both groups a general reduction in working time can be agreed by collective agreement (either by 1/5th or ¼). The employer obtains a reduction in social security contributions (SSCs) and the employee remains employed, and receives compensation for the working time lost. In addition, the existing time credit system can be used, which allows for collective agreements to stipulate possibility for reduction in individual working time of 1/5-1/2 reduction for 1-6 months. No special training provisions have been made available for workers on the last two schemes.</p>
BG	<p>A change in the Labour Code from 2009 allows companies to double the period (up to 6 months per calendar year) during which they can introduce part-time working arrangements in cases of reduced volumes of work. In addition, Ministerial Decree 44/2009 allows for the payment of compensation to workers shifting to part-time work in line with the requirements of the labour code (amounting to 120 BGN per month payable once a year for a period of no more than 3 consecutive months. So far, two calls for claims under this scheme have been made and applications for compensation have been approved for around 20,650 workers. Employers can receive subsidies for introducing partial employment (rather than implementing redundancies) and may benefit from preferential procedures in accessing funding under the EU funded Operational Programme for HR development. Funding under this programme is available to complement part-time employment</p>

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	<p>measures with vocational training for a period of up to 5 months. Training grants of up to 132 BGN per month can be paid and the scheme is expected to cover 42,000 individuals.</p> <p>The New Employment Opportunity Scheme was created for those who have lost their job as a result of the crisis. It includes careers advice, preparation of individual action plan, guidance and training, assistance with job search and access to subsidised employment programmes. So far 1000 individuals have benefited (by May 09). Public investment in programmes including Beautiful Bulgaria and the Social Investment Fund. These have been used to create 9000 in the construction and renovation of public and social facilities. EU funding through the Operational Programme Human Resources development will make available 100 million Euros to provide training to 83,000 unemployed individuals.</p>
CZ	<p>In March 2009, the Ministry of Labour and Social Affairs launched a project entitled “Educate Yourself” to support companies suffering from the impact of the recession. The project provides education programmes for employees on partial employment. The Czech Labour Code allows for partial unemployment (or reduction of working time) for a maximum of one year, during which employees must pay a minimum of 60% of the previous salary. This measure has to be agreed by the union or the Labour Office (in cases where no union is present). The employees are trained in general topics and skills during their inactive time resulting from reductions in demand. The project is supported by the European Social Fund. The project covers the costs of the education activities, wage subsidies and other direct costs for successful candidates. It is administered by the PES Another project Training is a chance with similar aims is directly administrated by the ministry. The cost of training and the salary for the period not worked are paid by the employer and reclaimed from the PES. By beginning of June 2009, 2895 firms submitted applications to be involved in the measure of which 1700 were approved. At the same time 27,563 partially unemployed employees were involved in the training.</p>
DK	<p>Only a few new measures or changes to existing labour market programmes and schemes have been introduced as a consequence of the crisis. The general economic and financial crisis package aims to have effect on employment as well, for example a scheme to subsidise renovation projects in private homes and schemes for expansion of investment in the public infrastructure primarily in local government. Specific labour market measures introduced include:</p> <ul style="list-style-type: none"> • More flexible rules and provisions for setting up work sharing or short time working arrangement in enterprises. • The rules covering large scale dismissals (based on EU-directives) try to seek alternative solutions or minimize the consequences of the dismissals. They provides preventive measures to employed and not yet dismissed persons – for instance retraining or education in the notice period. Already implemented due to the crisis are more flexible rules and regulations for mass dismissals now covering enterprises with more than 20 employees (earlier 100). <p>The 4 national employment regions which monitor the regional labour market will reinforce the assistance to job centres and enterprises across the regions. A national mass dismissals alert will be implemented.</p>

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DE	<p>The period during which short-time work allowance can be received has been extended further (first to 18 and now to 24 months – this extension is time limited to December 2010). Bureaucracy in accessing short-time work allowance was reduced and skill formation during short-time work is being promoted. In March 2009, 1.12 million employees received short-time work allowance for economic reasons. For those taking up training during short-term working, the PES covers a share of the training cost and the employer can apply for a 50% reimbursement of social insurance contributions. In addition, from the 7th month of short-time work allowance, the PES pays all social insurance contributions. During 2009 and 2010 the PES takes on the full cost of retraining for those keen to qualify as geriatric carers and nurses. Access to vocational training assistance has been extended and a new ESF programme has been launched in January 2009 to promote training for those on short-time work allowance (support rates between 25-80% of vocational training costs). For the re-employment of temporary workers, grants for skills development are provided in 2009 and 2010.</p>
EE	<p>There are no partial or temporary employment arrangements supported by the state. At the beginning of July an amendment to the Labour Market Services and Allowances Act entered into force allowing registered unemployed to continue training if they find employment prior to the end of the training programme.</p>
IE	<p>A €100 million Enterprise Stabilisation Fund has been established. This fund is aimed at viable but vulnerable companies to help them survive the current global downturn by supporting their drive to reduce costs. Enterprises’ access to finance is also being improved through the adoption of several measures. This includes a Recapitalisation Package of the financial institutions.</p> <p>Ireland has introduced an Employment Subsidy Scheme in the context of rising unemployment to help employees retain their jobs while at the same time assisting employers in retaining their productive capacity. The Scheme provides a subsidy of €9,100 per employee over a 15-month period. This will enable up to 27,400 jobs to be supported. The scheme applies to vulnerable but viable companies in the manufacturing or internationally traded service sectors that are currently engaged in exporting. It involves the payment of a subsidy to firms on condition that they retain an agreed number of jobs.</p>
EL	<p>There are no partial employment arrangements, but the Minister of Employment and Social Protection announced an anti-crisis action plan in April 2009 which will seek to maintain existing jobs, enhance job creation and reduce unemployment among the most vulnerable groups.</p>
ES	<p>General economic stimulus measures under Plan E are intended to support the maintenance of employment.</p>
FR	<p>Prevention of mass layoffs is a priority and partial unemployment schemes have therefore been extended. Changes to pre-existing schemes include:</p> <ul style="list-style-type: none"> • Increased coverage (to agency workers and those on very part time contracts and fixed-term employees) • Greater emphasis on social dialogue and easing bureaucratic burden for companies applying to participate in such schemes • Increased benefits for workers (up to 75% of prior wage) • Possibility for workers to use their individual right to training

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	<ul style="list-style-type: none"> • New requirements on employers to keep workers in employment beyond the support period • Temporary extension of maximum duration of short term working from 600 to 800 hours (1000 in some sectors) and temporary increase in replacement wage paid and wage supplements paid to employers • Increased access to training for short-time workers.
IT	The 2009 Act on mitigating the consequences of the economic crisis for employees and enterprises includes measures for securing jobs to prevent redundancies. In this framework, support is provided both to employees and to companies. The social security framework supports those working reduced hours and training can be made available to upgrade the skills of workers during these times.
CY	With the aim of mitigating the effects of the global economic recession on the labour market, a special Prevention-Action Plan was implemented by the Human Resource Development Authority (HRDA) in close cooperation with the Ministry of Labour and Social Insurance, comprising mainly the following measures: a) On the job training programmes. Employers are assisted to retain their employees instead of laying them off, by utilizing their idle time to carry out training that meets their specialized needs. Subsidies are provided by the HDRA for the eligible costs, including wages of the participants for the duration of the training. These in-house training programmes focus on the sectors of the economy which are mostly affected by the economic recession and where the possibility of employee lay-offs is imminent, such as Hotel and Catering, Retail Trade and Construction. The content of training is determined by enterprises based on their needs and is delivered according to training specifications approved by HRDA. In the period February to June 2009, 44 enterprises submitted 313 programmes for the training of 2.301 employees. Subsidies for these programmes are estimated around €303.142. b) Training programmes to upgrade the skills of unemployed individuals. HRDA, in partnership with PES and Training Institutions, organise upgrading training programmes for persons who became unemployed as a result of the recession. These programmes cover both basic horizontal skills (e.g. information technology (IT) skills, language competencies and health and safety issues) and technical skills, giving them the opportunity to enrich their existing skills or be retrained and qualify for jobs that demand these skills. Participants are entitled to a training allowance, besides the unemployment benefit. In the period May to June 2009, a total of 36 training programmes commenced for training unemployed persons on Basic ICT Skills, Health and Safety, T.I.G. Welding, Maintenance of Electromechanical and Installations in hotels, Basic Building Skills, Learning Basic Greek, Butchery/ Meat preparation and Chinese Cuisine. In total, 560 unemployed persons have participated in the training programmes. There is also a special programme for training for staff in the hotel business which are affected by seasonal shut-downs. The overall estimated budget of the Scheme is €1.142.000 for the period 2009-2013 and it will be financed both from the ESF and from national funds.
LV	A facility for short-time working is available. Employees working reduced hours have the opportunity to participate in a training measure (which should be relevant to their occupational activities) using a voucher-system (with a maximum amount of 500 LVL (EUR 711,44) for programmes with maximum duration of 6 months. The person participating in the measure is eligible to a training grant in the amount of 70

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	LVL (EUR 100) per month. For the participation in the measure the person wanting to participate in the measure has to submit a confirmation of the employer of reduced working hours (subject to verification) and with this - the description of the particular situation (proposals for training areas). The measure is co-financed by the European Social Fund and the total financing amount for 2009 is 1,8 Mio LVL (EUR 2,6 Mio), the total amount allocated to the programme is 9,9 Mio LVL (EUR 14,0 Mio) for the whole period from 2009 September to 2013 December.
LT	There are no measures for partial employment . The focus of government policy is on simplifying procedures for redundancy to remove disincentives for employers creating new jobs; the creation of subsidised employment, including through public workers and the provision of assistance for training measures in work and to up- and re-skill unemployed individuals.
LU	General economic and social support measures mentioned in the "Plan de conjoncture du Gouvernement".
HU	Support for short-time working arrangements has been introduced and it is estimated that 100,000-120,000 jobs can be preserved with such temporary measures. At the same time, direct and indirect labour costs have been reduced for employers to encourage recruitment/retention. In addition, subsidies are available for SMEs who create at least 2 new jobs. Specific subsidies are also available to companies creating jobs in the IT sector, economic and financial counselling and call centres, particularly if they recruit school leavers. Such enterprises can receive between 65-75% of wage and social contributions costs for 12 months. It is expected that this scheme will create around 250-300 workplaces.
MT	The Malta Enterprise, with the assistance of ETC, offered a temporary aid in the form of cash grant to employers opting for a 4-day week operation but who were either planning to invest in their own organisation or were going to increase their employment capacity in the subsequent 6 months. This government subsidy is in line with the criteria listed in the EU directive on State Aid. It is also being done in consultation with the department responsible for employment and industrial relations, which department is responsible to give permission for reduced-hour working following the necessary analysis and consultation. Those employers satisfying such criteria were provided with cash grants which consisted in paying a minimum wage ¹ to those workers who on the fifth day were being provided with training offered by ETC. This assistance starts with a training needs analysis carried out with the workers concerned. The training consists of generic skills which are transferable and enhance the workers' employability, but also consists of specific skills which could assist in strengthening the productivity of the firm concerned. This initiative is supported by the social partners as a way of maintaining both the employment and employability of affected workers. From the fourth quarter of 2008 until the end of the second quarter of 2009, 32 companies have requested the Department of Industrial and Employment Regulations to opt for a reduced hour week, of which 18 did not extend the measure (back to normal) while the remaining 14 companies are still operating as such. Till the end of July 2009, the employees of four companies who satisfied the eligibility

¹ The minimum wage for an adult over 18 years is equivalent to €147.50 per week. There are instances where employers participating in the temporary aid were topping up the minimum wage (provided by Malta Enterprise on the fifth day) of their employees to arrive at the established wage.

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	<p>criteria of the temporary aid are benefiting from training courses. So far, 621 persons have started the training courses and 400 of these have already finalised their training.</p>
NL	<p>In November 2008, as a result of the economic downturn, the Dutch government temporarily activated its short-time working regulation. The measure was extended once and revoked in March 2009. Under the so-called ‘WTV’-regulation companies could apply for reducing the working time of their employees if they could provide evidence that – due to the financial crisis - their turnover in the last two months before application dropped by 30% or more in comparison to the previous two months. Also, in order to eliminate seasonal influences – which are in fact ordinary business risks - the 30% drop in turnover had to be compared to developments in the same ‘2 times 2 months period’ in the previous year. Businesses also had to demonstrate in their application forms that representatives of employees had been involved in the process. The reduction of the company working time under ‘WTV’ could be equal to the drop in turnover. The employees involved would retain their contract at the company and receive their normal wage. Based on the ‘WTV’-regulation, for the duration of reduced working time the company would receive a compensation of the costs to the employees involved at the level of the unemployment insurance benefit (WW). An important element was that the time not-worked should be used by the company either for training or secondment. The maximum period for which the working time could be reduced was 4 times 6 weeks. After every stretch of six weeks the company had to provide new evidence of a continued decline of turnover compared to the reference months (of at least 30%) in order to qualify for a follow-up application of the ‘WTV’-regulation. The budget was limited to € 200 million (or 20.000 cases on a full time basis; i.e. 760.000 hours of work time reduction). Since expiration of the regulation (on 21 March) there was still a possibility for companies who had been accepted before that date to request an extension of the regulation. By 3 April 2009, 853 applications of companies had been approved. These approvals concern 810.399 hours of work time reduction (48.000 employees). By then also 325 requests for a first period of prolongation (503.350 hours) and 94 requests for a second period of prolongation (216.600 hours) had been awarded. In total 229 applications of companies have been turned down. Sometimes because the applications did not satisfy the ‘turnover criterion’ or lacked an adequate accountants declaration. Working time has been reduced in a wide variety of sectors. The majority of cases concerned the metal industry, wholesale business, real estate and commercial services. In conjunction with the activation of the ‘WTV’-regulation the PES (‘UWV WERKbedrijf’) was assigned the task to develop in the regions 30 so called ‘mobility centres’. These centres are intended to prevent forced lay offs where possible and provide counselling and support to employees threatened with unemployment in their search for new employment or secondment (on the basis of the ‘from work to work’ principle) In the last paragraph these centres will be elaborated on.</p> <p>In March 2009 the Dutch government launched a package of measures that contained the proposal of a special scheme for extended part-time unemployment benefit (‘WW’). The aim of this scheme, which has come into force on 1 April 2009, is to retain skilled employees for companies as well as sectors experiencing serious problems due to the financial crisis. A precondition for application is that the companies have to be sufficiently healthy to manage themselves through the financial crisis, in spite of a shortage of orders and turnover. This scheme</p>

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has replaced the temporary ‘WTV’-regulation. Under the new scheme companies may – temporarily - reduce the number of working hours up to a maximum of 50%, during which period their employees receive unemployment benefit (‘WW’) for the hours they are not working. Initially, the scheme applied for a maximum of three months and it could be extended twice (with each a maximum of a six month-period) to a total of maximum 65 weeks. First applications can be made until 1 January 2010. The applications should be endorsed by employee’s representatives of the companies involved. An important difference between the *extended* and the *standard* part-time unemployment benefit scheme is that in the extended regulation the (‘WW’-) obligations regarding reintegration into employment and the period of notice do not apply. The time not worked under the *extended* scheme should be spent on training. If an employee loses his or her job during the spell of ‘part-time’ unemployment, or in the three months thereafter, the employer will be obliged to reimburse the unemployment benefits agency (‘UWV’) for half of the unemployment benefit that was paid while the employee was part-time unemployed. The initial budget for the scheme amounted to €375 million. By late June 2009 this budget was exhausted. After an evaluation the Ministry of Social Affairs and Employment published an adapted extended part-time unemployment scheme in July 2009. The evaluation did indicate that too many companies applied for support from the scheme for the majority of their staff. As a consequence, only a limited number of companies used up most of the available resources under the scheme. In the adapted scheme access conditions have been sharpened to better target the companies in need of support and to avoid abuse. The budget for the scheme has been extended to € 950 million.

New in the adapted extended part-time unemployment scheme (as of 20 July 2009):

- The maximum period of part-time unemployment (i.e. 65 weeks) has not changed but it can be extended four times for three months (instead of two times up to a maximum of half a years extension).
- The companies are required to decide to which degree employees with firm-specific human capital are indispensable for the firm once recovery sets in and therefore need to be maintained.
- The maximum length of benefit duration is now determined by the number of employees in a company using the scheme. In case of 30% of the staff (or less) the max. Duration will be 65 weeks, in case of 30-60% of staff it will be a maximum of 52 weeks and in case of 60% of staff (and over) the duration will not exceed 39 weeks.
- The introduction of a threshold-stipulation: the working time of staff should be reduced by at least 20%.
- The employer now has to present written agreements on the training efforts of the employees with reduced working time. When requesting an extension of scheme application the employer must present progress reports on these training efforts.

After the period of extended part-time unemployment the employer is obliged to retain the employee in his staff (for the contractually agreed working hours) for at least 1/3 of the extended part-time unemployment period with a minimum of 13 weeks. In case the company doesn’t comply with the rules (e.g. working less than agreed, or dismissal during the part-time unemployment period or no progress reports on training efforts) it is required to pay back the benefits. The objective of both the temporary ‘WTV’-regulation and the (adapted) part-time

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	unemployment benefit scheme is to preserve the workforce for companies and sectors experiencing serious difficulties due to the financial crisis and to upgrade their skills. Better skills are considered essential to upscale quickly company activities once demand is increasing. The Dutch government is of the opinion that it doesn't make sense to support companies and sectors that are not viable and without any perspective. In those cases support would be counter-productive to a successful restructuring (of both companies and the economy as a whole). Therefore access to the schemes as well as implementation of the training obligations are tested in a rather strict way.
AT	Opportunities for the reduction in working time (partial employment) on the basis of social partner agreements have been increased from 12 to 18 months and since 1 July 2009 to 24 months. Such working time reductions go hand in hand with policies to upskill employees with training measures largely funded by the PES. Partial employment benefits and partial employment benefits with skills enhancement are paid to employers who provide partial employment assistance or skills enhancement assistance to affected employees. In March 2009 around 47,000 employees benefited from this scheme. The majority of workers affected are in the metalworking sector (automobile and supply sector). Partial employment benefits are awarded if employers are in temporary economic difficulties and no other options have been identified in consultations with the PES and the Works Council and/or social partners. This may lead to the employer being placed under an obligation to keep the current number of employees (for a specified period). Recent reforms include the application of the scheme to temporary workers as well; greater flexibility in determining minimum hours of employment; and increased benefit rates, also for those participating in training measures.
PL	The 2009 Act on mitigating the consequences of the economic crisis for employees and enterprises includes measures for partial unemployment , allowing a reduction of working time to half for up to 6 months. Workers receive 100% of unemployment benefit and the enterprise can be compensated. Employers who make employees covered by such benefits redundant are obliged to pay back the monies received. The application of such schemes is subject to agreement between social partners, work council or employee representatives. Special incentives are also made available to support training during reduced hours working. It is anticipated that around 255,500 individuals will benefit from such measures. The act also provides for greater flexibility in the organisation of working time and limits temporary employment contracts to the period of no more than 24 months. An act was also signed in July 09 to provide temporary, refundable financial assistance with mortgage payments to allow individuals who have been made redundant to keep their homes. Such assistance is limited to 1200PLN per month and to a period of 12 months.
PT	There are existing measures allowing for the temporary reduction of working time . Generally, this is time limited to 6 months, but can be extended for a further 6 months. The employee receives two thirds of their normal salary (but cannot exceed three times the minimum wage) of which 30% is funded by the employer and 70% by social security. If an employee attends agreed relevant vocational training during the period of reduced working time , the compensation paid is subsidised by the PES. In 2008 an average of 330 workers per month benefited from this measure. As a reaction to the economic-financial crisis the Qualification-Employment programme was created (through

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	<p>Implementing Order number 126/2009, of 30th January). This is a temporary measure, in force up to 31st December 2009, with the following characteristics:</p> <ul style="list-style-type: none"> • it is open to workers on reduced hours working; • vocational training should be delivered during working hours which lead to enhancing the competitiveness of the company and, whenever possible, elevation of the worker's qualification level; • it is available for up to 6 months, renewable for a further 6 months • amongst other requirements, the company should demonstrate solvency and economic viability, not have initiated a collective redundancy procedure as of 30th January 2009, present a training plan appropriate to the competitiveness of the company and sector; • every month, the worker receives a minimum amount equal to two thirds of his/her gross normal pay. The amount is paid by the State (85%), through the SPE, and by the company (15%); • vocational training – should be carried out by the certified training entity and based on the training benchmarks of the National Qualifications Catalogue. • workers who refuse to participate in the vocational training actions offered to them under the programme lose the right to the benefits (pay compensation and qualification incentive).
RO	<p>In order to prevent large scale lay-offs, employers and employees can be exempt from payment of social security contributions during a temporary interruption of activity if employment is maintained. The PES provides 50% support for the cost of continuous vocational training for employees. ESF training grants for enterprises have recently been launched.</p>
SI	<p>An Act on the partial subsidising of full-time jobs was passed in January 2009 to assist employers affected by the crisis. It can provide assistance to individuals with a shortened working week of 36 hours or – on the basis of collective agreement – no less than 32 hours. A subsidy of 60 Euros is provided per month for those working 36 hours and additional 60 Euros for those working 32 hours. Agreement with the trade union is required to adopt such shorter hours working. The Act provides the possibility to grant subsidies until March 2010. By 15 July 2009, 782 applications were received from employers for 67,208 workers.</p>
SK	<p>An amendment of the Labour Code, which came into force in March 2009 and will apply until December 2012 allows employers facing economic difficulties, in agreement with the trade union organisation, to provide time off during which the employee receives the basic wage. When the economic situation of the company improves, the employees returns to work and will be required to work additional hours, which will not be paid (up to the number of hours not worked during the period of crisis).</p>
FI	<p>There is a possibility to use reduced hours working. In June 2009, 3200 workers were working a reduced working week – 2400 more than in the previous year. The number of redundancies has also increased significantly. For older workers the policy focus remains to retain them in</p>

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	the labour market. Rather than laying off older workers, employers are encouraged to use partial retirement schemes.
SE	<p>Some Swedish companies have made arrangements with unions to reduce working time in order to avoid dismissals. Generally wages and salaries are decreased proportionally reduced. Employees will keep their employment but they will not have any economic compensation for loss of working time.</p> <p>The working time reductions are most widespread in the metal- and engineering industries.</p> <p>The government is generally not involved in reduced working time arrangements. This is in general agreement with the Swedish government strategy to meet the crisis: No interventions which interfere with the natural business cycle. Instead the government mitigates social effects. Increasing support is given to research and development and investments in infrastructure and entrepreneurship aiming at future expansion of business and welfare.</p>
UK	There are no national government measures to support short-time working . Where they exist, they are a matter for agreement by social partners at company level. The “Train to Gain” initiative has been expended to those at risk of redundancy as part of the Rapid Response Service . A survey carried out by the business organisation the CBI showed that two thirds of companies have changed working practices to save jobs (such as flexible working and extended holidays).
NO	<p>Changes to the existing partial employment scheme enacted in 2009 include:</p> <ul style="list-style-type: none"> • The number of employer financed days (before temporarily laid off can be covered by the unemployment benefit scheme) was reduced from 10 to 5 days; • The minimum reduction of working hours required was reduced from 50 to 40% • Minimum period for unemployment benefit receipt increased from 30 to 52 weeks in a 12 month period • Increase in the period to be worked for the employer before a new benefit application can be made from 4-6 weeks.
CRO	An Act for Maintaining Employment regulating measures for reduced working time with state aid is expected to enter into force in August 2009. The Act sets out conditions for access and level of payments available (including requiring consent of the Works Council or trade union). Payments under this act are limited to a maximum of 6 months during which time the employer must maintain employment levels. It is expected that up to 250,000 employees may benefit from this measure once enacted.

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MEASURES TO PROVIDE ACCESS TO EMPLOYMENT

This workshop will focus on specific measures designed to help young unemployed people (and other particularly affected groups) into employment. Initiatives aimed at ensuring the availability of sufficient apprenticeship places or initiatives aimed at retaining young people in secondary and tertiary education to upgrade their skills in readiness of the economic upswing will be discussed.

Among the questions to be tackled will be:

- How can policy makers and social partners, as well as training institutions best co-operate to ensure training/apprenticeship places in future oriented, high value occupations are made available?
- How do all relevant partners co-operate to ensure future skills needs are anticipated and relevant training is provided?
- What types of adjustments are necessary to contracts/wages/social protection provisions to ensure such integration measures are attractive to all parties?
- What kinds of measures are being taken to facilities entrepreneurship among young people and other disadvantaged groups in the labour market?

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MEASURES TO PROVIDE ACCESS TO EMPLOYMENT

Country	Measures to provide access to employment
BE	The regional authorities have been very active in trying to raise the number of vocational training and apprenticeship places (with some results) and these efforts are continuing. There are no financial incentive measures for young people to stay in education or to employers to create apprenticeship places. There is improved co-operation between education authorities and labour market institutions and schools and social partners to ensure that training is relevant for the labour market. The Walloon region reoriented its general training provisions towards energy efficient sectors and other “green jobs”. Entrepreneurship measures for young people have been reinforced over recent years.
BG	Special emphasis is being placed on preventing early school leaving. Particular investment is being made in provision of free transport; special tuition for special needs children and investment in IT in schools. The Operational Programme Human Resources (OPHR) funds a programme entitled “Let’s make school attractive for young people”. Opportunities for lifelong learning, particularly for those with low educational qualifications, have been expanded, for example through apprenticeship programmes . Apprenticeships last up to 12 months. Workers receive an allowance and employers providing apprenticeship positions for unemployed worker have their salary and social contributions covered. The OPHRD funds work placements in public administration for a period of up to nine months for University graduates unable to find employment after completing their studies.
CZ	A project entitled “ Anticipating Labour Market and Skill Needs ” has been launched with the aim of building a system of anticipating skill needs at national, regional and sectoral level. Anticipation is to be more closely linked to high quality training provision and lifelong learning and will be hand in hand with the new National Qualifications Framework currently being developed. General schemes are in place to support new entrepreneurs.
DK	Based on proposals in a catalogue from the social partners an agreement was concluded on earlier and more targeted intervention. This includes the targeting of training and education towards sectors with skill shortages and towards low skilled job seekers. Subsidies can be given to provide training for unemployed individuals within enterprises. Earlier activation (after 13 weeks of unemployment) was made available for young unemployed people. Employability profiling will be changed from 5 to 3 categories.
DE	The government has set itself a target of “no young person shall be unemployed for more than three months”. In the PES the client to staff ratio for this target group is to be 1:75. The training pact entered into with the central business associations is being continued. The following measures have been agreed: <ul style="list-style-type: none"> • Industry set itself a binding goal to mobilise 60000 new training places and 30000 new training forms as an annual average, as well as an additional 40000 places annual for company based introductory training (there is a corresponding commitment from the German

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	<p>government)</p> <ul style="list-style-type: none"> • PES continue to provide services for training promotion and improve vocational orientation and training.
EE	<p>Since 2008 the PES has begun to organise job search clubs for young unemployed individuals. The supply of apprenticeship places has declined and the number of state financed vocational training or higher education places has not been increased because of budgetary constraints.</p>
IE	<p>The Work Placement Programme is a six-month work experience programme for an initial 2,000 individuals who are currently unemployed. Under this programme there will be two streams each consisting of an initial 1,000 places. The first stream is for graduates who before this year have attained a full award at level 7 or above on the National Framework of Qualifications and who have been receiving Job Seeker's Allowance for the last six months. The second stream will be open to all other individuals who have been receiving Job Seeker's Allowance for the last six months. Participants on both streams of the Work Placement Programme will continue to receive their existing social welfare entitlements from the Department of Social and Family Affairs for their duration on the programme.</p>
EL	<p>A new programme of subsidised employment for young people will be part of the anti-crisis action plan. An additional measure will upgrade the skills of young people in information technology. Special training programmes will be implemented with NGOs to help young people with special needs and women who are currently out of the labour market. Subsidies equal to unemployment benefit are being offered to public and private sector organisations recruiting unemployed individuals. The PES are also running special programmes for early school leavers, young scientists and young entrepreneurs. Another programme provides initial work experience to young people.</p>
ES	<p>Plan E provides direct measures to support employment creation. It is hoped that funding to the tune of 11,000 million Euros will assist in creating 300,000 jobs. Among the measures, a Local Investment Fund has been set up to support public works to revitalise the economy and create employment. A special fund support construction, refurbishment and improvement programmes (including in tourism and for private homes). A subsidy of 1500 Euros is available to employers recruiting unemployed individuals with family responsibilities. Support for self-employment is also available.</p>
FR	<p>The impact of the recession on young people has been particularly severe. As a result a specific recovery plan has been introduced to support youth employment. 1.3 billion Euro have been set aside to assist 500,000 young people in 2010 (under 26). Core elements of the plan are:</p> <ul style="list-style-type: none"> • Increase in number of apprenticeship contracts (320000 between June 2009-June 2010) • Bonuses granted to employers for recruiting apprentices • Promotion of subsidised jobs for young people between 16 and 25 in local government and NGOs (goal of 30000). • In addition agreements have been reached between the government and the social partners for additional investment in training.
IT	<p>The PARI programme is designed to provide access to employment for disadvantaged groups by providing assistance with training or for self-employment. It is implemented by the regions.</p>

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CY	<p>To ensure labour market access for young people leaving school or university, the following measures have been taken:</p> <ul style="list-style-type: none"> • Accelerated training programmes for newcomers to the labour market aim at providing theoretical and practical training in occupations which are currently in demand, have a duration of 16-24 weeks and are offered free of charge to persons who want to embark on a career in such occupations. The participants receive training allowance from HRDA. During the first half of 2009, 5 training programmes were implemented for the following occupations: Plumbers, Refrigeration and Air-conditioning Technicians, Electricians for buildings, Aluminium Technicians and Cooks. The total estimated cost of implementing these programmes is €440.013. • A scheme for the promotion of training for the unemployed is being implemented over the period 2007 – 2013 and will be co-financed by the ESF. It aims at the improvement of the employability of the unemployed, and particularly of the young secondary education school graduates. The Scheme will provide vocational training opportunities in accordance with the needs and demands of the labour market as well as organised practical experience, in order to significantly improve their potential in entering the labour market. The target for participation in the Scheme over the period 2007-2013 is 2.200 persons. • The New Modern Apprenticeship Scheme (ESF financed) aims at ensuring mobility between education, apprenticeship and employment and at minimising the risk of social exclusion. The Scheme provides a learning pathway to young persons who withdraw from the education system early, enabling them to upgrade their skills and become more employable and more able to progress in their career. • A job placement scheme to training unemployed tertiary education graduates aims both to strengthen the management capacity of enterprises and to create employment opportunities for young tertiary education graduates through the provision of incentives to enterprises to provide employment, practical training and work experience to graduates. Subsidies are provided to employers for the delivery of in-house training programmes to young graduates (6 or 12 months duration). The in-house training of graduates is enhanced by the participation in other training courses, aiming at specializing and fulfilling their knowledge. During the first half of 2009, HRDA received 65 applications for participation in this Scheme from 55 employers. The total estimated amount of subsidies to employers is €286.000. <p>With the aim of fostering youth entrepreneurship through the provision of government grants a Scheme was put in operation in 2004 and will continue in the period 2007-2013 with a total budget of €6 million.</p>
LV	<p>A public works programme with 6 month placements has been instituted to limit the impact of the financial crisis. It provides access to relatively low skilled jobs in the municipalities (like cleaning, improvement and maintenance of public infrastructure (parks and other public</p>

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	<p>areas), small infrastructure building (like trails, benches in national parks), clean-up of polluted areas (rivers, lakes, forests), works in forests, municipal social services). The workplaces have to be newly established (specific criteria are set in order to ensure this) in order not to replace existing employment. The target group of the measure are registered unemployed individuals not receiving unemployment benefit. The allowance paid to the beneficiaries is 100 LVL (EUR 142) per month (a full-time participation requirement (the allowance is paid taking into the account the period of participation) and the allowance is approx. 80% of the net minimum monthly wage currently. Accidents at work insurance will provided to the participants in the measure. The measure is co-financed by the European Social Fund and the total financing amount scheduled for the measure is 24,0 Mio LVL (EUR 34,0 Mio) for the period from 2009 September 2009 to 2010 December 2010. It is envisaged that during the whole period 38 000 persons will have the opportunity to benefit from the measure (taking into account that the duration of participation the fact that working practices can have a duration of be from 2 weeks to 6 months it is very likely that the number of participants beneficiaries will exceed reach up to 50 000 persons).</p>
LT	<p>Opportunities for participation in active labour market policies have been extended. At the same time changes to the Labour Code have made it easier for employers to effect redundancies. Public works are being funded by municipalities and PES. For the unemployed this can be combined with vocational training. The “First job” programme has been created for school and university leavers to allow them to gain work experience. Employers taking part receive a subsidy of 50% of wages and social security contributions. A national youth entrepreneurship education programme is being established and general support for self employment is being expanded.</p>
LU	<p>General economic and social support measures mentioned in the “Plan de conjoncture du Gouvernement”.</p>
HU	<p>The “Pathways to work” scheme provides “availability assistance” to those previously receiving social allowance. This cash benefit goes hand in hand with stricter availability checks for public workers organised by local authorities or training provided by the PES. 80000 individuals are currently taking part in public works schemes, which has reduced the number of registered long-term unemployed jobseekers. Regional employment offices have been granted additional assistance to run tailor made services to integrate older workers, low-skilled and long-term unemployed individuals into the labour market. The scheme has been extended to cover those who have lost their job as a result of the economic crisis.</p>
MT	<p>The Employment and Training Corporation firmly believes in the potential of apprenticeships and traineeships to ensure the development of skills that are appropriate, timely and relevant to particular industries. Apprenticeship and traineeship schemes facilitate the transition of school leavers from school to the labour market as they provide occupational and social skills through the dual system of training. An apprenticeship campaign is being undertaken in an effort to encourage both jobseekers and inactive persons to opt for apprenticeships while also encouraging employers to invest in apprentices.</p> <p>ETC seeks also to assist early school leavers. ETC collaborates with the Malta College of Arts, Science and Technology (MCAST) to do tracer studies of those young people who drop out of MCAST, and ETC calls them in to offer them short-term practical training and/or work exposure.</p>

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ETC is also planning to re-introduce the **Basic Employment Training Scheme**, a ten week intensive training programme for those young people who leave compulsory schooling without qualifications or further intentions to study.

ETC is about to launch the **Youth Employment Programme**, co-financed by the European Social Fund to raise labour market awareness among young people; to enhance their vocational skills; and to provide individual guidance and support to young people who most need it.

Schemes have also been launched for other disadvantaged groups. In February 2009, the ETC launched a new scheme called the **Employment Aid Programme (EAP)**, which is aimed at re-integrating into the labour market those jobseekers that are in a disadvantaged situation due to their life circumstances. This scheme is partly financed by the European Social Fund and in line with state aid regulations. Social partners are involved in the steering of the scheme. Persons eligible to participate include:

- any person who is under twenty five years and is within two years after completing his/her full-time education and who has not been previously employed for at least six-months (*aid duration 26 weeks*);
- persons who wish to enter or re-enter the labour market and who had have been absent both from work and from education for at least two years (*aid duration 26 weeks*);
- any person living as a single adult and is looking after dependants (*aid duration 39 weeks*);
- any person who had not attained upper secondary level qualification or equivalent (ISCED 3 level), and who has been made redundant in the past six months or has been served with a redundancy notice of termination of employment (*aid duration 26 weeks*);
- Any person older than 50 and who does not have a job or who is in the process of losing his/her job following a redundancy notice (*aid duration 26 weeks*);
- Any long term registered unemployed person (seeking employment for twelve out of the previous 16 months or six out of the previous eight months in the case of youths) (*aid duration 26 weeks*); and
- Any person who is a registered disabled persons and who has a recognised, series, physical, mental or psychological impairment (*aid duration 156 weeks*).

Through this programme, ETC provides financial assistance to those employers who opt to employ these persons. The financial assistance is in the form of a wage subsidy for these individuals, as well as in the employer’s contribution to the employee’s National Insurance contribution. This subsidy is given for a number of months, and in the case of companies who employ persons with disability this will be given for three whole years. In the case of workers who work in the island of Gozo, the subsidy is for a full year. Until the end of July 2009, there were 230 employers

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	<p>who applied for the scheme and so far 335 employees have become eligible to benefit from the scheme (funds committed already amount to € 726,046). More applications are pouring in on a daily basis.</p>
NL	<p>To counter the risk of a serious increase of the unemployment of young people the Dutch government in June 2009 launched a Youth Action Plan. This Action Plan covers five main areas:</p> <ul style="list-style-type: none"> • <u>Keeping youngsters longer in education</u>: The objective is to encourage 10.000 graduates in lower vocational education, with a bad labour market perspective, to continue in education. Youngsters will be actively approached and monitored by the PES in collaboration with the schools. A € 16 million budget is earmarked for this objective. • <u>Agreements with 30 regions</u>: As the actions should be taken on the regional level the Dutch government will conclude agreements with 30 regions. These agreements should deal with the concrete actions to be taken in the regions as well the allocation of resources for these regions. Budget amounts to € 153 million. • <u>Matchings-offensive</u>: The PES work coaches will provide intensive support and guidance to young jobseekers in the matching process to better link their skills and competences to the demand of employers. Support and guidance will be implemented by the 30 regional employment centres. Budget: € 10 million. • <u>Extra jobs, learn-work posts, internships and charity work by young people</u>: In the framework of the general stimulus package the social partners did agree to offer every school leaver - after three months of unemployment - an internship. Besides this the PES and the Knowledge Centers Vocational Education and Business (COLO) will take care of 150.000 work/training placements and internships enabling students to finalize their studies. Budget: € 25 million • <u>Opportunities to vulnerable youngsters</u>: Some young people need extra guidance towards a job. This will be addressed in the frame of the general measures. However, the Cabinet reserves a € 40 million budget to further enhance the offer of the combination of education, care, support and guidance towards the labour market. The concrete actions have to be described in the 30 regional agreements. <p>For the whole Youth Action Plan package €250 million has been made available for the 2009-2011 period. The five main areas are supported by a national publicity campaign. In addition, the PES will employ 200 young trainees who will be engaged in the service delivery to young jobseekers.</p>
AT	<p>Youth unemployment in Austria is low (the third lowest in the EU in 2008), but has been increasing in 2009. The PES offer young people special training measures to increase their employability. The “Future for Youth” Programme targets 19-24 year olds, providing them with individualised training support within the first six months of their registration with the PES. The labour foundations programme has been extended to create “youth foundations” and targets around 2000 young people between ages 19-24 who have lost their jobs after working for at least three months for an SME or temporary work agency. Their previous employers have to contribute 1000 Euros per person to the</p>

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	<p>programme and the beneficiaries receive unemployment benefit and a foundation grant of 100 Euros per month. A subsidy is expected to be adopted in autumn 2009 which will provide assistance to single person businesses recruiting a young worker.</p> <p>A solidarity bonus scheme also operates for companies benefiting from short time working allowances. Under the scheme several employees within a company agree to reduce their working time to make room to hire an unemployed individual or – more recently also an apprentice from a supra-company training scheme. The solidarity bonus covers 50% of the reduced pay and ensures that social insurance contributions are kept up to the full level. The subsidy is granted for up to 2 years (or three if the worker recruited is long-term unemployed, disabled or 45+).</p> <p>In 2008, the new youth employment package ensured guaranteed training places for young people. Supra-company apprenticeship training schemes have been expanded to be available not only to socially disadvantaged young people but also to early school leavers.</p> <p>Jobs in the green economy have been created through a subsidy scheme to install thermal insulation in existing buildings.</p>
PL	<p>In general, measures for the young unemployed are the same as for other hard to place jobseekers. However, as lack of professional experience can be a particular factor, a number of measures concentrate on offering work experience. PES can fund 12 month apprenticeships during which the young person receives a scholarship of 120% of unemployment benefit. In 2008, 170,000 young people benefited from such internship programmes. Further emphasis needs to be placed on the better adjustment of education offers and labour market needs.</p>
PT	<p>Vocational apprenticeship measures have been in place since 1997. This was amended in January 2009 with changes focussing on access to participation. The scheme is now open for young people form 16-35 (previously 30). Duration was extended from 9 to 12 months. A measure is also in place to subsidise employment offered to young people (now up to age 35) which exempts companies from social security contributions for 36 months if they offer an open ended contract. Other measures are in place to support and maintain employment in SMEs as well as employment for older workers. In addition, efforts have been extended to create a National Qualifications Catalogue which is regularly updated to take account of labour market requirements. A measure also supports business creation among young people and includes advice and guidance as well as assistance with access to micro-credit.</p>
RO	<p>In response to the crisis 61 million Euros (ESF funded) have been allocated for enterprises who recruit unemployed individuals or those threatened with unemployment. They receive a subsidy of 50% of salary for up to 12 months (sometimes up to 24 months). For particularly difficult to place groups (disabled individuals, long-term unemployed) the subsidy can rise to 75% for up to 24 months.</p>
SI	<p>As SI already has relatively long periods of higher education, the goal is to shorten degree courses. In addition, measures to increase practical workplace experience during the final year of study will be increased and subsidies are available to employer for the recruitment of graduates. Subsidies for self-employment are also available for young people, as well as specific grants for those with low skills. Another focus is on ensuring that young people enter training which is relevant for areas of skill shortage.</p>
SK	<p>Young people are among the key target groups for intervention to avoid exclusion. Measures mainly include education and training and preparation for the labour market, as well as advisory services. The education and training offer is based on an assessment of skills lacking</p>

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	which will be required for the labour market. Such measures can be funded up to 100% by the PES and can further be support by help with subsistence, accommodation and commuting costs, as well as childcare. Training during working hours can also be supported. For young graduates without work experience, specific schemes are available to allow them to gain work experience.
FI	According to the budget proposal for the year 2010, young, school-leavers and recently graduated students should have more opportunities to employment or traineeships in order to prevent unemployment and social exclusion . The budget proposal includes a package of measures that aim at quickly and efficiently supporting employment and finding jobs. Training that promotes employment will be increased in the current, exceptionally difficult employment situation. At the same time, prerequisites for economic growth are supported. To alleviate youth unemployment, additional funding will be allocated to finding jobs for young people and increasing initial vocational training. The additional input in young people and recent graduates amounts to a total of EUR 50 million. Inputs in outreach youth work will be nearly doubled to EUR 4.65 million. A functional model for managing structural change has been introduced in the Jyväskylä region to implement measures to employ, in particular, experts with higher education qualifications and to increase entrepreneurship. The aim is to launch the model at nation-wide level. To improve the skills of the adult population and raise adult employment, more vocational further education and training will be provided both in educational institutions and in the form of apprenticeship training. Apprenticeship-type continuing professional education will also be offered to graduates of higher education.
SE	The Job guarantee for young people is a labour market programme for people aged 16-24. The young person enters the job guarantee after 90 days of unemployment. The purpose of the job guarantee is to offer young people specific measures at an early stage to allow them to find work or begin or return to education. The service consists of everything from mapping of skills, vocational and educational guidance, improvement of job search and work practice/work training or labour market education. Besides this general programme the Swedish PES has taken a number of steps in order to support young people in their search for work or choice of education: Local mentoring programmes Several local PES offices are already starting up local mentoring programs in which local entrepreneurs and managers provide support to young unemployed people. This gives the young people a first contact with the local labour market. Job Clubs on the internet operated by the PES customer service this provides virtual meetings with job coaches, chats with employers, guidance material and the ability to communicate with other young people online. www.avstamp.nu A special website providing information for young people on how to look for work, and how to study or work abroad. The website also contains information for employers. Career Guide for young people , a book for young people which has been launched for the third year in a row and sent home to all students in Sweden leaving upper secondary school. The Career Guide includes proposals for various job-searching strategies, tips and checklists for writing an application, the rights and obligations at work and interviews with professionals in various industries. Initiatives to stimulate youth entrepreneurship are increasing, however still mostly locally based.
UK	The Budget 2009 announced a package of measures aimed at young people, which includes the creation of a Future Jobs Fund (autumn 2009)

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	<p>and The Young Person’s Guarantee (early 2010). The Government is investing over £1 billion to support the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.</p> <p>The Future Jobs Fund aims to encourage Local Authorities and others to create 150,000 new jobs of benefit to the local community. These will be aimed primarily at 18-24 year olds who have been out of work for a year. This will support a guarantee that from 2010 everyone in this age group who has been looking for work for a year will get an offer of a job or training lasting at least 6 months. The Young Person’s Guarantee offer will consist of</p> <ul style="list-style-type: none"> • support to take an existing job in a key employment sector – up to 100,000 places will be offered with funding for sector-specific training, recruitment subsidies and training on the job; • a work-focused training place, lasting up to six months; • a place on a Community Task Force, focusing on improving individuals’ employability and delivering real help in local communities. <p>Help with moving young people into key employment sectors - funding for Care First, offering 50,000 traineeships for young people in the care sector. Social care providers will receive a subsidy for offering sustained employment and training to young people who have been out of work for 12 months. This will give them the skills and experience they need for a career in this growing sector.</p>
NO	<p>Better co-ordination of regional PES and education authorities to follow up early school leavers and to support tripartite co-operation to keep apprentices during workforce reductions.</p>
CRO	<p>Together with its partners, the Croatian PES is implementing a number of measures targeted at young people, including careers advice prior to leaving school; professional counselling and further education for unemployed young people; subsidised first employment. The latter is supported by the Croatian Chamber of Crafts.</p>

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IMPROVING LABOUR MARKET MATCHING

This workshop will focus on the role of the PES in improving labour market matching during times of economic crisis. It will look at the need for - and availability of additional resources and the way these are being utilised. For, example this can be to reduce the ratio between job seekers and job counsellors; to provide new or additional services; to improve the provision and effectiveness of active labour market policies.

Key questions will be:

- How are local PES coping with the increase in demand for their services and what measures are being taken to meet this need?
- In times of increasing demand, how can it be ensured that job seekers are channelled into the measures which best meet their specific requirements?
- Are the PES dealing with new client groups as a result of the crisis which require specific and new types of interventions? How is this being addressed?
- What evidence is being gathered of the effectiveness of different measures?
- Are increasing efforts being made to assess the impact of different ALMP measures during the crisis and has the allocation of resources been changed towards measures deemed more effective during times of economic downturn? For example, is there evidence to support the claim that training measures work least well during times of crisis?
- How well are the use of fiscal stimulus measures and ALMP measures combined at local level to maximise the combined impact of economic and labour market policy measures?

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IMPROVING LABOUR MARKET MATCHING

Country	Improving labour market matching
BE	The increase in unemployment in Belgium has been relatively limited so far. There has been a general increased emphasis on the development of individual action plans . There is some evidence that PES have diversified their approach to be able to deal with more highly qualified jobseekers . The approach is to reintegrate them as early as possible and to avoid integrating them in intensive processes.
BG	The number of job seekers has increased at the same time as the number of vacancies offered has declined. There has been an increasing entry of higher skilled job seekers onto the books of the PES . As the crisis also placed pressure on public services to curb expenditure, the PES are required to improve service efficiency. Further strides have been taken to use individual action plans to tailor interventions to the need to individual job seekers. Sectoral approaches to work with employers are being implemented to improve labour market forecasting and matching. Further subsidised schemes can be accessed to find jobs for vulnerable groups including young mothers; young unemployed and disabled individuals.
CZ	Demand on PES staff has increased, but the number of counsellors has not changed (caseload increased from 100 to 154 per counsellor). There has been a particular decline in vacancies available in the traditionally male dominated sectors. Placement rates in post-training measures offered by the PES have declined significantly in 2009 reflecting the changed economic climate
DK	The current profiling scheme will be changed from 5 to 3 categories.
DE	Act on the Reorientation of Labour Market Policy Instruments helped reduce bureaucracy and provided local placement offices with more flexibility regarding the tools they use to assist job seekers . The “placement budget” is now at the disposal of the individual counsellor. The act also introduces a legal entitlement for young people and adults without a school leaving certificate to receive support to obtain such a certificate. Unemployment individuals are also being given access to a “placement voucher” with a value of 2000 Euros which they can use with any placement agency of their choice which places them into insurable employment. PES staff have been expanded by 6000 .
EE	Although the number of counsellors has been increased by 40% since May 2009, the number of jobseekers has increased by 400%. As a result, the client to counsellor ratio has increased. The profile of job seekers has changed with more construction and metal sector workers as well as more highly skilled individuals finding themselves out of a job. This higher skill profile and lower availability of vacancies has led to increasing interest in business start-up subsidies.
IE	In response to the rising numbers of unemployed Ireland’s has substantially expanded its employment services. FÁS employment services together with Local Employment Services have put in place measures designed to increase capacity for the rise in referrals from the Department of Social and Family Affairs. Job Search/National Employment Action Plan annual referral capacity has almost doubled to 147,000 persons in 2009 from approximately 78,000 last year. A training fund called the Technical Employment Support Grant (TESG) has

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	been established to enable FAS Employment Services provide a timely response to identified training/re-training needs for their clients. This fund allows employment services officers to implement a range of responses for clients who are experiencing major barriers in progressing from unemployment to the workforce. A budget of up to €2,500 per person is available for this process.
EL	The Greek PES is being modernised and turned into a “one stop shop”. The programmes available to young people have been outlined under the heading “creating employment”.
ES	The government is supporting the recruitment of an additional 1500 PES advisors and at the same time the programme of PES improvement continues with the introduction of the quality management system. A new web portal has been created making it easier for job seekers to look for work and for employers to register vacancies.
FR	Creation/implementation of Pôle Emploi (merger of ANPE and UNEDIC) is progressing with targets to reduce the client to counsellor ratio . A new National Employment Council is being set up to ensure the consistency of the system. 1840 additional counsellors will be recruited. As well as the development of individual action plans, closer co-operation is being established with employers and a 24-hour internet portal for job seekers (and employers) is being set up. Among the many measures offered by the PES is the Personal Reclassification Agreement (CRP) which entitles employees made redundant for economic reasons to benefit from a range of fast track reclassification measures. Employment creation is also being boosted a 26 billion Euro economic recovery plan providing investment in public infrastructure; for R&D investments and measures to boost consumption.
IT	The PARI programme is designed to provide access to employment for disadvantaged groups by providing assistance with training or for self-employment. It is implemented by the regions.
CY	Since October 2008, as a result of the global economic crisis there has been a gradual increase of the number of registered unemployed at the Public Employment Services (an increase of 6% in the first six months of 2009). To address this situation PES actions focused on one hand on speeding up referrals of unemployed to vacant posts and on the other hand on providing special support to unemployed persons from the sectors which have been affected by the crisis (mainly construction, tourism and trade), in the form of counselling and referrals to training programmes, with the aim of facilitating job transitions. The modernisation of PES in the period 2006-2008 with ESF funding which included the geographical dispersion of local offices, the introduction of individualised approach, the use of new methodological tools and the strengthening with additional specialised human resources, proved most beneficial in managing the increase in demand.
LV	No initiatives mentioned under this heading.
LT	The Lithuanian PES is being reformed to reduce administration costs and make more effective use of regional measures. Staffing is likely to be reduced.
LU	General economic and social support measures mentioned in the “Plan de conjoncture du Gouvernement”.
HU	Programmes offered by the PES have focused on:

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	<ul style="list-style-type: none"> • Maintenance of activity of businesses, preserving workplaces. • Support of companies threatened by lay offs to take over employees for further employment. • In the case the lay off is unavoidable to support the person to find another job – even with the help of a supported training. <p>Main forms of the support are the following</p> <ul style="list-style-type: none"> • Reduction of direct and indirect labour costs (wage costs, social contribution) • Support of introduction of a part time work, abridged working time • Support of training and retraining • Provide labour market services • Support of travelling and residual costs
MT	<p>Skills upgrading is necessary to simultaneously meet the current crisis and to support long-term recovery. Skills upgrading is all too often undertaken mainly by those with medium- to high- skill levels only; it is necessary to raise the learning ambitions of those with lower skill levels as well as the ambitions of those who employ them. An important part of skills upgrading is the ability to anticipate skills requirements. ETC seeks to become informed of labour market needs through monitoring the vacancies notified to it as well as the applications it receives for the issue of employment licences to foreigners. When the Commission eventually issues its sector-by-sector analysis of emerging skill needs, ETC will examine these in the light of the Maltese economy and will adapt its training programmes as necessary. ETC has recently undertaken a significant skills anticipation exercise, with assistance from ESF, in the green sector. The aim of this project was to analyse job creation and job training in the environmental sector, to provide for the skills necessary. In the field of lifelong learning, ETC supports and encourages flexibility by providing different options to persons and/or undertakings to pursue/invest in further training:</p> <ul style="list-style-type: none"> (a) training programmes organised by ETC itself which address both the soft and hard skills required by industry (ESF Employability Programme); (b) financial assistance to undertakings who wish to offer on- and/or off-the job training to their workers (ESF Training Aid Framework); and (c) training subsidies for employees in small enterprises who themselves wish to pursue further training on their own initiative due to the fact that small enterprises are less likely to offer training to their employees.
NL	<p>The unfavourable economic forecasts and the growing influx of jobseekers (since December 2008) prompted a decision to increase PES-staff by 1100 full-time equivalents. In particular, the PES was experiencing a growing time gap between first registration (via internet) and</p>

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	<p>first interview. This was felt more and more as unacceptable. PES-experiences in recent years have shown that the quality of the service delivery is higher when clients are contacted early in the process. A long time gap will discourage jobseekers. In order to improve its services the PES also intends to extend the opening hours of the local offices: from 8 a.m. to 8 p.m. Specific reasons for increasing the number of PES-staff were the launch of the <i>‘mobility centres’</i>, the intensifying services to employers in the framework of mobility arrangements as well as the Youth Action Plan. In order to encourage employers to hire employees from other branches of industry, grants are available for the retraining of employees (i.e. ‘training bonus’). The ‘new’ employer may be eligible for a grant of fifty per cent of the retraining costs, up to a maximum of € 2,500. A precondition for eligibility to the grant is that it be used for (re)training resulting in a diploma or qualification. The employer must also pay an equivalent amount for the training himself. The Cabinet will make extra resources available for programmes stimulating Accreditation of Prior Learning (APL). If a former employer allows an unskilled employee to take part in an APL programme, the government will reimburse fifty per cent of the costs. The exact details of how these extra resources are to be deployed for retraining and APL programmes will be refined between the Cabinet and the social partners. The government and PES are convinced that training in the workplace is much more effective than sending the unemployed to training centres. The combination of work and training is seen as offering more perspective and providing more positive incentives than participating in classroom courses. The PES also acts as initiator/organiser of ‘mobility arrangements’ in which resources of public and private actors are combined. In the Dutch context the PES is not charged with the implementation of specific ALMP-measures. In fact, there are no centrally determined ALMP’s in the Netherlands. Generally, the PES is supportive with respect to the matching of job seekers and vacancies. In addition, there is the responsibility of local communities and the agency charged with implementing the employee benefits schemes (‘UWV’) to stimulate and support (re-)integration into employment of persons receiving social assistance or unemployment benefit. One has to realise that (re-)integration support is viewed as a tailor-made exercise in the Netherlands. This implies that local communities and ‘UWV’ can draw up their own specific (re-)integration plans/courses tailored to the needs of their individual clients. This approach differs fundamentally from the approach based on ‘one size fits all’ ALMP-measures. A side-effect has been that it has lead to a situation where there are virtually no state level initiated evaluation studies of measures/courses of reintegration practices developed and implemented at lower administrative levels. At state level the need to invest in these studies is less felt, because the financial relation between state and local communities/UWV is based on output-data and strong financial incentives in the benefit regulations already guarantee that local communities further (re-) integration into jobs of benefit recipients at local level.</p>
AT	<p>Demand on PES has increased significantly and the inflow to the unemployment register is now twice the level of outflow. An <i>additional 200 counsellors have been recruited</i> and the budget for ALMPs has increased by 20% compared to last year. The organisation of services remains the same (info area, service area and counselling area), but job seekers stay in the service area for 4 months instead of 3 to avoid overloading the counselling area. Increasing demand is particularly among young people and temporary workers whose contracts have not</p>

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	been renewed.
PL	Until recently, there has been a decline in the number of job seekers and as a result, client to counsellor ratios have declined significantly. The services offered by the PES remain the same as before (job search assistance, counselling, assistance with training etc).
PT	No information provided under this heading.
RO	The Ministries of Education and Labour co-operate with career information and guidance services to increase the relevance of the education and training offer to labour market needs. The PES continue to improve their matching activities.
SI	In 2009, the inflow of unemployed to the register was twice as high as in 2008. At the same time, demand for workers decreased by a third. By employing additional staff, the PES aims to ensure that the adviser to client ratio will not worsen significantly. This measure is supported by the ESF. Unemployed is increasing particularly among the low skilled and young people (including graduates without work experience). Training measures remain important, but subsidised employment has also increased.
SK	The Ministry of Employment, Social Affairs and Family of the Slovak Republic in co-operation with the social partners prepared a proposal for measures to mitigate the impact of the financial crisis which were implemented by law in February 2009. These measures primarily concern additional resources and tools for active labour market policy. Between March 09 and July 09 these measures preserved over 60,000 jobs, created around 3000 new jobs and in around 120 cases contributed to employees' wages. Contributions were also provided to encourage self employment. With the exception of the latter all were funded by the ESF.
FI	From the beginning of 2009 Employment Offices are now called Employment and Economic Development Offices (TE Offices). Traditional employment services can be seen and marketed as part of the employer services. Due to the public administration's productivity program the amount of people working in the (former) employment offices has steadily decreased in the recent years. The number of PES officials was nearly 4,000 in 2006 and less than 3,600 in 2008 (incl. part-time workers). Also the number of temporary employment decreased during those years, in 2008 around 20 % of the staff was temporary workers. Because of the increased amount of job seekers, more funds have been given to PES offices in 2009 to hire more temporary staff to deal with the increased demand in public employment services. The objective is to provide measures, especially training, in the times of economic downturn for unemployed so they could maintain and increase their know-how in their area of work, thus improving their chances of finding work when the economic recovery takes place. Labour market training is diverse and practical in nature and in most cases includes on-the-job learning. Every year, thousands of courses are offered, covering over a hundred occupations. Subsidy schemes, such as traineeships (practical training) and subsidised employment, are also growing importance during the economic downturn. The purpose of work arranged on the basis of salary subsidy is to improve an unemployed job seeker's vocational skills, competence and position in the labour market, and to promote entry into the open labour market for people who have been unemployed for a longer period. Unemployment amongst those with a university degree has also increased significantly. In June 2009 there were 13,900 unemployed jobseekers with a master's degree (11,700 the year before) and over

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	15,000 unemployed jobseekers with a bachelor’s degree (11,500 in 2008). In major Finnish cities there are employment offices which specialised services for highly educated jobseekers. There are measures (e.g. training) that are aimed specially for those with a university degree. The objective is also to increase supplementary education for those with a university degree.
SE	During the last year there has been an increased inflow of new registered job-seekers. At the same time with the increased inflow there has also been an increase in the average individual periods of registration. The number of PES counsellors has increased. The main increase has been among young people . As more highly skilled individuals enter on the job market, it becomes even more difficult for disadvantaged groups to find jobs.
UK	<p>The 2009 budget 2009 provided an additional £1.7billion for the UK’s PES - Jobcentre Plus - to deal with the higher number of people becoming unemployed. Jobcentre Plus has also made a number of changes to its services to maintain service delivery. Currently around 80% of customers see a personal advisor within 3 days for their first discussion about help in finding work (standard is 65%). Rising in-flows onto the unemployment register over the past year have been mirrored by rising off-flows. This shows that the labour market remains dynamic, despite the tighter conditions. Jobcentre Plus is in the process of recruiting some 16,000 new staff to ensure that people get the support they need to get back into work.</p> <p>Jobcentre Plus has also:</p> <ul style="list-style-type: none"> • Led a “Find your way back to work” campaign to help the newly unemployed including a re-vamped job kit, advertisements in job papers and guidance for employers. Where appropriate, established professional and executive level provision through private sector partners Simplified and streamlined processes. For example, it recently announced the rollout of a new approach so that people throughout the country can claim their benefits, tax credits and housing benefits at Jobcentre Plus in one visit. • Helped the newly unemployed get up to date with the latest job search techniques, plus more funding for jobcentres to give jobseekers the extra help they need to find a job (for example a new suit for a job interview). A new service delivered by a combination of Jobcentre Plus and existing and new external providers was launched on 6 April 2009. This includes a service for people who have recently left a professional or executive job and require support to improve their chances of getting back to work quickly.
NO	There has been a 11% increase in the operational budget of the PES.
CRO	As result of the increased inflow of job seekers, individualised counselling is being increased; as well as training and skills upgrading and subsidised employment. The PES offer specialist counselling to employers to enhance co-operation. Co-operation in Local Employment Partnerships is also being enhanced.

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MANAGING TRANSITIONS

In many Member States different systems have been established to assist in managing labour market transitions, either working in tandem with - or independently of the PES. These range from transition (or transfer) agencies established by social partner organisations over private, not for profit providers, to contracts established between PES and private counselling or job matching agencies. Restructuring is a normal part of the business cycle and many of these arrangements have proved to work successfully over many years. This workshop will look at the different models which have emerged for managing labour market transitions in this way and the extent to which they have also proved successful during times of crisis and could provide wider lessons for public policy.

This workshop will look at:

- The different models which have developed for transition agencies, their funding and partnership arrangements and service offer;
- The added value and policy lessons which can be obtained from the operation of such transition agencies for times of crisis
- The extent to which their "business model" can be successful during an economic downturn
- How the lessons from managing restructuring can best be disseminated and shared?
- The specific added value of private providers assisting PES and the way their input can best be managed, monitored and optimised.

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MANAGING TRANSITIONS

Country	Managing transitions
BE	Since 2004 all enterprises that want to use early retirement as an option in the case of a collective dismissal had to set up a so-called employment cell , providing outplacement services for laid off workers for a period of six months, in cooperation with the PES. In 2009 it has been decided to broaden this obligation to all collective redundancies involving more than 20 workers. Those under the age of 45 have to receive guidance for a period of 3 months, those over 45 for a period of 6 months. Apart from these “obligatory” cells similar cells can be (and have in the past been) set up on the initiative of the enterprise or the PES. In 2007 an employment cell was created for the Volkswagen factory in Brussels, where about 3.000 workers were laid off. In the cell, the Brussels, Flemish and Walloon PES worked together (with Brussels assuming coordination). All workers were offered 1 year of outplacement. In April 2008, 1.712 of the dismissed workers had found a new job, and 207 were still in a training measure.
BG	In cases of large scale lay offs the well established practice of forming teams who work together from the notification of redundancies until the end of the redundancy procedure to help seek alternative employment for those affected.
CZ	There are no transition agencies, but the PES are able to fund private agencies to assist them with their placement and retraining efforts.
DK	The PES have 3-4 years’ experience of working with private service providers assisting in activation. Around 25-30% of unemployed are referred to private providers. Payment is by results and agencies can be for profit or not for profit.
DE	A transfer company is an instrument provided for under German law which can be put in place in cases of restructuring with resulting job losses. The transfer company makes it possible to prepare redundant workers for a new job through qualification and placement activities. Transfer companies, once established, generally operate for a 12 months period. There is no legal obligation to create a transfer company. This decision is left to the discretion of the social partners in each case. In practice this instrument is used in most cases of large scale restructuring involving job losses in Germany. For affected employees, there is no obligation to move to the transfer company once it has been created. However, those workers who do not enter into the transfer company will be dismissed.
EE	The input of private agencies in job mediation has been limited due to a number of high profile scandals.
IE	FAS services are designed to promote a speedy return to work through the preparation of IAPs.
EL	No relevant initiatives reported in this area.
ES	No relevant initiatives reported in this area.
FR	Businesses over a certain size must offer retraining leave for each employee they are considering to make redundant for economic reasons. Measures are funded by the employer and can last between 4-9 months. In businesses not obliged to offer retraining leave (those

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	with less than 1000 employees), an employer considering lay offs must offer employees concerned an individual retraining agreement for a maximum of 12 months. Employees are not obliged to accept, but if they do their contract is terminated and they receive guidance, training and support. They are entitled to retraining allowance and may be entitled to compensatory payment if they accept a new job at a lower salary. Other measures include the setting up of retraining units, retraining leave (for training outside the company) and progression to work contracts (CTP).
IT	No relevant initiatives in this area.
CY	No relevant initiatives reported in this area.
LV	No initiatives mentioned under this heading.
LT	No relevant initiatives reported in this area.
LU	General economic and social support measures mentioned in the “Plan de conjoncture du Gouvernement”.
HU	No relevant initiatives reported in this area.
MT	The Maltese Government, through the Ministry of Finance, requested the assistance of the Employment and Training Corporation (Malta’s Public Employment Service) and that of the Malta Enterprise to work on measures that aid employers along these difficult times. The Employment and Training Corporation (ETC) set up a rapid reaction taskforce to assist those employers that were in need of restructuring their workforce or have experienced collective redundancies or reduced working time arrangements. Such a task requires an active and coordinated input from various parties, including the employers and employees, their representatives and national and regional authorities. From its part, ETC contributes to the better management of restructuring through a variety of measures. Special arrangements are made for affected workers in an effort to facilitate registration and job search services. This includes profiling, registration on the suitable part of the register and provision of training opportunities – particularly in the case of reduced working time – to help the affected workers to upgrade their knowledge and skills. In cases of collective redundancies, a one-stop service is also provided whereby people registering for employment can simultaneously check about benefits to which they may be entitled with officials of the Department of Social Security. Redundant employees are then assisted through Personal Action Planning and employment advice.
NL	Mobility centres were set up to bring all regional public and private parties together in order to encourage them to collaborate more closely and more effectively. This will make it easier to guide jobseekers towards vacancies that are still open, and to anticipate future employment opportunities. Since 1 March 2009, a national network of 30 mobility centres has been established and operational at offices of the PES with a specific role in regional labour market policies. These mobility centres are not new physical units but are defined as public-private partnerships which are organized on a regional scale and linked to the so-called plus offices of ‘UWV WERKbedrijf’ that have a regional scope. The centres make use of the regular available resources. Additionally, there are some financial resources for staffing the centres. The mobility centres are set up with the aim of swiftly and timely intensifying the service provision to job seekers and companies in

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order to prevent lay offs as much as possible. Services are notably targeted to support employees who are threatened with becoming unemployed in finding a new job as quickly as possible. They are guided towards new employment (possibly also in a different branch or sector) or seconded to other employers. In this context training may be offered.

A wide variety of organizations may participate in these centres, such as:

- Local offices ‘UWV WERKbedrijf’
- Municipalities
- Temporary Work agencies
- Education/knowledge centres vocational education
- Private re-integration companies
- Provinces
- Branch of industry service points
- Outplacement companies
- Employers associations.

The client groups of the mobility centres are:

- Employers making use of the short time work arrangement or the specific scheme for part-time unemployment (see: earlier)
- Employers which inevitably will have to dismiss employees
- Favourable sectors/employers with job vacancies
- Specific groups of persons threatened with unemployment (e.g. TW agencies’ workers and self employed).

The demand of the employers is leading in designing the mobility arrangements. The strength of the mobility centres is their pro-active approach to employers. Jointly with the partners information and advisory sessions for employees are organized. The mobility centres also take care of a joint intake and translate the employer demand into a suitable mobility arrangement, including financial engineering. Working this way gives an impulse to an employers’ approach. Another important element of the method of the mobility centres is visualizing and canvassing vacancies and expanding the networks. These are preconditions to good results. The added value of mobility centres is that they offer services specifically designed to prevent unemployment. This in close consultation and collaboration with employers and public and private service providers. The knowledge and expertise of HRM-experts at the mobility centres allow for a transformation of HR information into labour market information. Mobility centres are able to use the extended organizational capacity of the regional networks. They also contribute to an improved effectiveness as they are employer demand lead. Its success factors are: early

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	<p>intervention (before the unemployment spell starts) and a solid network of public and private parties. The design of the 30 mobility centres is based on recent successful experiences with ‘from work to work!’ projects, amongst others in the automotive sector (Nedcar) and the medical sector (Cordis).</p> <p>In addition to the mobility centres, local co-operation has been established between sectoral or regional employers and the UWV, amongst others in Branch of industry service points. This also in order to facilitate ‘from work to work transitions’. Within these service points the local employers are in charge of the services that are provided: their needs are the determining factor while UWV is responsible for implementation.</p> <p>At the same time more room will be created for private initiatives for assisting employees at risk of being dismissed, whether or not in co-operation with UWV. There are various tools that can be deployed here: TW agencies, zero-hour contracts, pooling by companies in the same branch of industry, redundancy programmes, branch and sectoral education and development funds (‘O&O’ funds). Tailor-made solutions are key here. Industry organisations can use part of their O&O fund for training. In consultation with the social partners, the Cabinet will devote some of the extra resources that have been made available for the problems in the labour market to helping people find a new job.</p>
AT	<p>“Consultancy on flexibility for employers” is a programme in place which has been adjusted for the short term needs of the crisis. Employers can receive up to 15 days management consultancy provided externally to find agreed (by internal social partners) solutions for their HR and capacity problems. The programme is funded by the AMS and ESF. The programme of labour market foundations also continues.</p>
PL	<p>PES are able to enter into special agreements with employment agencies to place job seekers facing particular disadvantage in the labour market.</p> <p>A “monitored redundancies programme” was initiated for redundant workers of liquidated shipyards. The programme provides them with vocational counselling, training, internships, assistance with job seeking and business start up and subsidies for additional equipment needed to create a job for one of the affected redundant workers.</p>
PT	No relevant initiatives reported in this area.
RO	No relevant initiatives reported in this area.
SI	Co-operation between public employment services and private placement and counselling agencies is increasing.

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SK	In addition to the work of the PES, private agencies offer temporary and permanent placement activities.
FI	<p>There are private transition/transfer agencies that work in co-operation with the employer for example during time of dismissals or lay-offs. Their area of activity is cross-sectoral. They plan job opportunities for those under threat of dismissals or lay-offs, they help with re-recruitment, help the employer to plan dismissals etc. The firmness of the co-operation between transition/transfer agencies and PES vary, it depends much on a local situation.</p> <p>Change security services by PES:</p> <p>The operational model for employment and change security increases the security of employees during dismissals and long-term lay offs, supports them in their job-seeking efforts and helps them gain new employment as soon as possible. Furthermore, the change security operational model enhances the possibilities for participating in measures promoting employment, and improves and maintains the professional expertise of jobseekers. Moreover, the operational model intensifies cooperation between employees, employers and TE Offices (Employment and Economic Development Offices). The change security package is voluntary for employees. In order to receive the raised unemployment allowance (i.e. the employment programme increase) connected to change security, the employee must draw up an employment plan and implement it actively. The employee has the right to remain outside change security without losing his or her right to daily unemployment allowance.</p> <p>Change security consists of</p> <ul style="list-style-type: none"> • The employee’s right to an employment programme • Paid time off during the notice period, for instance for the purpose of job-seeking • Raised unemployment allowance i.e. the employment programme increase • An increased obligation on the employer to provide information and negotiate • More effective Employment Office services. <p>The operational model concerning employment and change security is intended to improve the position of employees under threat of dismissal, or who have been dismissed for economic or production-related reasons. This model has been expanded in 1.7.2009 to better cater for the needs of employees on fixed-term employment contracts, those laid off for a period of 180 days, or those who have been temporarily laid off. Parties to the operational model include the employer, the employee and the Employment and Economic Development Office (TE Office).</p>
SE	Transition agencies are set up on the basis of social partner agreements and are funded by social partner contributions.
UK	The UK Government has strengthened and expanded its Rapid Response Service (RRS) which has proved to be effective at supporting areas affected by significant redundancies. The service, which is provided by Jobcentre Plus, in conjunction with other public, private and third sector partners, is now offered more widely, to include redundancies of 20 or more, or groups of smaller redundancies in localities.

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	<p>Since November 2008 over 2,000 employers have accessed support through the RRS. The aim of the service is to help workers that are affected by significant redundancies to make the transition to new jobs (or other appropriate labour market outcomes such as further training or education) as efficiently and effectively as possible.</p> <p>The help provided by the RRS is tailored to the needs of the individuals, the employer, the local economy and the labour market concerned. The help offered by Jobcentre Plus through the RRS may include:</p> <ul style="list-style-type: none"> • offering best practice consultancy to the company declaring redundancies; • information, advice and guidance offered to affected workers on all aspects of job search: help with CVs, access to vacancies, further training for those who need new skills, benefit advice and information on the help available from other organisations; • Skills and Training Analysis to help identify transferable skills and to identify any training requirements linked to the local labour market; • Early access to a range of Jobcentre Plus programmes such as Work-based Learning for Adults, Training for Work in Scotland led by the Local Enterprise Companies and Work Based Learning for Adults in Wales led by Education and Learning Wales. <p>Since April 2009, Jobcentre Plus has expanded its successful Local Employment Partnership (LEP) initiative in response to the downturn. LEPs bring together public, private and other actors into flexible, demand-led delivery networks. In 2008-09, over 26,000 employers signed up to work with Jobcentre Plus on LEP initiatives and over 142,000 LEP job outcomes were achieved.</p>
NO	Co-operation with PES and private providers on job transitions is not very active.
CRO	In the event of larger scale redundancies the PES uses <i>mobile teams</i> , which work for the employers’ premises with the consent and support of employers and trade unions. They supply psychological support as well as careers advice, guidance, assistance with job search, etc.