JOB-TO-JOB GUIDANCE
THE DUTCH CASE

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BRUSSELS
APRIL 9 2014
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 another 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

<table>
<thead>
<tr>
<th>Type of activity or arrangements</th>
<th>Number of social plans that mention this type of activity (in % of total)</th>
<th>N=198</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severance pay</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Education and training</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Applying for jobs during working hours</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Incentive arrangements for redundant employees who voluntary leave the company</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Wage supplements</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>Reimbursement moving expenses or increased travelling expenses</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>Replacement arrangements</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Secondment</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Other arrangements</td>
<td>&gt; 73%</td>
<td></td>
</tr>
</tbody>
</table>
## JOB-TO-JOB POLICY WITHIN DUTCH COMPANIES AND ACTUAL APPLIED ACTIVITIES IN THE LAST 5 YEARS

<table>
<thead>
<tr>
<th>Company size/ Nr of employees</th>
<th>With job-to-job policy</th>
<th>Job-to-job activities</th>
<th>Job-to-job activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal</td>
<td>External</td>
<td></td>
</tr>
<tr>
<td>5-9</td>
<td>9</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>19-19</td>
<td>16</td>
<td>24</td>
<td>14</td>
</tr>
<tr>
<td>20-49</td>
<td>22</td>
<td>36</td>
<td>22</td>
</tr>
<tr>
<td>50-99</td>
<td>16</td>
<td>52</td>
<td>34</td>
</tr>
<tr>
<td>100-499</td>
<td>45</td>
<td>77</td>
<td>57</td>
</tr>
<tr>
<td>500 &gt;</td>
<td>69</td>
<td>86</td>
<td>67</td>
</tr>
<tr>
<td>Total economy</td>
<td>15</td>
<td>27</td>
<td>18</td>
</tr>
</tbody>
</table>
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
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
• 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