

# ***JOB-TO-JOB GUIDANCE THE DUTCH CASE***

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# THE NETHERLANDS 2014



- Population: 16,8 million
- Working population: 8,4 million
- Economic growth: 0,9%
- Unemployment rate: 8,8%

# REASONS TO STIMULATE JOB-TO-JOB TRANSITIONS



## Employer

- Dismissal costs
- Level of premiums for unemployment benefits
- Image of the company
- Productivity and motivation of the workers

## Employee

- Income
- The risk of not finding an other job
- Loss of knowledge and competences

# THE DUTCH JOB-TO-JOB TRANSITION SYSTEM

1. Main instrument: social plan in the case of collective redundancies
2. Special programmes to combat the crisis:
  - Part time unemployment scheme November 2008 - July 2011
  - The creation of 33 mobility centres 2009-2011
  - Job-to-job experiences mid 2012- mid 2013
3. The social agreement 11 April 2013
  - A government subsidy to support (inter) sectorial employment plans'

# DEGREE TO WHICH JOB TO JOB ACTIVITIES OCCUR IN SOCIAL PLANS



Type of activity or arrangements	Number of social plans that mention this type of activity (in % of total) N=198
Severance pay	67%
Education and training	65%
Applying for jobs during working hours	62%
Incentive arrangements for redundant employees who voluntary leave the company	44%
Wage supplements	34%
Reimbursement moving expenses or increased travelling expenses	34%
Replacement arrangements	30%
Secondment	25%
Other arrangements	> 73%

# JOB-TO-JOB POLICY WITHIN DUTCH COMPANIES AND ACTUAL APPLIED ACTIVITIES IN THE LAST 5 YEARS



		Job-to-job activities	Job-to-job activities
Company size/ Nr of employees	With job-to-job policy	Internal	External
5-9	9	14	8
10-19	16	24	14
20-49	22	36	22
50-99	16	52	34
100-499	45	77	57
500 >	69	86	67
Total economy	15	27	18

# SUCCESS FACTORS



- Employers are willing to invest in job-to-job activities
- Employees are willing to participate in the activities
- Trade union and work councils are involved throughout the whole process
- Redundant employees should be given time to accept the new situation and to explore new opportunities
- The social plan should be tailor made
- To achieve a successful transition early information and advice should be provided

# FAILURE FACTORS



- It is difficult to predict future developments
- Social plans are sometimes not connected with HRM policies
- Some employees prefer to stay as long as possible in the current job in stead of participating in long-term training programmes which might lead to little wage increase
- In most SME's HRM or personnel management does not have priority



# LESSONS LEARNED



- Mutual trust is the basis of success!
- Active participation of existing institutions of social partners and existing networks
- Active participation of trade unions is conditional for the willingness of employees to participate
- Agreements must be formalised (binding)
- Inter sectorial co-operation between education and training funds is necessary
- Accurate labour market information is a must

# THE SOCIAL AGREEMENT

## APRIL 2013



# SOCIAL AGREEMENT



## Title

**Prospects for a socially responsible and enterprising country: emerging from the crisis and getting back to work on the way to 2020**

Taking and fulfilling responsibility, creating and utilising opportunities

[www.stvda.nl](http://www.stvda.nl)

# CONTENT IN SHORT



- Social partners taking the lead, focusing on long term reform
- Reducing recourse to flexible contracts, and tackling abuse and evasion of legal and collective agreed standards
- Dismissal protection reform per 1/1/2016, but not deregulated
- Increase the system's emphasis on preventing unemployment by providing incentives to invest in employment and job-to-job programmes
- Unemployment benefits not reduced, but partly 'given back' to the social partners to deal with in collective agreements

# CHALLENGES

- An infrastructure for job-to-job transitions must be structurally organised
- Education and training funds will have to co-operate inter sectorial
- Temporary or flexible employees should have access to arrangements that are now only available for employees with a fix-term contract

# THANK YOU FOR YOUR ATTENTION

