

Proactive management of change and restructuring

Recommendations

The experiences gained in the project, through the survey and through in-depth interviews, resulted in a set of recommendations. The recommendations do not address solely the companies and workers' representatives. They also address the governments and national employment services, taking part in the creating of environment that is favourable to quality management of changes.

1. Continuous adaptation to changes generally requires less intensive and more cost-effective measures for adapting to change; hence the companies should be encouraged to plan relevant changes in advance and take early actions correspondingly.
2. It is highly recommended for the companies to develop a mid and long-term strategic plan, including set of measures for less than optimum scenarios.
3. Companies should be encouraged to regularly monitor the workforce structure (skills and age structure and other relevant factors), the situation on the relevant labour market (e.g. available profiles) and to the early planning and management of change.
4. When designing government support policies for change management, a variety of economic entities should be considered, especially as regards the size of the company, geographical dispersion, sector the company operates and other relevant factors – There is no “one size fits all” approach!
5. Training and education of employees are of essence as regards quality change management and sustainable and qualified workforce. Companies should be encouraged at implementing integrated lifelong learning policies (also by tax incentives/tax legislation).
6. Help of the government is welcome. Governments should strive to establish proper supportive programs of (co)financing training and education and other actions/measures of managing changes.



7. Restructuring measures like “termination of employment contracts” or “not prolonging fixed time employments” are tools how to lower cost in a short-time period. For the near future measures like training and education or introducing new technology will be of rising importance – EU should support these activities.
8. The government and the EU must not burden companies through excessive regulation because “adjustments to environmental and other standards/legislation” are ranked among reasons for restructuring. The RIA process must be thoroughly applied and include an impact on companies’ competitiveness.
9. The processes for applying to the programs in regard should be simple, clear and not administratively demanding as the companies see “application process” and “strict administrative procedure” as key barriers for using public funds. Programs should be accessible and adapted also to SMEs that lack departments specialized in obtaining financial sources from public funds.
10. In pursuing the highest quality of change driven decisions / solutions, workers and/or their representatives should be included in the process of change management (at the level of information and consultation, whereas the employer remains the decision maker).

