

**WEDNESDAY, 24 JUNE 2009**

## **1. Opening plenary: Green jobs and growth: myth or reality?**

**Chair: Daniela Vincenti Mitchener, Managing Editor, Euractiv**

**Speakers:**

\*Marko Curavic, Head of Unit, Entrepreneurship, **DG Enterprise & Industry, European Commission**

\*Reiner Hoffman, Deputy Secretary General, **ETUC**

\*Anna Malström, **Swedish Ministry of Employment**

In the opening plenary of the Employment week the European Trade Union Confederation (ETUC), the EU Commission (represented by DG Enterprise & Industry) and a representative of the Swedish Ministry of Employment exchanged views about the current economic crisis and its implications on the economy as a whole and on the creation of green jobs. The trade unions called for a new social and green deal for more and better jobs in a low carbon economy. A stronger welfare system is needed now in times of crisis in order to avoid social exclusion due to the increase in unemployment. All participants agreed that Member States need to invest more in training for green jobs and upgrade workers skills. Even if there is no clear answer on what constitutes a green job, it is clear that green jobs can go beyond green products.

The EU Commission stressed that entrepreneurial education should be integrated in the school curricula so that the students are prepared to run their own businesses and create workplaces. The Commission also stressed that a change of paradigm can happen only if there is enough investment but the EU is not ambitious enough, we need to spend more money both at EU and national levels. The quality of investment is crucial here, i.e. whether money should be invested in keeping a workplace which is maybe not efficient or in creating a new one or even better in training.

Finally, it was mentioned that only a small percentage of the recovery plans is meant for the environment and climate change. The EU has 27 recovery plans, which is both an advantage (diversity, competitiveness of ideas, tailored plans) and a weakness (sometimes plans are contradicting each other). A stronger recovery plan is needed and the Swedish presidency was called to think of a common EU recovery plan.

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Employment Week 2009

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## **2.A HUMAN CAPITAL – Skills shortage**

### **Skills development and life-long learning**

**Moderator: Jenny Ross, Manager, Ingeus Centre for Policy Research**

#### **Speakers:**

\*Dr Christoph Hilbert, Head of Research, **Adecco Institute**

\*Joao Delgado, Head of Unit, Vocational Education & Training Policy, **DG Education, European Commission**

\*Stavroula Demetriades, Head of Unit, Industrial Relations and Workplace Developments, **Eurofound**

In the beginning of the session, the Head of Research of the Adecco Institute presented survey results. The employment rate of older people rose by 7.8 percent, whereas the training within this age group fell. The three main barriers to elderly people entering into lifelong learning are: lack of motivation, low support or encouragement, and the (small) size of the organization. Lifelong learning needs to be improved for all age groups.

After having given an overview of the skills development and lifelong learning in Europe, the European Commission representative stated that, in his opinion, the crisis creates the opportunity to try to keep employees in the company by reducing working hours and training them in the company. He gave the example of some companies in Germany who saved money by, instead of paying PhDs in Harvard, used older, experienced workers as trainers. Training should be oriented on concrete company needs.

Changes to the process of lifelong learning, which became a key word due to the demographic imbalance, should be implemented via two European processes: the Bologna Process (higher education) and the Copenhagen Process (vocational training). The adaptation of the labor market can be facilitated by public funds to improve the quality of training.

### **Innovative and creative solutions**

#### **Best-practice case studies**

\*Professor Andrea Cammelli, Director, **Alma Laurea Italy**

\*Michael van der Cammen, **PES Working Group, Skills for New Jobs**

\*Sharka Holler, **Toyota Europe**

This session started off by a presentation of 'Alma Laurea', an internet database that compiles 1.2 millions updated CV of graduated students.

Next, Mr van der Cammen from the PES Working Group spoke about the chances of elderly and low qualified employees in companies and the difficulties in investing into training for elderly and low-skilled people.

Ms. Holler mentioned the skills shortage and stressed the importance of bridging the gap between academic and company needs, for example through providing material to

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vocational schools, through donations, teachers' trainings about the latest automotive technologies or on-the-job training for students. The image of the entire profession needs to be improved; the demographic developments will soon lead to less young people entering the job market, so companies will have to work with elderly employees.

Another problem that was mentioned is the mismatch between quality supply and quality demand.

We can speak about qualification dysfunction when a job offer remains open for several months.

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## **2.B LABOUR MARKET – Raising employment levels**

### **Competitiveness and job creation**

**Moderator: Laurent Cohen-Tanugi, Cabinet De LC-T**

#### **Speakers:**

\*Laurent Cohen-Tanugi, **Cabinet De LC-T**

\*Viola Groebner, Director Industrial Policy & Economic Reforms, **DG Enterprise, European Commission**

\*Reiner Hoffman, Deputy Secretary General, **ETUC**

The discussion in this session was mainly about the Lisbon Strategy and the concept of competitiveness. The Commission pointed out that the Lisbon Strategy has created 10 million new jobs in the EU and it has helped us react and recover better from the current crisis. In the Commission's view the problems underlying the crisis are becoming visible now- 1) the problem with excess capacity (e.g. in the construction and automotive industries); 2) demand and regulatory shift problems (i.e. products were not adjusted to the new markets); 3) cost- competitiveness problem (i.e. falling output prices, inability of firms to break even). Finally, the Commission representative stressed that EU competitiveness, unlike the US one, is based on traditional industries and not so much on entrepreneurship or break through technologies but gradual technological change. There is no contradiction between competitiveness, job creation and social economy and we should continue to upgrade skills and to be innovative.

On the other hand, ETUC challenged the concept of competitiveness, which in their view is a rather ambiguous one: Does competitiveness refer to the competitiveness of the economy, of a country or of a company, and how is it measured? ETUC also mentioned that BUSINESSEUROPE, ETUC and UEAPME wrote a declaration on the midterm review of the Lisbon Strategy in which they tried to define a common concept of competitiveness. In their view, competitiveness has to contribute also to social cohesion, innovation, employability, environment and sound economic macroeconomic policy. There cannot be competitiveness without innovation and high performing work places. However, competitiveness alone is not enough; all targets of the Lisbon Strategy have to be reaffirmed.

### **Innovative and creative solutions**

#### **Best-practice case studies**

\*Brian McCormick, Labour Economist, **FAS - Irish Training & Labour Authority**

\*Karin Ericsson, **Swedish Public Employment Service**

In this session two best practice case studies from Ireland and Sweden were presented. The representative from FAS, the Irish Training & Labour Authority, presented the policy responses to the increase of unemployment and the flow of foreign workers. For example, FAS created a reserve for education and enterprises in the budget, free university places were provided for the unemployed, courses were organised for

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unemployed, a work placement programme for 2000 places was created, a pilot scheme for short time work was introduced, etc.

Ms Ericsson gave an example of a Swedish company which employs foreigners. Foreigners should be seen as a source of new potential but they require assistance in order to enter the labour market, for example language courses.

The conclusions of this session were that Europe has an ageing population and expensive labour force and the only way forward is the knowledge economy, embodied in the Lisbon Strategy. However, it has failed since although employment has increased, productivity has not. Europe will not succeed without immigrants and still a lot needs to be done for the integration of foreigners.

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### **3.A HUMAN CAPITAL – Skills shortage**

#### **Adapting to change & developing leaders for the future**

**Moderator: Anna Jenkinson, Freelance Editor & Writer**

**Speakers:**

\*Peter Cheese, Global MD for the Talent & Organisation Performance Practice,

**Accenture**

\*Angelo Caragiuli, President of Working Group Employment & Training, **CEEP**

\*Dame Mary Marsh, Director, **The Clore Social Leadership Programme**

The main message of this workshop was that the development of the economy has an impact on organisations both financially and in terms of management style (empathy, interrelation, motivation of the team and empowerment of it). According to Mr Cheese, the need for leadership increases in times of uncertainty. New concepts of leadership appear not only in the private sector, but also in the public administration and even in NGOs. The new leadership skills managers need nowadays can be learned through training, but mainly through practice and experience. In order to become a leader, it is essential to have general support for training and the willingness to deal with the responsibilities inherent in this role.

Mr Caragiuli spoke of the divide at the job market: on the one hand, there are highly qualified people who have expectations towards their employers; on the other hand, there are such job seekers who do not meet our requirements. He also mentioned that not everybody is born to become a leader, and that the hierarchy needs to seek flexible solutions for their employees' careers: some may take leadership positions, whereas others might better become technical 'specialists', which need to be put on equal hierarchical level with leaders.

Last but not least, Ms. Marsh presented the Clore Social Leadership Programme, which connects leaders in the NGO sector throughout the whole UK. Leadership with a social focus plays a role as young people are looking for values in many areas and also wish for a value-based economy.

#### **Innovative and creative solutions**

**Best-practice case studies:**

\*Peter Cheese, representing the BT account at **Accenture**

\*Rudi Delarue, Director, **International Labour Office**

## 3.B LABOUR MARKET – Raising employment levels

### Innovation and the green economy

**Moderator: Marcel Pieper, Consultant, Burson-Marsteller**

**Speakers:**

\*Claire Roumet, Secretary General, **CECODHAS**

\*Richard Adams, UK Member of **EESC**

\*Jacques Spelkens, CSR Coordinator for Belgium, **GDF Suez**

This session was mainly about the skills gap and promoting new specialisations and new products. Sectoral challenges should be addressed, especially the negative image and quality of work conditions of some sectors, such as the construction sector, which is not attracting youth. 99 percent of the companies in this sector are SMEs. Improving working conditions is a key solution for this sector.

'Fair-Trade' is another asset of companies. In the best case, it has a direct positive impact on third countries, and at the same time deepens the relations between consumer and company.

Linking innovation to employment is a key issue; corporate social responsibility plays a core role in this regard. It is important to work on driving efficiency and innovation, shaping the future and teamwork to make energy and environment sustainable sources of progress.

Concerning innovation and the energy sector, ideas of introducing new technologies (wind farms, solar energy, biomass) were discussed.

Some drivers of innovations were mentioned during this session: Competitiveness (economics growth), sustainable development (green economy), social responsibility, anticipation of future developments and a fresh way of recruiting people.

Again, an issue that came up throughout this session, was recruitment for talents and that schools should start preparing students for their later jobs, which requires more development of education projects, training and diversity.

### Innovative and creative solutions

**Best-practice case studies:**

\*Richard French, Head of New Product Development, **British Computer Society**

\*Sepp Eisenriegler, President, **RREUSE**

\*Jean-Claude Banon, Group Executive Representative with the EU institutions, **Veolia Environment Europe Services**

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The first best practice case study presented in this session was on green IT and green IT skills. According to the British Computer Society, green IT is the efficient use of energy to and from IT. A mix of people, networks and hardware". Mr French pointed at the need to make people aware of sustainability and green economy. BCS offers training and certification of IT specialists with "green" skills, green IT companies should also be certified.

Mr Eisenriegler described how his company, which is a social enterprise, recycles and reuses waste from electronic equipment. He showed that such waste can be very efficiently used to make new products which are even of better quality. He stressed the importance of social economy as the third sector and that ministries dedicated to it should be established in all EU Member States.

The conclusions from the presentation of Veolia are that their core activities in the fields of water, waste management, transport and energy efficiency have become a lot more complex and sophisticated than before due to innovation, which has brought about new jobs. Recovery plans should include funding for the green economy, which has a big potential to create new jobs.

## 4. Keynote plenary: Jobs – From crisis to growth and inclusion

**Moderator: Christophe Leclerq, Publisher, Euractiv**

**Speakers:**

\*Vladimir Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities,  
**European Commission**

\*Robert Manchin, Chairman, **Gallup Europe**

\*Mark Fisher, Welfare to Work & Skills Director, **Development of Work and Pensions UK**

Commissioner Spidla reiterated how much he cares for young people with his famous phrase “Les jeunes me tiennent à coeur.” He referred to the New Skills for New Jobs European Commission initiative. Interestingly, he presented employment as the best protection against social exclusion. Also, Commissioner Spidla passed on the message that employers should not be reluctant to employ disadvantaged or unprivileged people. Recently 19 billion Euros from the European Social Fund were invested to help Europeans keep their jobs.

One of the successful new key elements is micro-finance. The EU has been working hand in hand with the European Investment Bank with the goal to make 500 million Euros available for micro-finance grants.

Mr Fisher shed light on an interesting UK initiative: that none of the 18-24 year olds should be unemployed for twelve consecutive months; otherwise they should be offered a training or a temporary job, etc. This was set up to avoid young people having to ask for unemployment benefits.

There is a direct relation between the countries affected strongly by the crisis and those whose citizens suffer most of job dissatisfaction. Different measures are being developed by the public institutions in charge of empowering the labour market.

**THURSDAY 25 JUNE 2009**

## **5.A HUMAN CAPITAL – Coping with change**

### **Examining the social cost of change**

**Moderator: Andy Dabilis, Managing Editor, New Europe**

#### **Speakers:**

\*Johannes Jorgensen, **EAPN Sweden**

\*Dr Alexander Spermann, Director of Public Affairs & Randstad Akademie, **Randstad**

\*Luc Hendrickx, Director Enterprise, Policy & External Relations, **UEAPME**

In the introduction by New Europe, a short introduction into the current situation of Europe was given. The unemployment rate is at 8.6 percent, we are in a recession.

Mr Jorgenson then talked about the reality of poor people who are most vulnerable and the true victims of this economic crisis. The financial market is not always driven by rational policies. The political system should be able to intervene. EAPN called for a shift in the European policy against poverty. Poverty reinforces itself, as it is also a barrier for people looking for a job.

Mr Spermann mentioned the role of business in up-skilling workers and presented the programme 'Learning on the job', which makes training formal, allows for competences to be documented and candidates getting higher salaries, which increases their motivation.

**Luc Hendrickx (UEAPME)**  
**see power point**

### **Innovative and creative solutions**

#### **Best-practice case studies**

\*Lourdes Sugranyes, Head of Vocational Guidance, **Barcelona Activa**

\*Jenny Ross, Manager, **Ingeus Center for Policy Research**

\*Zdenek Karasek, **RPIC-ViP**

**Lourdes Sugranyes**  
**See power point**

The Ingeus Center for Policy Research gave a presentation about human capital coping with change and talked about 'job station': a place where job seekers have access to free services, such as computers, telephones, fax machines, which help job seekers to look for a job, find one and integrate into a working culture.

Mr Karasek talked about the necessary competencies for the labor market. Whereas the existing education system is focused on development of knowledge, other important soft

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skills include independence, a proactive approach, communication, cooperation and problem solving. This can be best learned 'by doing'. ([www.keycompetencies.eu](http://www.keycompetencies.eu))

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## 5.B LABOUR MARKET – Raising employment levels

### Restructuring – The impact on the labour market

**Moderator: Professor Chris Brooks, SciencesPo**

**Speakers:**

\*Sophie Thörne, President Social Affairs, **CEEP**

\*Jean-Francois Lebrun, Head of Restructuring, **DG Employment, European Commission**

\*John Hurley, Researcher, Employment & Competitiveness, **Eurofound**

This session discussed the impact of restructuring on the labour market. Job losses due to the crisis surged in September 2008- March 2009 period with a peak in January 2009. The most affected sectors are the retail, automobile manufacturing, and construction. The most affected workers are the temporary agency workers, the fixed-term workers, the part-timers. The economy, however, is expected to recover before unemployment. The Commission stressed that laying off workers is costly and it decreases any gains made by cutting labour costs. While some companies should try to keep their labour force by introducing *Kurzarbeit* measures for example, others needed to lay off workers even before the crisis and are thus doing it now. Restructuring measures should aim at managing social costs and preserving social cohesion.

In terms of restructuring, the Commission has launched 18 sectoral studies through which it will try to identify the structural problems of these sectors, such as defence, tourism, banking, telecoms, and will provide recommendations as to how to deal with these problems. There will also be a feasibility study on the set up of Sectorial Councils on employment and skills at EU level. The Commission will also provide a Checklist on the restructuring process, which will be a list of concrete actions based on good practice examples. The checklist will later become a toolkit of best practices which will facilitate anticipation of future problems. Other actions of the Commission include seminars on restructuring in the EU Member States, an Interservice restructuring task force, a restructuring forum. Finally, the chair concluded that we need to prepare better for the future and start now dealing with the crisis not to let it reinforce structural problems.

### Innovative and creative solutions

#### Best-practice case studies

\*Roy Newey, Director, **A4e**

\*Agnieszka Majcher-Teleon, Human Capital Development Specialist, **European Training Foundation**

\*Philippe Dole, National Delegate for France representing **Pôle emploi**

The first part of this session showed in a very convincing and moving way the social impact of the crisis and unemployment in particular. The global crisis has so far lead to 5,7 million job losses since 2007 and global unemployment is expected to reach 50 million people. We should take into account the social costs of the recession, which

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include increases in homicide, suicide, divorce and prison admission rates. The reasons for these increases are that people lose hope, self-esteem and respect for themselves, their status in the community and family is shaken. Mr. Newey from A4e stressed that unemployment is damned by red tape and the solution to this problem is to provide people with clear information about unemployment benefits, training, career advice, confidence building measures, voluntary opportunities, family activities. Everyone of us could at some point be one of the unemployed and that is why we should not exclude these people but treat them as equals. The conclusions of the presentation of A4e are that the crisis we are facing today is unprecedented and its social impact is horrific.

The presentation of the European Training Foundation explained the concept of flexicurity and showed that although it works well in EU countries, it is not so relevant for developing and transition countries. The conditions in these countries, such as Turkey, are different from the EU, the level of education is lower, the illiteracy rate is higher, labour force participation is lower. A balance between flexibility and security is needed, reallocation and decentralisation of the workforce.

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## 6. Plenary session - New skills for new jobs

**Moderator: Francesca Ross, Deputy Editor The Parliament Magazine**

### **Speakers:**

\*Emmanuel Jahan, **Air France/KLM Representative in Brussels**

\*David Barnes, Vice President, Global Workforce Policy & VP Governmental Programs/Relazioni Istituzionali Italy, **IBM Corporation**

\*Professor Mike Campbell, Member of **'New Skills for New Jobs' Expert Group**

The plenary session presentations focused on the need for new and upgraded skills of the workforce. Prof. Campbell stressed that the challenge today is how to up skill workers and that a major change and increase in skills is needed, due to globalisation, technology, competition, demography. Companies which invest in their workforce are less likely to go out of business. That is why skills are one of the EU priorities. The trend in the EU is that in 2020 one in three jobs will require high education level and this will have implications on social inclusion and productivity, if measures are not taken to bridge the gap between jobs and skills. Another mismatch that needs to be dealt with is the mismatch between jobs, skills and geography. While in some parts of the EU workers with particular skills are being laid off, they are in shortage in other EU Member States.

The conclusion is that in the future there will be no place for low-skilled workers and they will need to upgrade their skills in order to become more productive and meet the challenges of the future jobs.

The main message of Mr Barnes from IBM was that education is crucial in adapting skills to meet future demands. We need to define better what a skill is as there is a gap between the definitions of skills used by the academia and business. There should be a closer link between education and business and schools should try to develop wider skills and qualifications of people in order to be more flexible and suitable for different jobs. Students and workers should be prepared to constantly upgrade their skills, while school and university curricula should be adapted so as to serve the needs of businesses. Mr Barnes also mentioned that we need more international mobility to allow for knowledge-transfer. Referring to the social costs of the economic crisis, he stated that we should protect individuals, not individual jobs.

Last but not least, Mr Jahan talked about climate change and the new challenges in a context of economic crisis. Green jobs will not compensate the job losses due to the economic crisis.

Only growth provides jobs, not a crisis. Rather, climate change is expected to create job substitution on existing jobs, i.e. job reconversion on a voluntary basis; most employees participating in this reconversion are young people. At the same time, according to Mr Jahan, it is clear that many people will not be able to reconvert and will lose their job.

## 7.A HUMAN CAPITAL – Adapting to change

**Moderator: Leigh Philips, Deputy Editor, EUObserver**

### **Speakers:**

\*Annemarie Muntz, President, European Confederation of Private Employment Agencies (**EUROCIETT**)

\*Leonardo Sforza, Head of Research & EU Affairs, **Hewitt Associates**

\*Kevin Green, CEO, **Recruitment & Employment Confederation**

The sector of temporary work agencies was in the centre of the first presentation of this session. There is a direct correlation between the overall economic situation and the agency work. According to Ms Muntz, agencies contribute positively to the necessary change: they create jobs, they have best access to training, increase mobility of the work force and fight unemployment. As flexible institutions, they facilitate recovery in the current economic crisis.

Mr Green then talked about the recruitment market in the UK, which is bigger than the IT industry and dominated by SMEs. 4.5 percent of the total work force is in temporary positions. In his opinion, companies should not only react to the crisis by recruitment freeze or early retirement, but by talent management.

The challenges for Human Resources departments were mentioned by Mr Sforza. He said that HR needs to improve its operational effectiveness, stay ahead on HR issues and industry change, guarantee ethic standards and good communication, and develop new strategic partnerships.

## **Innovative and creative solutions**

### **Best-practice case studies**

\*Annica Fornäs, VP Human Resources, Quality & Operational Excellence, **Saab**

#### **Microwave Systems**

Mr Emmanuel Jahan, **Air France/KLM Representative in Brussels**

\*Dr Dai Griffiths, Director TEN Competence

Are there 'alternative' ways to tackle the crisis? Ms. Fornäs talked about the experiences in the Swedish defense industry, which wanted to tackle the crisis differently, involving ethical values: by making a skills exchange involving all employees. This means that talks are being held with each employee to find out about their personal goals. This way, flexible solutions (reshuffling of jobs within the company or recommendations to those who wanted to leave) could be found. Similarly, when Air France merged with KLM, the focus was on the preservation of cultural differences. The last presentation introduced the scientific point of view: the attempt to constitute a general framework for change, called 'TEN Competence'. The indicators of this scientific framework show that we are currently on a turning point.

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The main conclusion of this session was: If you cannot avoid firing people, make it human! If companies can retain the employees' trust in the company, once the crisis is over, the employers come back and ask to work there again.

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## 7.B LABOUR MARKET – Education and changes in the labour market

**Moderator: John Morley, Special Professor, Nottingham University Business School**

### **Speakers:**

\*Jeremy Harrison, Director, **ABDI**

\*Tine Radinja, President, **European Youth Forum**

\*Professor Mike Campbell, Director of Research & Policy, **UK Commission for Employment and Skills**

This session focused on education and its relation to the labour market. The European Youth Forum pointed out that although the labour market has changed a lot in recent years, the education systems have not and this leads to a mismatch. Youth unemployment in the EU is rather high, 18.7%, although today's youth is more educated than ever before. There should be partnership between education providers and employers and entrepreneurial spirit should be taught from the beginning on. The importance of informal education and its recognition was also highlighted. Internships were pointed out as a way to smoothen the transition between school and job, however, nowadays young people are forced to do internships which do not add to their qualifications and do not lead to employment.

Prof. Campbell highlighted again the need for skills upgrade and stressed that employers need to be more ambitious and should not try to make their margins at the low-skilled end of labour. His advice to policy makers was to first look at the demand side and then start to devise policies. We need to understand the labour market needs, then upgrade basic skills, such as internet skills, upgrade also employability skills, such as communication skills, make employers more ambitious and create a strategic partnership between employers and education.

Mr Harrison from ABDI stressed that we need to evaluate policies and projects related to training and education of the labour force. This should be done in order to find out whether courses and trainings were successful in increasing the skills of workers, whether they were relevant for them and if they were useful in finding a new job.

## **Innovative and creative solutions**

### **Best-practice case studies**

\*Robert Morrall, EQUAL Project Leader, **Cementaprise**

\*Brendan Burns, Director, **Burns, Burns & Burns**, member of **EESC**

\*Harald Mayer, Director, **NaturTalent Stiftung**

A very interesting case study was presented by Mr Burns from Scotland. Through his experience in running different business, among which forestry harvesting and extraction, he has learnt that it is very important to identify what a particular business is doing and what skills it needs for its activities. According to Mr Burns, a skill is the ability to perform a task according to the needs of your employer. That is why he recommends businesses to establish a detailed list of business activities, skills needed for them, training needs of workers, workers qualifications and in this way be able to match precisely the needs of employers and employees.

*NaturTalent Stiftung* presented their program of identifying entrepreneurial spirit of youngsters at school. They developed tests through which one can identify the kids with more potential to become entrepreneurs and eventually try to further develop these skills through a special development program for the top 30 kids.

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*Cementaprise* showed how low-skilled workers, mainly migrants and prisoners, can also have and develop useful skills and work for their communities. They try to engage such people into small projects and teach them new skills, which help the workers come back to society and feel useful.

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## 8. Closing plenary

### Speakers:

\*Egbert Holthuis, Deputy Head of Employment Strategy Unit, **DG Employment, Social Affairs and Equal Opportunities, European Commission**

\*John Morley, Special Professor, **Nottingham University Business School**

**Please see power point**

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