

Issue	Austria	Belgium	Bulgaria
<b>Consultation</b>			
<i>Employers consult employees before public announcement</i>	Before a planned collective dismissals is notified, the employers must inform the works council about their intentions	In cases of important modifications to the structure of the company which affect employment, the employer must inform the Works council before any public announcement.	Consultation normally takes place after the public announcement, but cases of advanced consultations are gradually increasing.
<i>Parties involved</i>	Employer; works council; regional trade union officials; local AMS office; sometimes local authorities or agencies		Employer and trade union or worker representatives.
<i>Parties involved: National/regional trade union officials</i>	Mostly at regional level, except in cases of very large-scale restructuring	Workers' representatives within the company: members of the works council or the trade union delegation.	At sectoral and company level
<i>Parties involved: Local or regional development agencies or authorities</i>	Local authorities or agencies are usually involved in trying to set up support measures for the workers concerned, but only after the public announcement of the planned restructuring	not applicable	Local development agencies or authorities are not generally involved.
<i>Parties involved: Local or regional employment offices</i>	The local AMS office usually engages itself only after the announcement of the restructuring	not applicable	The local Labour Offices and Regional Employment Services
<i>Parties involved: Central government departments or agencies</i>	This only occurs in restructuring cases of national significance and after the public announcement of the restructuring has taken place	not applicable	In some cases certain government departments are partners in the consultation procedure for the relevant sector (e.g. MES in consultations with teachers' trade unions).
<i>Parties involved: Other</i>	Usually the relevant employers organisation of the sector concerned, but only after the public announcement of restructuring	not applicable	No details
<i>Parties involved in consultation after public announcement: National/regional trade union officials</i>	Usually regional level trade unions	Workers' representatives within the company	Trade union officials and /or workers' representatives in the company

<i>Parties involved in consultation after public announcement: Local or regional development agencies or authorities</i>	In some Länder, such as Vienna, the government (Landesregierung) has set up special agencies which, with the regional AMS offices, are responsible for drawing up and administering re-employment schemes	not applicable	Local development agencies or authorities are not normally involved.
<i>Parties involved in consultation after public announcement: Local or regional employment offices</i>	The AMS	not applicable	Labour offices
<i>Parties involved in consultation after public announcement: Central government departments or agencies</i>	Only in large-scale restructuring cases (e.g. in the case of the closure of the Semperit tyre plant in 2002)	not applicable	The Executive Agency General Labour Inspectorate (EAGLI) may be involved in cases of violation of labour laws. The National Institute of Conciliation and Arbitration and individual ministries may have no information available
<i>Parties involved in consultation after public announcement: Specialist consultants</i>	No	not applicable	
<i>Parties involved in consultation after public announcement: Conflict resolution bodies</i>	If the parties involved fail to agree on a social plan, the works council may refer the case to a public mediation and arbitration board.	The president of the joint sectoral committee can play the role of a mediator in case of any conflict, including in cases of restructuring.	The National Institute of Conciliation and Arbitration may participate in the dispute resolution at the request by one of the parties.
<i>Parties involved in consultation after public announcement: Voluntary bodies, or others</i>	Usually no other bodies are involved.	not applicable	no information available
<i>Management of consultation process</i>	The consultation process is managed by the local or regional offices of the AMS, although in some Länder this is done in cooperation with special bodies or authorities set up by the government	Process to be followed by employer is set out in legislation. Employer must respond in writing to employee suggestions for avoiding or reducing redundancies and notify authorities of outcome	No standardised practice exists. In most cases the employer manages the consultation process.
<b>Support for workers</b>			
<i>Organisations or bodies involved</i>	The employer (in the case of a social plan etc.); the works council and the regional trade union bodies (advisory support); the regional AMS office; sometimes industry-specific bodies and training agencies (only in some instances. When the two sides of industry agree on a social plan (e.g. Voestalpine in 2009) or a re-employment scheme (e.g. Plansee in 2009).	The main bodies involved in providing support are the trade union bodies and the regional employment offices	Labour offices and private recruitment agencies.
<i>Organisations or bodies involved: The employer responsible for the restructuring</i>		The employer responsible for the restructuring has the obligation to provide outplacement for workers aged over 45. Outplacement can be organised by a private company or by the regional employment	Employers are obliged to propose measures to help workers find alternative employment, including training

<i>Organisations or bodies involved: Worker representative or trade union bodies</i>	Trade unions and works councils provide advisory rather than substantive support. They negotiate the social plans on behalf of the employees.	trade unions can be involved in the support	Trade unions may, in some cases, provide support through projects financed by the European Social Fund.
<i>Organisations or bodies involved: Sector or industry bodies (eg trade or professional associations)</i>	Only in the context of particular types of re-employment schemes, such as sector schemes, regional schemes, insolvency schemes or 'open' schemes.	Most sector bodies have a fund providing financial support for vocational training	no information available
<i>Organisations or bodies involved: Regional or local employment office</i>	The AMS is particularly responsible for job placement and for the provision of advisory services to job-seekers and employers	Regional employment offices are primarily responsible for assisting dismissed workers in finding a new job.	Special teams, composed of employers' and employees' representatives, the local Employment Agency and local authorities, are set up to formulate measures for advising employees, training, new business
<i>Organisations or bodies involved: Training agencies or educational institutions</i>	Only if commissioned by the AMS	They provide training organised by the PES	Only in some instances, when they authorised by public authorities to provide training programmes for employees
<i>Organisations or bodies involved: Outplacement or other private sector employment services</i>	Not usually.	Outplacement is obligatory for workers aged over 45 and financed by the company.	Only in some instances
<i>Organisations or bodies involved: Other local or regional agencies</i>	Some Länder have established separate employment agencies, often with different roles and competences.	not applicable	no information available
<i>Organisations or bodies involved: Other (specify)</i>	Not usually.	not applicable	no information available
<i>Organisation and coordination of activities of bodies involved</i>	In re-employment schemes, the activities of the different bodies providing assistance are closely coordinated, with the lead taken by local or regional offices of the AMS, sometimes in cooperation with special	Employer and trade unions can negotiate supplementary allowances or outplacement services for workers. If a special unit is set up to help workers find jobs, this is managed by regional employment services,	The local Employment Agency, composed of local labour offices and regional employment services, plays a leading role in developing measures to create alternative employment opportunities for
<b>Attracting new employment</b>			
<i>Organisations or bodies involved in expanding employment opportunities</i>	Länder agencies responsible for drawing up regional employment programmes; Austria Wirtschaftsservice (AWS) bank (state business promotion) at central state level; the social partners via tripartite AMS bodies	Some local units are created to develop employment opportunities by providing support and incentives to new companies. For instance, in the region of Liège, a local agency is responsible for attracting new	A number of bodies are involved: MLSP (as a body managing the Employment Agency) as well as OP HRD (financed by the ESF); the Employment Agency; the National Tripartite Cooperation Council; and the

<i>Organisations or bodies involved in expanding employment opportunities: Local or regional development agencies</i>	In line with their (budgetary) autonomy, the Länder have established departments or agencies responsible for drawing up regional employment programmes. These are mainly implemented through territorial	Local agencies or regional agencies	The Regional Development Council and the district development councils are responsible for setting up permanent or temporary employment commissions to advise on measures for expanding
<i>Organisations or bodies involved in expanding employment opportunities: Central government departments or agencies</i>	The management of state business promotion has been performed by the Austria Wirtschaftsservice (AWS) bank since 2002.	At the federal level, the Ministry of Economic Affairs is responsible. However, the economy is a competence shared between the federal level and the three regions, and many initiatives to boost the	The employment commissions include representatives of Ministries and other government agencies, such as the Bulgarian Small and Medium Enterprises Promotion Agency
<i>Organisations or bodies involved in expanding employment opportunities: Education and training bodies concerned with skill development</i>	Only if commissioned by the AMS	Regional employment offices can provide training or provide studies on the skills needed in sectors	Education and training bodies participate in the work of the employment commissions
<i>Organisations or bodies involved in expanding employment opportunities: Sector or industry bodies (eg trade or professional associations)</i>	Only in cases where the social partner organisations are represented in tripartite AMS bodies and therefore involved in pursuing employment objectives at national and regional level, and in drawing up	no available information	Sector and industry bodies participate in the work of the employment commissions
<i>Organisations or bodies involved in expanding employment opportunities: Worker representative or trade union bodies</i>	Only in instances where the employee representatives are represented in tripartite AMS bodies and hence involved in pursuing employment aims at national and regional level, and in drawing up territorial	not applicable	Worker representatives and trade unions participate in the work of the employment commissions
<i>Organisations or bodies involved in expanding employment opportunities: Private agencies</i>	No information available.	not applicable	Private agencies are only involved in some instances, when they participate in the work of the employment commissions
<i>Organisations or bodies involved in expanding employment opportunities: Other (specify)</i>	No information available.	not applicable	no information available
<i>Organisation and coordination of activities of bodies involved</i>	The activities are coordinated in the framework of the territorial employment pacts.	Considerable efforts have been made to simplify the administrative procedures concerning job creation and training measures that are the responsibility of the different regions. However, no body is	The district Employment Commissions effectively act to coordinate activities

Cyprus	Czech Republic	Denmark	Estonia
Employers do normally consult employees before making a public announcement, even if consultation is usually informal.	Employers must inform employees of planned dismissal but they are not obliged to inform them before the public announcement is made.	Companies with 35 employees or more must inform and consult with employees on a regular basis of planned restructuring and other factors that affect their employment relations.	According to the Employment Contracts Act, employers are obliged to consult their employees before redundancies are announced. Since 1 July 2009, information on the consultation process must also be
Employers and Trade unions / Employees Representatives.	Trade unions, employees, but the employer is not obliged to inform them before the announcement is made.	Members of the company's Cooperation Committee, i.e. the workers representatives at workplace, the shop steward, and the management. Provisions about the cooperation is laid down in the Cooperation	Before any public announcement of redundancies, the parties usually involved in the consultation process include trade union representatives or employee trustees. In case there are no such elected
Yes.	Trade unions within in company have to be informed according the law. Employers must consult on the dismissal plans, but they are not obliged to inform them before the announcement is made.	No	Only trade union officials directly related to the company are included, and national trade unions are not generally consulted before public announcement.
No.	Local and regional development agencies can be consulted, but there is no obligation on them to do so. It is the employer's decision.	No	Local or regional development agencies or authorities are not normally involved in the consultation process.
No.	The local labour office must be informed, but not before the public announcement.	No	Local or regional employment offices are not normally involved in the consultation process.
No.	In the case of regions or sectors with particular structural problems or organisations supported from the public budget, but not before the public announcement is made.	No	
No.	No information available.	No	In cases where there is an elected employee trustee in the company, they will be consulted in addition to the trade union representatives. Where there is no employee representative elected in the
Employers must consult with trade unions or employee representatives. This obligation is specified by the Collective Redundancies Law of 2001 and the Industrial Relation Code.	Trade unions within in company have to be informed according the law. Employers must consult on the dismissal plans.	According to the Act on notification in connection with collective redundancies, the employees representatives can call an expert advice from the national confederation. In the financial sector the	There is no obligation to undertake consultations after the public announcement of the restructuring. However, in cases where there are trade union representatives present in the company, they will most
In cases			

No.	Local and regional development agencies or authorities can be consulted, but whether this is the case appears to vary between employer, sector and region.	No	There is no obligation to include local authorities in the consultation process after the announcement. However, after the public announcement, the Unemployment Insurance Fund provides a reaction service
No.	In some instances, e.g. when searching for possible solutions	The Regional Employment Council does not take part in consultations, but must be notified the same day that the announcement is made.	There is no obligation to include local or regional employment offices in the consultation process after the redundancies have been announced. However, in cases where a 'reaction service to collective
Employers must forward the details of consultation to the relevant authority, the Ministry of Labour and Social Insurance. Legislation states that employers notify public authorities 'the soonest possible' on No.	In some instances, e.g. when redundancies occur in regions or sectors with particular problems of restructuring, such as the steel industry	No	Not usually
No.	Specialists can be consulted, but it appears to vary between employer, sector and region.	Both parties are allowed to consult specialists	Not usually
Yes in case of disputes. The Department of Labour Relations of the Minister of Labour and Social Insurance is responsible for mediating in labour disputes in the private and semi-government sector.	In the case of regions or sectors with particular structural problems or organisations supported from the public budget.	No	Not usually
No.	Voluntary bodies can be consulted, but it appears to depend on the sector and region.	Not known of.	Not usually
Legislation specifies that at a minimum employers consult on: a) avoiding collective dismissals or reducing the number of employees to be affected; and b) moderating the impact through social	By joint negotiation between various parties involved.	The initiative is taken by the employer and the employer who manages the negotiations with the employees' representatives.	Consultations before the public announcement are typically managed by the employer. When consultations also take place after the announcement, this is mainly managed by the Unemployment
With very few exceptions, there are no specific structures in place to assist workers losing their jobs as a result of restructuring, either to help them find new jobs or to adjust to redundancy. Workers who lose Only in some instances - e.g. in case of BAT which on closure of its plant, provided individual training and job interviews with other employers to workers, as a result of an agreement with trade unions. There	Trade unions, labour offices, NGOs, sometimes employer.  Employers are obliged to inform trade unions, labour office and employees. Other activities are voluntary and depend on employer.	Regional Employment Council (main responsibility), local job centres (main administration), maybe the union and the employer, and the official Labour Market Training Courses. The pivot point is the job Support from the employer is either voluntary or laid down in a collective agreement at company level.	The organisations/bodies most typically involved in assisting workers include: the employer responsible for the restructuring, employee representatives (either trade union representatives or elected by Employers must consult their employees and try to find an agreement on possible measures to assist workers in adjusting to their redundancy. However, there is no information on how far this requirement is

Trade unions do actively support employees losing their jobs. For example, the Pancyprian Federation of Labour (PEO) maintains a job-seeking office which managed to find jobs for about 30 No.	Trade unions usually provide support for workers (consultancy).  No information available.	Yes, in most instances. The unions most often take an active part in one way or another in finding new jobs or training courses for employees made redundant.  No	Workers representatives and/or trade union representatives must try to reach an agreement with the employer on the measures to assist workers made redundant during the consultation phase. However, Sector or industry bodies are generally not included in efforts to assist workers concerned.
During the current economic slowdown, the Labour Department of the Ministry of Labour and Social Insurance is displaying an increased alertness in preventing job losses. Specifically, whenever cases that may lead The Human Resource Development Authority, under the Ministry of Labour and Social Insurance, has drafted a Special Plan of Action, with the aim of warding off unemployment. The Single-enterprise Initial No.	Help to find new job, pay social benefits, consultancy. Not confined to restructuring cases.  Only in some instances, where they provide training under an agreement with labour offices or employers.  Only in some instances, where employers might pay for outplacement services.	The local job centres, and the Regional Employment Council are involved.  The Labour Market Training Courses (Arbejdsmarkedsuddannelserne, AMU) and the Adult and Vocational Training Courses (Voksen- efteruddannelserne, VEU) both under the Ministry of Education. The There are no private sector employment services.	In cases where the 'reaction measure' to collective redundancies is provided, the regional offices of the Unemployment Insurance Fund have the leading role in managing the assistance provided to Training agencies or educational institutions are not generally directly included in efforts to assist workers concerned. However, in case where additional or retraining is required, the workers concerned may be Private sector employment services are generally not included in efforts to assist workers concerned.
No.	Other local or regional agencies can be consulted, it depends on the employer.	No	In cases where 'reaction measures' to collective redundancies are provided, the local government will be involved in efforts to assist workers concerned.
No.	Other bodies are mainly NGOs. There are many project supported from European structural funds to help unemployed people (but not only in case of restructuring): individual consultancy, training, retraining.	No	In cases where 'reaction measures' to collective redundancies are provided, the Labour Inspectorate will also be included in the team to assist the workers concerned.
No available information.	The procedure to be followed is specified in the legislation. Employment offices cooperate with employers and unions to assist workers made redundant, and local authorities participate in the search for	The local job centres coordinate the efforts.	No information is available concerning the co-ordination activities in place. In case where there are reaction measures to collective redundancies, the Unemployment Insurance Fund will act as the co-ordinator
Measures aimed at expanding employment opportunities, or attracting new jobs at regional or local level, are very uncommon. It should be noted that the Cyprus Labour Market has been characterised during the	Labour offices, NGOs, local authorities.	The National Agency for Enterprise and Construction (Erhvervs og Byggestyrelsen), and the regional growth forums for business expansion. Local job centres and the Regional Employment Council are also	Local government will generally be involved in expanding employment opportunities in the region affected of restructuring. In some cases, Enterprise Estonia may be included as well. There is no information on

<p>No.</p> <p>Special measures aimed at expanding employment opportunities, or attracting new employment at regional and local level are rare in Cyprus. The regional policy guidelines of the Planning Bureau of the</p> <p>No.</p>	<p>They provide information on subsidies for employers preparing business plans and help them access these. They also help firms moving into the region to find suitable locations and business partners</p> <p>The central government is responsible for providing support in regions affected by restructuring. The CzechInvest agency helps attract foreign investment and domestic companies to develop. The Only in some instances, where training is organised with employment offices.</p>	<p>The National Agency for Enterprise and Construction (Erhvervs og Byggestyrelsen), and the regional growth forums for business expansion. Local job centres and the Regional Employment Council for</p> <p>Although not usually directly involved in activities, the National Agency for Enterprise and Construction (NEAC) is the central government authority for economic growth and employment opportunities, and Labour Market Training Courses (AMU), Adult and Vocational Training (VEU) taking place in AMU-centres and Technical Schools.</p>	<p>There is no information of the involvement of the local or regional development agencies in expanding employment opportunities.</p> <p>Enterprise Estonia, founded in 2000 by the Ministry of Economic Affairs, supports business start-ups and developing companies by providing financial support, and information and training at a national</p> <p>There is no information on the involvement of education and training bodies concerned with skill development in expanding employment opportunities.</p>
<p>No.</p>	<p>No information available.</p>	<p>No</p>	<p>There is no information concerning the involvement of sector or industry bodies in efforts to expand employment opportunities.</p>
<p>No.</p>	<p>Worker representative or trade union bodies can provide consultancy.</p>	<p>Local trade unions are usually involved in finding jobs for redundant workers. At national level the large trade unions have published action plans for job creation.</p>	<p>There is no information of the involvement of worker representative or trade union bodies in efforts to expand employment opportunities.</p>
<p>No.</p>	<p>Whether private agencies participate depends on the particular employer.</p>	<p>In some instances, on the initiative of the regional "Growth Forums" or job centres</p>	<p>There is no information of the involvement of private agencies in efforts to expand employment opportunities.</p>
<p>No.</p> <p>The Strategic Development Plan 2007-2013, which includes a strategy for achieving a more balanced development between urban and rural areas, is prepared and coordinated by the Planning Bureau.</p>	<p>NGOs may also be involved, including with project supported from European structural funds to help unemployed people (but not only in case of restructuring): individual consultancy, training, retraining.</p> <p>No real coordination but implicit coordination because of common goals.</p>	<p>Tripartite cooperation. The social partners have in various degrees been involved in the labour market reforms since the 1990s, among others 'Bringing more people into work' from 2005 and a tripartite agreement</p> <p>Activities for expanding employment are carried out by the job centres and the employment regions (administered and monitored by the Ministry of Employment). Measures for attracting businesses are</p>	<p>At the local level, probably the most important role is played by the local municipality or city, who have include these activities in their development strategies as well.</p> <p>In some areas, Enterprise Estonia may work with local authorities to support development. In most cases, activities to expand employment are co-ordinated by the local municipality or the city, and will</p>

Finland	France	Germany	Greece
<p>There is no legal obligation and employers do not usually do so, but in some cases may unofficially inform chief trade union shop steward</p>		<p>This is obligatory only in establishments of more than 20 employees where a works council exist. According to the Works Constitution Act, employers have an obligation to provide full and timely</p>	<p>Employers must inform employees of planned dismissal but not before a public announcement is made</p>
<p>No information available</p>		<p>Employer and works council are involved at the establishment level (regulated by the Works Constitution Act). Employer, company/group works council and representatives of the workforce and</p>	<p>No information available</p>
<p>Only in some cases, when they may inform the chief trade union shop steward before making a public announcement, who is usually asked not to divulge the information</p>		<p>At the level of the establishment only if trade union officials are contacted by the works council. At company level if the trade unions are contacted by the works councils or are represented on the supervisory</p>	<p>If there is consultation, it is with workers' representatives in the company, who might belong to the enterprise-level union</p>
<p>No information available</p>		<p>The bodies are not typically involved unless the local or regional authority is shareholder or owner of the company. In large cases, ministries of the federal states (Laender) get involved if the company applies to</p>	<p>No information available</p>
<p>No information available</p>		<p>The Federal Employment Agency is not involved in the consultation process, but has to approve projected short-time working and projected collective redundancies. In cases of dispute, the</p>	<p>No information available</p>
<p>No information available</p>		<p>In very exceptional cases when a company applies for public subsidies financed by the German Economy Fund (set up in 2009 in response to the economic crisis). Typically, there is no involvement unless the central</p>	<p>No information available</p>
<p>No information available</p>		<p>Consultancy firms. In establishments with over 300 employees, the works council may hire a consultant to help and advise.</p>	<p>No information available</p>
<p>Legally, consultation must include the employees' representative who is usually the chief shop steward. In over half the cases, they will use expert help, usually from the trade union. Employees are</p>		<p>Only if contacted by the works council or employee representatives on the supervisory board</p>	<p>Workers representatives at enterprise level (enterprise-level unions, works councils) are involved</p>

<p>Local development agencies and employment offices.</p> <p>The employer is obliged to contact employment services at start of consultation and when drawing plan of action has to find out from them what kind of help they can provide for workers about Only in some instances, if requested by the two parties involved</p> <p>Only some instances, if requested by the two parties involved. Consultancy usually concerns legal aspects</p> <p>No information available</p> <p>The consultation process lasts about six weeks and there are usually three to five negotiations. Employees are intended under the law to be able to influence the outcome, but most employees'</p>		<p>Only in case local or regional authorities are contacted by management or works council and only in case public subsidies or public financial incentives are at stake.</p> <p>The Federal Employment Agency (Bundesagentur für Arbeit, BA) is to be consulted if a) the employer has plans for training measures for low-skilled workers during short-time working (since 2009); b) Typically, only if the central government is the owner or a shareholder in the company. Since 2009, the central government is also involved in very large cases if a company applies for subsidies from the German</p> <p>If consultants are hired by employers or works councils. In establishments with over 300 employees, the works council may hire a consultant.</p> <p>In cases of dispute, when the employer and the works council disagree on a restructuring measure or if no agreement on a social plan is reached, both parties have the right to call the President of the Arbitration committees are voluntary bodies composed of an equal number of assessors appointed by the employer and works council with an independent chairman. In case no agreement is reached on the</p> <p>The arbitration committee decides by majority vote. Employer and works council have to agree to the decision. Either party can reject the decision.</p>	<p>No information available</p> <p>If consultation takes place, the consultation process is determined by the company</p>
<p>N.B. This section is mostly based on the case of the paper company UPM Kymmene, in the public eye since spring 2006 when it announced a huge restructuring programme</p> <p>The Change Security model introduced in July 2005 has increased employers' responsibilities in cases of redundancies. In 2006, A working group set up by the Ministry of Trade and Industry stressed the</p>		<p>Works council. Trade unions officials if contacted by the works council or if members of the supervisory board. Trade unions and employer associations as bargaining partners of sectoral agreements. Only if the employer agrees on settling a social plan or, if a workers' representation does not exist, agrees to provide compensation or outplacement services.</p>	<p>There is no record of specific practices to provide financial support or promote employment among workers who lose their jobs as a result of restructuring</p> <p>No information available</p>

<p>Mainly by providing advice on social security as well as engaging in public debate. The working group of the Ministry of Trade and Industry emphasised that trade unions among others should create</p> <p>No information available</p>	<p>According to Works Constitution Act, the works council has the right to negotiate interest reconciliation and a social plan. The Collective Agreement Act also allows for trade unions and employer associations or</p>	<p>No information available</p>
<p>The Employment Office is involved in drawing up the plan and provides job-search assistance, employment services, training, work experience and so on</p>	<p>According to Works Constitution Act, the works council has the right to negotiate interest reconciliation and a social plan. The Collective Agreement Act also allows for trade unions and employer associations or</p>	<p>No information available</p>
<p>Usually the Employment Offices which provide training</p>	<p>The Federal Employment Agency responsibilities cover a) short-time allowance, b) allowance for workers in job transfer agencies and outplacement services, c) training measures for low-</p>	<p>No information available</p>
<p>Only in some instances. These provide outplacement programmes, termination training for managers and advise on employers' obligations under Change Security model</p>	<p>Training institutions are involved if a social plan is organized covering the transfer to a job creation agency or to an outplacement service. Since 2008, the Federal Employment Agency covers short-time</p>	<p>No information available</p>
<p>Only in some instances, though the role of municipalities has tend to increase in recent past. Together with employment offices and social insurance body, they created 37 employee service centres in 2004-2006 to Social Insurance Institution</p>	<p>Typical only in large establishments/companies. Job transfer agencies and outplacement services are typically regulated by a social plan.</p>	<p>No information available</p>
<p>Coordination between employers and the State (Employment Offices) is defined by law under the Change Security model. But in general in cases of restructuring, there is not a leading body and the division of</p>	<p>By HR department and works council. If no works council exists, employers may work with a private outplacement agency with the possibility of financial support from the Federal Employment Agency.</p>	<p>No information available</p>
<p>"The Paltamo Model". Explained in index "Job creation". Only at test phase for now.</p>	<p>Cross-sectoral collaborations of various regional/local actors; departments of local authority on economy and employment</p>	<p>No information available</p>

<p>The 20 Finnish Regional Councils, composed of municipalities, are responsible for preparing and implementing regional development plans and coordinate development measures in their regions with Mainly comes in the form of Change Security procedures and subsidies to municipalities to enable them support investment in local areas</p>	<p>Not typically. Only if job creation is explicitly defined as task of economic development departments of local authorities or of local economic development agencies Local branches of the Federal Employment Agency are involved in finding job vacancies. Ministries of the federal states are involved in regional/local development policy.</p>	<p>Local or regional bodies are involved in Regional Operational Programmes (Local Employment Initiatives) but most of these programmes are not very effective and are slow to be implemented (often only long No information available</p>
<p>Only in some instances, education and training bodies design programmes in the light of local needs (e.g. the Meri-Lappi Institute (MLI) in northern Finland, a joint unit of the Universities of Lapland and Only in some instances, where sector bodies participate in the activities of the Employment and Economic Development Centres (T&amp;E Centres)</p>	<p>Job transfer agencies provide fixed-term jobs with special short-time allowances paid by the Federal Employment Agency. Job transfer agencies and training institutions are also involved in finding vacancies for Mainly through the regional and local chambers of commerce. The involvement of professional associations or employers' associations is comparatively rare.</p>	<p>No information available  No information available</p>
<p>For example, telecommunication unions have started a training project for employees of over 40. The ESF, Ministry of Labour and the T&amp;E Centres finance the project. Employers are involved by paying Only in some instances, when they take part in local initiatives. See "The Paltamo Model" mentioned above.</p>	<p>Trade unions are represented in local/regional development networks; works councils are typically not involved.</p>	<p>No information available</p>
<p>See "The Paltamo Model" mentioned above.</p>	<p>Consultancy firms have an influential role in regional development planning but they are not generally involved directly in efforts to expand employment in cases of collective redundancy Publically funded projects on job transfer or job creation measures may involve research institutes or university departments. Also, labour-related consultancy agencies may be involved.</p>	<p>No information available  No information available</p>
<p>The T&amp;E Centres are involved in many activities aimed at improving job opportunities and tend to coordinate these</p>	<p>Various forms of coordination exist. Regional employment alliances typically involve the Federal Employment Agency, local authority, the local chamber of commerce, the chamber of the crafts,</p>	<p>No information available</p>

Hungary	Ireland	Italy	Latvia
<p>Consultation before public announcement is not a common procedure. No official information is available.</p> <p>Mostly trade unions at company level. National and sectoral federations often provide members with legal assistance</p> <p>Only in some instances, Regional Labour Market Councils (Megyei Munkaerőpiaci Tanácsok) might be consulted before decisions are made and might authorise use of temporary subsidies to maintain jobs</p> <p>Only in some instances. The Ministry of Social Affairs and Labour (Szociális és Munkaügyi Minisztérium, SZMM) is responsible for the coordination of Active Labour Market Policy (ALMP) measures, Local governments and civic organisations might have a minor role</p> <p>No information available</p>	<p>Only in some instances; 'good' employers tend to consult employees about planned restructuring before making a public announcement</p> <p>In some instances</p> <p>Only in some instances</p> <p>Only in some instances</p> <p>In some instances</p> <p>No information available</p> <p>In some instances - would be consulted over restructuring.</p>	<p>In general, participatory industrial relations have developed over time in some areas, involving, e.g. disclosure of information on company strategy and the right to consultation.</p> <p>Before public announcement, there is no typical situation. Involvement of different parties varies according to the economic and social context in which restructuring occurs. In general, information and consultation procedures - in the companies where they have developed - mainly involve the employers, the company-level and territorial trade-union representatives, and In some cases, restructuring processes may involve local authorities in order to find adequate measures to avoid collective dismissals or to reduce the negative social effects for workers.</p> <p>Before the public announcement of the proposed dismissals, there is no typical situation. In some cases, local or regional employment offices are involved in order to find adequate solutions to reduce negative effects. Restructuring processes may involve the Ministry of Economic Development and the Ministry of Labour, Health and Social Policies.</p> <p>The 'mobility procedure' requires the employer to send written notification to the unitary workplace union structure (rappresentanza sindacale unitaria, RSU), the trade unions belonging to the most</p>	<p>Employers have a legal obligation to start consultation before public announcement. However, in reality, this happens very rarely.</p> <p>The employer and employees' representatives.</p> <p>The main redundancy issues are discussed between social partners and their representatives at national level: LBAS, LDDK and government</p> <p>No information available</p> <p>In the form of the State Employment agency (NVA)</p> <p>Only in some instances, in the form of the State Employment agency (NVA)</p> <p>The Free Trade Union Confederation of Latvia, the Employers' Confederation of Latvia and the Government</p>

	There is only one dedicated regional development organisation in Ireland, the Shannon Development Agency	The employer has to involve the trade unions, the Regional and Provincial Labour Offices, the Regional Employment Commission and the Minister of Labour. During the period between the Regional and Provincial Labour Offices and the Regional Employment Commission are involved in the consultation. With regard to the Wage Guarantee Fund (CIG), the payment of an allowance to the workers National authorities tend only to intervene in cases of large-scale restructuring in large companies or in industrial districts where major effects on employment are foreseen, or where the deployment of the Wage	No information available
PES and Regional Labour Market Centres	No information available	The law allows for trade unions to seek the assistance of outside experts, if they consider it necessary, during the 'joint examination' phase.	Via the regional offices of the State Employment agency (NVA)
If the firm requests central government help or applies for financial aid from the Regional or Central Operational Programmes of the National Development Plan	Only in some instances, involving consultation and advice over statutory redundancy entitlements		Via the State Employment agency (NVA)
Unless requested by one or both parties	Only in some instances		Specialist consultants (lawyers and psychologists) are usually provided by NVA
	They often play a part in resolving conflicts over restructuring		No information available
Collective agreements (both at sectoral and company level) may however provide for a conciliation committee to be set up	No information available	Collective agreements may also provides for the creation of bilateral bodies tasked with ensuring respect for those rights and monitoring their implementation.	No information available
Process is usually managed by the employer and employee representatives. If agreed by both parties, an independent conciliator, a mediator or arbitrator, can be invited	This varies according to the size of the enterprise and the cause of restructuring	Collective agreements may provide for bilateral bodies to be set up to manage the process. In case of the Wage Guarantee Fund or 'mobility' procedures, the involvement of trade unions and public	The consultation process is typically managed by the NVA, trade union (if one exists) and the employer's representative
No information available	FAS is the lead organisation in assisting workers to find new jobs	Trade unions, the Regional and Provincial Labour Offices.	No information available
The support provided is limited	Mainly in large companies, e.g. Coca Cola	In some sectors, collective agreements include specific support measures for workers affected by reorganisation plans which envisages loss of jobs. These measures are regulated by the collective	Only in some instances, If employers have the possibility of retraining employees or moving them to other jobs in the company

	Only in some instances, e.g. Coca Cola	Company and local trade unions might help redundant workers obtain income support and access schemes for finding a job.	Social partners tend to work together with the NVA to provide support
	Only in some instances, e.g. the Construction Industry Federation (CIF)	With regard to training and retraining programmes, in certain sectors the organisation and implementation of these courses is devolved to the 'bilateral bodies' set up by the employers' associations and	Social partners tend to work together with the NVA to provide support
PES is wholly responsible for paying unemployment benefit, labour exchange services and providing access to active labour market measures	Mainly through FAS (the public employment service)	The implementation and regulation of measures for the relocation of workers who lose their jobs, and more generally for the labour-market re-entry of unemployed workers, are the competence of the regional	The NVA and its regional offices provide training, career guidance, job search support and organisation of temporary jobs
Only if they use public resources for training employees made redundant	Mainly through FAS	The implementation and regulation of measures for the relocation of workers who lose their jobs, and more generally for the labour-market re-entry of unemployed workers, are the competence of the regional	No information available
	Only sometimes	Other public and private organisations authorised by the state and accredited at regional level – e.g. employment agencies and other operators (universities, municipalities, chambers of commerce,	No information available
In case of reported collective redundancies, PES takes the lead	FAS is the lead organisation in assisting workers to find new jobs	In some instances, on the initiative of the employer or when provided for by company-level agreements, employment agencies and others (e.g. universities, local authorities and chambers of commerce) Procedures to help workers find alternative jobs or access training are regulated by law. If the employer and unions agree on a restructuring plan, then this regulates the process. Separate agreements might be	No information available There is no coordination procedure in place
	No details	Invitalia - ex Sviluppo Italia - is the government agency for inward investment promotion and enterprise development, which aims to assist companies at all stages of the investment process, to support new	The employment policy measures are formulated by the Ministry of Welfare, the Ministry of Economics and the Ministry of Finance in development policy papers

<p>Seven regional agencies from January 2007 will be responsible for using the resources allocated by the 2nd National Development Plan for implementing seven regional operational programmes</p> <p>Ministry of Labour and Social Affairs promotes job creation and Ministry of Economy and Transport and its Hungarian Investment and Trade Development Agency encourages investment</p> <p>Only if supported from the Labour Market Fund, or from public educational funds</p>	<p>The only dedicated regional development company is the Shannon Development Agency</p> <p>Three main agencies: Forfas, Enterprise Ireland and Industrial Development Agency</p> <p>FAS is the lead organisation in assisting workers to find new jobs</p> <p>Only sometimes, e.g. the Construction Industry Federation (CIF)</p> <p>Only in some instances; trade unions in some companies sometimes try to encourage additional employment and extra recruitment</p>	<p>Many local and regional authorities have created development agencies (e.g. Sviluppo Lazio and Sviluppo Lombardia) linked to the national agency Invitalia in order to promote regional economic growth.</p> <p>Invitalia - ex Sviluppo Italia - is the government agency for inward investment promotion and enterprise development, which is dedicated to assisting companies at all stages of the investment process, to</p> <p>At national level, vocational training schemes are the exclusive competence of the regional administrations, which define their frame of reference. As regards vocational counselling, employment</p> <p>In some instances, a variety of local actors may be involved in accelerating employment creation and investment locally. Over recent past, these schemes have developed within a framework of</p> <p>With regard to the training and retraining programmes, in certain sectors, the organisation and implementation of these courses is devolved to the 'bilateral bodies' set up by the employers' associations and</p> <p>Private organisations (also non-capital companies), solely for employers (or their representatives as agreed with the trade unions), can facilitate re-employment by assisting workers beginning new jobs.</p> <p>The National intersectoral joint funds for continuous vocational training (Fondi paritetici interprofessionali nazionali per la formazione continua), promoted by the social partners, finance training plans at</p> <p>Local-level schemes for economic development, such as territorial employment pacts, assisted area agreements and localisation agreements, define the scope of actions to be taken and set out</p>	<p>There are development agencies in all regions of Latvia, all with economic development strategies, including the creation of new jobs</p> <p>Through the State Employment Agency (NVA) and the State Regional Development Agency (VRAA)</p> <p>Training and retraining is usually organised by NVA</p> <p>The social partners have established regional consultative councils in cooperation with NVA and have developed a "Employment promotion action plan" for each district</p> <p>The social partners have established regional consultative councils in cooperation with NVA and have developed a "Employment promotion action plan" for each district</p> <p>No information available</p> <p>No information available</p>
<p>At the end of 2005 there were 658 registered recruitment agencies, which placed 28,550 workers in 2006</p>	<p>No information available</p>	<p>No information available</p>	<p>No information available</p>
<p>No coordination currently exists</p>	<p>The state enterprise Forfas is the main agency responsible for coordination. Recently there have been arguments centred on the need for greater coordination and integration of the various</p>	<p>Local-level schemes for economic development, such as territorial employment pacts, assisted area agreements and localisation agreements, define the scope of actions to be taken and set out</p>	<p>Regional development strategies tend to be planned and coordinated by the central government.</p>

Lithuania	Luxembourg	Malta	Netherlands
<p>According to the Labour Code, employers must consult employees' representatives before giving notice to the territorial labour exchange of the intended redundancy.</p> <p>Usually - only employer, employees' representative or employees themselves.</p> <p>Trade union membership is less than 15%; sectoral or regional union officials participate only in sectors where the unions are strong (e.g. food manufacturing, education)</p> <p>Not usually</p> <p>Not usually</p> <p>Not usually</p> <p>Yes - in sectors with strong sectoral trade unions</p>	<p>No details</p> <p>In theory only members of the joint committee or personnel delegation, but exceptionally people external to the committee/delegation can be invited if all the members agree</p> <p>As members of the joint committee or personnel delegation, or as invited external participants</p> <p>There are none</p> <p>Only exceptionally as invited external participants</p> <p>Only exceptionally as invited external participants</p> <p>Workers' representatives in the company and trade union representatives</p>	<p>Since 2006 employers are legally obliged to inform workers' representatives about the strategic objectives of the company and its prospects</p> <p>Employers and employee representatives usually acting on behalf of trade unions</p> <p>Trade unions tend to be centralised and do not operate at local level</p> <p>Local or regional development agencies or authorities are very few</p> <p>None</p> <p>No government unit deals specifically with restructuring</p> <p>None</p> <p>Trade unions at national level</p>	

<p>Might be involved in case of mass redundancies or in specific regions</p> <p>Local employment offices play the main role in managing the process after receiving the notice from employer.</p> <p>Only in some instances, when central government may oblige regional development agencies to update their development plan in order to mitigate the consequences of restructuring, and to</p> <p>Only in some instances, mainly when called in by the local employment office to give advice and guidance to workers regarding job search. On rare occasions, the trade unions might invite a specialist (e.g. a Not usually</p> <p>Only in some instances: public and NGOs (youth organisations, women employment centres, etc.) might provide advice and guidance to workers losing their jobs</p> <p>The local employment office plays the key role in consulting employees about to be made redundant, and in organising measures to mitigate effects. Where necessary, it sets up a working group with</p>	<p>There are none. National economic development bodies are not directly involved in consultations concerning cases of restructuring</p> <p>Only when restructuring is likely to have a significant impact, in which case a representative of the Administration of Employment may be invited to take part in the consultation process.</p> <p>Only when restructuring is likely to have a significant impact, when the Ministry of Labour can propose measures for the most disadvantaged workers (e.g. older people) or authorise early retirement procedures</p> <p>Only in some instances, financial and legal experts may be consulted if necessary.</p> <p>In cases of dispute, The National Office of Conciliation will intervene</p> <p>No information available</p> <p>The employer convenes meetings of the joint committee or personnel delegation if there is no joint committee. In the event of disagreement between employer and worker representatives, the company</p>	<p>Local or regional development agencies or authorities are very few. Government set up a task force to manage large cases centrally</p> <p>Employment and Training Corporation (ETC), Malta's public employment agency is involved at national level, rather than through its local offices</p> <p>Central government is only involved in cases of national interest (e.g. Denim Group of Companies, which laid off around 850 textile workers)</p> <p>Only if called upon by trade unions</p> <p>The Director of Industrial and Employment Relations may be involved to settle issues of contention. The Industrial Tribunal is another option which can be used</p> <p>No such bodies exist</p> <p>The process is usually managed by the secretary of the trade union. No standard procedures in place</p>	
<p>Mostly the local public employment offices</p> <p>The employer is obliged under the Labour Code to give employees time off to look for a job at full pay</p>	<p>No information available</p> <p>In most cases in the form of financial compensation, but sometimes in the form of support for training, or help in moving to another job</p>	<p>The Employment and Training Corporation is officially involved to help workers find alternative employment</p> <p>There is no legal obligation nor is it customary</p>	

<p>In sectors with strong trade unions, they might give additional support to workers - organise qualification improvement or reskilling, to give an advice or consultation, invite specialists - psychologists, Only in some instances, employers' organisations may advise companies on how to fulfil their obligation, and help them to devise and implementing measures to mitigate the consequences of restructuring</p> <p>Local employment offices set up 'mini' labour exchanges to provide workers with access to a range of labour market programmes (training, public works, temporary jobs, etc.) as well as job search</p> <p>Only in some instances: the labour market training and consulting authority might provide carer guidance and organise retraining for workers</p> <p>Not usually</p> <p>Only in some instances; local authorities cooperate with local employment offices to mitigate the effect of collective redundancies on the local economy e.g. by initiating public works programmes</p> <p>Primary responsibility lies with the local employment office</p>	<p>For example, on the initiative of the LCGB trade union, a network of 'coaches' has been set up to assist the job search process by contacting potential employers, advise on training and by other means</p> <p>The Chamber of Commerce through its Training Institute is important in providing training</p> <p>Only in cases of large-scale restructuring, the Administration of Employment (Adem) might open an office on the site of the company concerned</p> <p>Services provided by the National Centre of Continuous Vocational Training (CNFPC), the Chamber of commerce or the CEPL (Chambre des Employés privés du Luxembourg - Employees professional</p> <p>Only in some instances, private agencies specialising in providing counselling, career guidance and general support for job search might be involved</p> <p>No information available</p> <p>In case of an important restructuring, the initiatives of the various authorities involved will tend to be coordinated but only informally</p>	<p>Trade union officials help their members to find other jobs informally through their contacts</p> <p>These organisations tend not to be involved</p> <p>For example, the Gozo Branch of the Employment and training Corporation is responsible for helping redundant workers find new jobs</p> <p>The Employment and Training Corporation provides advice and guidance to workers who are due to lose their job and organises training. The Malta College of Arts, Science and Technology (MCAST) offers a variety of</p> <p>About 50 licensed private employment agencies exist. They operate at national level and help individual job seekers on request</p> <p>No other agency exists</p> <p>No other organisations exist</p> <p>The main parties involved are TU and the ETC but nobody takes the lead.</p>	
<p>No details</p>		<p>Malta Enterprise</p>	

<p>Only in some instances. For example, if the regional development plan is updated, tax concessions might be given to businesses creating jobs. Regional development agencies organise projects intended to</p> <p>Only in some instances, such as when the Government defines an area as problematic and targets support. The Ministry of Interior (VRM) then draws up a development programme for the area aimed at creating</p> <p>Organised by the local employment office</p>	<p>Some local authorities have initiated policies for supporting employment but policy is generally centralised at national level</p> <p>Through the Ministry for the Economy, which finances 85% of the regional economic areas, and the Board of Economic Development - Trade and Investment Office</p> <p>No information available</p>	<p>Because of the country's size, responsibility lies with central government, however Malta Enterprise has a regional office in Gozo.</p> <p>Mainly through Malta Enterprise (part of Ministry of Investment, Industry and Information Technology)</p> <p>The main higher education institutions in Malta, namely the University of Malta and MCAST</p>	
<p>Only in some instances; employers' associations help their members devise measures for mitigating the effects of restructuring</p>	<p>The sector bodies encourage their members to be innovative. They also help them to develop export markets</p>	<p>Indirectly, mainly by lobbying the government</p>	
<p>Only in some instances</p>	<p>Trade unions may occasionally take part in visits abroad organised by some Ministries</p>	<p>Both GWU and UHM have their own educational units</p>	
	<p>Luxinnovation is a national agency made up of 6 private and public partners which promotes innovation and research</p>	<p>Various private agencies are involved in training, which can lead to the promotion/expansion of employment opportunities generally</p>	
<p>Local employment offices might provide financial support to employers to create new jobs</p>	<p>No information available</p>	<p>None</p>	
<p>The county governor coordinates activities of local authorities, the social partners and employment offices in pursuit of the Regional Development Plan</p>	<p>Visits abroad to promote the country as a business location are regularly organised by the Ministries of Foreign Affairs, Economy and Labour, with the involvement of employers' organisations and large</p>	<p>Very little coordination exists</p>	

Norway	Poland	Portugal	Romania
<p>They are required to enter into consultations with the employees' elected representatives as soon as possible</p>	<p>The employer must consult on the plan for collective dismissal with the trade union(s) inside the company, and inform them in writing of the reasons for this. The employer is also obliged to inform the local</p>	<p>There is no information available about whether consultation takes place before the public announcement</p>	<p>The Unique national collective agreement for 2007–2010 sets out procedures to follow and a minimum period of consultations before starting collective dismissals: 45 days for companies with</p>
<p>Employers and trade union representatives.</p>	<p>The employer and the company's trade union(s) representatives are the parties involved in the consultation</p>	<p>No information available</p>	
<p>The company union may ask the regional or national trade union for assistance</p>	<p>No information available</p>		<p>They provide support for trade union officials in companies</p>
<p>The local authorities or agencies may be involved if local parties agree.</p>	<p>No information available</p>		<p>Only in cases where the company is managed by the local authority (e.g. public utilities)</p>
<p>The local office of Norwegian Labour and Welfare Organisation (NAV) has to be notified but will normally not be involved in consultation before the public announcement</p>	<p>Labour offices are only informed about the collective dismissal; they do not participate in consultation.</p>	<p>No information available</p>	<p>County Employment Agencies must be informed</p>
<p>No information available</p>			<p>Only in some instances. The Authority for State Assets Recovery (AVAS) is involved when it is a shareholder of the company concerned. The various Ministries need to approve the restructuring programmes of</p>
<p>No information available</p>			
<p>The company union may ask the regional or national union for assistance</p>	<p>After the public announcement of the redundancies, the employer and the trade union(s) sign an agreement.</p>	<p>Only in some instances. If there are trade unions or workers' representatives within the company, they may participate.</p>	<p>They provide support for trade union officials in companies</p>

<p>No information available</p> <p>The local employment office will be notified but will normally not be involved in the consultations. If an employer is considering to close down a company employing 30 or more people, the county municipality should. But in special cases of large-scale redundancies they may be asked for help to establish alternative workplaces</p> <p>But they may be engaged by the parties to assist workers to find alternative jobs or training programmes</p> <p>No information available</p> <p>No information available</p> <p>The consultation process is managed by the local parties, but the employer is responsible for notifying worker representatives and to arrange the first meeting</p>	<p>The agreement signed by the employer and the trade union(s) is passed to the local employment office, but this is for information only. The employment office does not take part in any consultation.</p> <p>No information available</p> <p>No information available</p> <p>The consultation process is usually managed by the regional or local authorities.</p>	<p>Units of Fast and Personalised Intervention (NIRP) are public agencies set up to accelerate restructuring and reduce its impact. They are made up of technical staff to provide advice on employment, training Through the participation on the Units of Fast and Personalised Intervention</p> <p>Employers and employees' representatives may be assisted by specialist consultants at negotiation meetings</p> <p>Only in some instances. A task of the Directorate-General for Employment and Labour Relations is to promote conciliation in collective negotiation procedures</p> <p>There is no formalised procedure</p>	<p>Only in some instances, local authorities approve restructuring programmes of companies under their control, while the Agency for the Development of Mining Zones (ADZM) was involved in the County employment agencies provide services prior to collective redundancy or programmes of active measures to combat unemployment</p> <p>Only in some instances, when they approve the restructuring programmes of companies under their control</p> <p>Only in some instances, as in the case of the Employment of workforce and social protection programme financed by the World Bank targeted at employees made redundant because of restructuring</p> <p>If the government is involved directly or through local authorities, it is responsible for the coordination of the consultation process</p>
<p>No information available</p>	<p>The local employment offices, the Guaranteed Employee Benefits Fund (Fundusz Gwarantowanych Świadczeń Pracowniczych, FGSP) and the employer</p>	<p>No information available</p>	<p></p>
<p>Employers are legally obliged to minimise adverse effects of redundancies, such as by providing support for redeploying or retraining workers made redundant</p>	<p>The employer sets out the conditions and rules of support, in consultation with the trade union(s) representatives.</p>	<p>No information available</p>	<p>Restructuring has generally involved state-owned companies being privatised. The new owner tends to become involved in tackling the effects of redundancies, eg. Renault taking over Dacia Automobile Pitești and</p>

No information available	Trade union bodies are consulted on the conditions and rules for support in the agreement signed with the employer.	In some instances, when trade unions have a training department	Mining unions, for example, cooperated with the Agency for the Development of Mining Zones (ADZM) in the restructuring of the Valea Jiului area
No information available		In some instances, when sector bodies have a training department	No.
The local NAV office will have meetings with the company and trade union representatives, and there may be meetings with the employees. In most instances NAV will provide job interview support. After Only in some instances, when called on by employers to provide guidance on career and training options and support in preparing workers for job interviews	Local employment offices provide counselling, employment agency services, training programmes, stipends for the period of participation in training, non-returnable funds for setting up one's own Such organizations provide free support whether they are contracted by the local employment office or whether they receive subsidies from EU programmes.	Through the Employment and Vocational Training Institute  Through the Employment and Vocational Training Institute (	The National Employment Agency, through its county agencies, provides support in the form of active and passive measures, to workers made redundant  The National Employment Agency provides free training programmes for redundant workers. The agency also has five regional centres for adult vocational training.
Mostly in cases of large-scale restructuring	Private sector agencies can provide support but it is usually not free of charge.	No information available	Only in some instances, when they provide placement, guidance and employment services financed by the Ministry of Labour, Social Solidarity and Family (MMSSF)
No information available			The eight Regional Development Agencies (ADRs) are usually involved
No information available			
The process will be managed by employers, in cooperation with the local unions	Local employment offices are in charge and cooperate with the employer.	No coordination	The National Employment Agency (ANOFM) is in charge of coordinating support measures for workers affected by restructuring.
No information available	The Polish Information and Foreign Investment Agency aims to attract investors who would provide employment; special economic zones attract new investors as well.	No information available	

Counties and municipalities cooperate with regional bodies of "Innovasjon Norge", a state owned company that promotes nationwide industrial development	Only rarely	No information available	The 8 regional development agencies are responsible for designing and implementing regional development strategies and managing programmes, including EU-funded ones; in partnership with national
	Employment offices, in most instances	IEFP promotes several measures and programmes aiming to expand employment opportunities	Mainly through the National Employment Agency, which has created, for example, 7 business incubators, and the Romanian Agency for Foreign Investment (ARIS)
Only in cases of large-scale restructuring, when they might be engaged by local NAV offices to implement training programmes	The nationwide network of Centers for Social Integration offer various types of training.	No information available	The National Employment Agency provides free training programmes for redundant workers. The agency also has five regional centres for adult vocational training.
Only in some instances. Some regions have active sector bodies involving cooperation between unions and employers	No information available		'Builders Social House' is an example of best practice for the involvement in construction sector.
Regional trade union bodies are often actively engaged in business development in cooperation with regional employers' organisations and regional authorities	No information available		Mining trade unions in Valea Jiului, for example, cooperate with the Agency for the Development of Mining Zones in implementing projects aimed at creating new jobs
No information available	Private agencies may be involved if contracted by the local employment office.	No information available	
No information available	Local employment offices provide new employment opportunities through non-returnable funds for setting up one's own business (self-employment).	No information available	
The counties are responsible for development strategies and will often take the lead in coordinating programmes	No such coordination.	No coordination	Local authorities usually coordinate the activities of the actors involved: chambers of industry and commerce, county employment agencies, regional development agencies, local businesses,

Slovakia	Slovenia	Spain	United Kingdom
<p>This is a legal obligation</p> <p>No details</p> <p>These bodies are exceptionally consulted in case of restructurings that have a significant impact on employment in a particular region.</p> <p>They are usually not consulted. Only in case where regional development projects are being prepared.</p> <p>They are exceptionally consulted in case of restructurings having a significant impact on employment in a particular region.</p> <p>They are usually consulted in the preparatory stage of significant restructurings, and new investments accompanied by the creation of new jobs (usually in economically weak regions).</p> <p>Mostly at company level. Regional trade unions are involved when restructuring has a major impact on the region. Sectoral trade unions are occasionally involved, e.g. in the case of restructuring planned for the</p>	<p>Employers normally consult employees before the public announcement.</p> <p>Employers, trade unions, development agencies and authorities, employment offices.</p> <p>Trade union officials are always involved. The involvement of national trade union depends on the size of the redundancy.</p> <p>In most cases local development agencies and local authorities are involved. A representative example is Videm Krško.</p> <p>Local employment offices are generally involved. Representative examples are Videm Krško and restructuring of textile and leather industry.</p> <p>In some instances, i.e. in the most outstanding cases.</p> <p>No details</p> <p>Trade union officials are always involved. The involvement of national trade union depends on the size of the redundancy.</p>	<p>Consultation before the public announcement is not common, but there are a few examples of informal consultation</p> <p>Labour authorities and legal representatives unions</p> <p>No necessary</p> <p>Regional authorities</p> <p>Sometimes, informally</p> <p>Sometimes in cases of large-scale restructuring, the Ministry of Labour is informed informally</p> <p>The company might hire legal or economic advisers</p> <p>Only in cases of national or regional importance</p>	<p>Prior consultation depends largely on the size of firm and on whether an Information and Consultation agreement exists (I&amp;C Regulations apply to firms with 100+ - and 50+ from 2008), which obliges employers</p> <p>This varies according to the form and scope of the restructuring. Parties involved in consultation at smaller scale restructurings typically involve the firm implementing the restructuring, trade unions and/or employee</p> <p>Only in some instances. There is no legal obligation and consultation depends on the nature of industrial relations and legal context. Evidence suggests that some employers consult with unions on matters</p> <p>Not generally in smaller instances of consultation of restructuring. However, in larger instances of proposed restructuring, local and regional development agencies (RDAs) are often involved in the</p> <p>Local and regional employment offices are often given prior notice of collective dismissals in the case of larger-scale collective dismissal announcements.</p> <p>It is statutory under UK law that the UK Government Business, Enterprise and Regulatory Reform (BERR) department must be notified should a firm announced 20 or more collective redundancies.</p> <p>n/a</p> <p>Only in some instances. There is no legal obligation and consultation depends on the nature of industrial relations and legal context. Evidence suggests that some employers consult with unions on matters</p>

Only in some instances, when restructuring concerns development projects, e.g. new local investment or FDI	The involvement of regional and local development agencies during the consultation process is limited to providing information on potential new jobs.	Sometimes, informally	Only in some instances. Regional Development Agencies or local authorities might get involved if a large adverse effect on local employment is likely.
Only in some instances, in cases of mass redundancies	Local employment offices are, as a rule, involved. Representative examples are Videm Krško and restructuring of textile and leather industry.	Sometimes, informally	
In some instances, in cases of mass redundancies with significant impact on the region or local area	Only in some instances. In the case of major redundancies, the Employment Service of Slovenia (ESS) participates in the consultation process.	Regional authorities	Only in some instances, when restructuring occurs in sectors with serious structural problems where restructuring involves large social costs (e.g. Rover car plant in the West Midlands, Ford's UK operations)
Only in some instances, when large companies are involved	Rarely or not at all	No necessary	There is no widespread evidence of this available
They are involved exceptionally when collective bargaining-related conflicts emerge during the restructuring.	Rarely or not at all	no information available	
	Rarely or not at all	no information available	
The consultation process is typically managed by the employer	The consultation process is usually managed by the company concerned, though in close cooperation with trade unions and work councils. The involvement of local or central authorities depends on	The consultation process is managed by a joint committee of management and trade union representatives	Employers typically manage the consultation process. The process is triggered either by a formal request from employees for an I&C agreement or by employers choosing to start the process
Employers usually pay redundancy compensation.	Employer responsible for restructuring, workers' representatives and trade union bodies, local employment offices.  Employers responsible for the restructuring usually try to find alternative employment in cooperation with other employers, local employment offices and private employment agencies in the region.	Unions  Only when companies have 50 or more employees	Employers are obliged to consider offering suitable alternative jobs if possible, including in other companies in the same group. But employers are not obliged to find alternative work for employees made

They are usually involved in order to protect and ensure the rights of redundant employees.	Workers' representatives and trade union bodies usually try to negotiate as good conditions for redundant workers as possible. See the case of Tobačna Ljubljana.	no information available	Indirectly, by offering advice on redundancy rights and support to individual members to help them adjust to redundancy.
They are usually not involved.	Trade or professional associations are rarely involved in efforts to resolve the collective redundancy problems.	no information available	These organizations do not play a major role.
On the basis of an Individual Action Plan. It usually includes training/retraining.	Local employment offices take an active part in process of providing support measures for workers involved in collective redundancies.	They provide information and advice on job-search and training	Local Job Centres provide help on job search and on basic training possibilities, including English and IT skills.
Currently, there are more than 1,500 public, regional and private organisations, which provide education and training services, mainly for those made redundant and the unemployed No information available	Workers made redundant as a result of restructuring are one of the target groups of the 'Training and education' programme of the Active Employment Policy. Training is contracted out to private training companies Only in some instances, when called upon by the employer.	Special training in cases of restructuring is provided by the regional employment office  Large companies, mainly multinationals, might sometimes provide outplacement services	As part of the National Skills Strategy, the Department for Education and Skills (DfES) has established 'Centres of Vocational Excellence' – Further Education colleges with expertise in particular vocational areas, Private sector employment services are numerous and there are also a number of private redundancy counselling services.
In some instances, the Temporary Work Agencies	Rarely or not at all  No details	no information available  no information available	
There is usually no coordination procedure in place.	Activities are typically coordinated by those most directly involved - employers and workers via trade unions and works councils. They try to involve other actors – employment offices, authorities,	The regional employment offices are the main and almost the only bodies responsible for assisting redundant workers. They do not usually coordinate their activities with other organisations	There does not seem to be overall coordination of activities between the various organisations and bodies concerned.
No details	In cases where there is a risk of major redundancies, a coalition of the main actors - employment office, work funds, trade unions, local authorities and development agencies, central government departments	At national level the Public employment service INEM. There also exist public employment service at regional level.	

<p>There are 34 regional development agencies (RRAs) which operate on the basis of a legal agreement with the Ministry of Construction and Regional Development (MVARR SR)</p>	<p>Regional Development Agencies prepare and implement Regional Development Programmes (RDPs)</p>	<p>Only in some instances. They may be involved in regional or local development programmes. They also might provide training and economic assistance for business start-ups</p>	<p>Regional Development Agencies (RDAs) act as 'strategic drivers of regional economic development', each with a range of defined targets for business and employment creation and support, the strengthening of The Department of Trade and Industry (DTI) is responsible for and works in partnership with RDAs.</p>
<p>Slovak Investment and Trade Development Agency (SARIO) established by the Ministry of Economy, The National Agency for Development of Small and Medium-Sized Enterprises (NARMSP)</p> <p>In some instances, mainly in cases of large-scale investment when highly qualified and/or specialised workers are needed</p>	<p>Ministry of Economy, Public Agency for Entrepreneurship and Foreign Investment, Public Fund for Regional Development and Development of Rural Areas, Government Office for local Self-Government and</p> <p>They are not directly involved in efforts to expand employment opportunities and to attract new employment. They are involved indirectly via the initiatives of authorities and employment offices, i.e. Active</p>	<p>Responsibility in this area has been transferred to regional authorities</p>	<p>Only to some extent. Under the National Skills Strategy there is a commitment to provide training to meet local employers' skills needs and an alliance of organisations has been formed to achieve this.</p>
<p>They are involved exceptionally in the preparatory stage of new investments.</p>	<p>In some instances, e.g. the programmes for adapting the Slovenian textile and clothing industry and the footwear industry to the EU internal market in 2000-2003</p>	<p>Employers' organisations may put pressure on public authorities to provide advice and financial assistance to new businesses or companies considering locating in depressed areas</p>	<p>Only in some instances. Sector Skills Councils have been established to enable employers in each broad sector to identify the skills they need and the training implications.</p>
<p>They are usually not involved.</p>	<p>Only indirectly by putting pressure on employers and public authorities</p>	<p>In some instances. Trade unions may put pressure on regional authorities and achieve agreements on measures to increase employment</p>	<p>These organizations do not play a major role.</p>
<p>Only exceptionally when their services are used in specific case of new investments.</p>	<p>Rarely or not at all</p>	<p>From 90's there exist privat agencies that coexist with the public services.</p>	
<p>Only in cases of large restructuring, mostly involving foreign-owned companies. In such cases, the local authority would typically coordinate activities</p>	<p>Activities are typically coordinated by those who are most directly involved, i.e. employers and workers via trade unions and works councils. In the case of a threat of major redundancies these actors work</p>	<p>The regional employment services take the lead and coordinate with trade unions and employers' associations to promote job creation in depressed areas</p>	<p>The DTI and RDAs coordinate their activities in regions. The Department for Education and Skills (DfES) is responsible for the National Skills Strategy but a broad alliance of bodies is involved in developing and</p>
<p>no information available</p>		<p>no information available</p>	