

# Netherlands: EWCO CAR on Getting prepared for the upswing: Training and Qualification during the Crisis

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*Available data from the Netherlands show no clear evidence that workers are participating more or less in internal or external training provided or supported by the enterprise during the economic crisis period than before. An exception is the group of young workers who participated significantly less in external education in 2008-2009 than before. Neither there is clear evidence that the profile of employees engaged in training activities is changing. Important measures that are identified to stimulate training and qualification in times of crisis are short-time working/ partial unemployment, education premium, subsidy for an experience certificate, tax reduction for education, sectoral projects and the introduction of regional mobility centers. According to the social partners existing measures are sufficient but the usage and implementation can be improved.*

## QUESTIONNAIRE

### **Block 1: Mapping of the recent evolution (before and after the crisis) of the participation of workers in training at the workplace**

**Question 1.1: Is there any evidence that more/less enterprises are currently engaged in providing training for their workforce in the current economic crisis period than it was the case three years ago? If so, please provide it.**

The term ‘training’ could relate to both: internal and external measures, such as for instance:

- On-the-job training
- Internal mentoring programmes
- Other forms of internal know-how exchange
- Sending workers to a provider of training
- Allowing for qualification related sabbaticals
- Other forms of training or qualification

The training information on organisational level is only available on occupational risks, and is collected by the Labour Inspectorate from interviews with management in about 2000 enterprises. Available data are from before the crisis. As far as some trend is shown, training somewhat decreased in 2007 (namely in terms of activities related to psychosocial pressure, lifting & carrying loads and dangerous substances) as compared to 2004/2005 or appears to be unchanged (in terms of repetitive strain injuries – RSI and Harmful noise). Training on dangerous substances first increased from 2004 to 2005 but showed a decline after.

**Table 1.a: Education and/or training activities in companies related to occupational risks, in percentage of companies where the risk is present[1][1] Percentages are column-percentages, and are tested with the Pearson Chi-square test (horizontal**

comparisons). The contrast is: ‘subgroup’ vs ‘other cases’. ▲ : p<0.05 (and ▼): significantly high (low) percentages. Symbols are only based on significance levels and not on effect-size. .

Only data until 2007 are available. Education and/or training activities in companies related to occupational risks; most recent data available are from 2007 or before. In general a decrease is visible in training provision.

Education and/or training activities related to:	2004	2005	2006	2007
Psycho-social pressure	41%▲	34%	29%▼	32%
Lifting or carrying of loads	44%	41%	43%	37%▼
RSI (repetitive strain injuries)	34%	39%	40%▲	33%▼
Harmful noise	29%▼	33%	36%	34%
Dangerous substances	35%	43%▲	39%	34%▼
Closed spaces	-	-	42%	41%

Source: Monitor of the Labour Inspectorate, 2004 - 2007

**Question 1.2: Is there any evidence that workers are participating more/less in training provided or supported by the enterprise (at the initiative of the enterprise) in the current economic crisis period than it was the case three years ago? If so, please provide it.**

For answering the questions we use the TNO Work Situation Survey (TAS) and the Netherlands Working Conditions Survey (NWCS; [NEA](#)), respectively conducted and coordinated by TNO Work and Employment.

The TAS and the NWCS provide information about the percentage of employees participating in internal and external education during the last two years. TAS data are available from 2000 until 2004 and NWCS training data from 2007 until 2009. The data of the TAS and NWCS are based on a somewhat different sample, and are therefore not completely comparable. However, the same questions are posed to the workers.

As can be seen from table 1.b around 50% of the employees (self-employed are excluded in order to better compare the data with the NWCS) participated in an internal education or training in 2000-2004. Slightly fewer employees, around 40%, received a training paid by the employer. The percentage of employees following training did not substantially change over the period 2000-2004.

According to the NWCS the percentage of employees who participated in an internal education or training was 57% in 2007, 59% in 2008 and 56 % in 2009 (see table 1.c). On average the percentage of employees who participated in an external training was lower, around 44%. We can conclude that the percentage of employees participating in internal and external education or training was slightly higher in 2008 (period 2007-2008).

**Table 1.b: Percentage of employees participating in training**

	2000	2002	2004
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<b>In the last two years did you participate in an internal education or training? [% yes]</b>	53,7%	50,5%	52,4%
<b>In the last two years, did your company pay for an external education or training? [% yes]</b>	42,9%	41,0%	43,1%

Source: TAS 2000- 2004

<b>Table 1.c: Percentage of employees participating in training (NWCS)</b>			
	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>In the last two years did you participate in an internal education or training? [% yes]</b>	56,6%	58,7%	56,4%
<b>In the last two years, did your company pay for an external education or training? [% yes]</b>	43,5%	44,4%	43,1%

Source: NWCS 2007-2009

Table 1.d. provides an overview of the provision and need for education or re-education related to the health state of the employee. Data for 2008 are not available. The percentage of employees who indicated that they received education or re-education related to their health increased between 2005 and 2007. The need for education or re-education related to health was slightly higher in 2006 and 2007 compared to 2005 and 2009.

<b>Table 1.d: Percentage of employees indicating that they received or needed education or re-education because of their state of health during the past 12 months</b>				
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2009</b>
<b>Received education or re-education [% yes]</b>	0,4%	0,5%	0,6%	0,6%
<b>Need for education or re-education [% yes]</b>	1,7%	2,2%	2,0%	1,7%

Source: NWCS 2005-2009

**Question 1.3: What is the current profile of enterprises engaged in training activities for their employees? Is there any evidence that the profile of enterprises engaged in training activities for their employees is changing in the current economic crisis?. If so, please, provide it. (In your answer, please consider aspects such as sector of economic activity, firm size, ownership etc.)**

No data available on company level.

**Question 1.4: What is the current profile of workers attending or participating in training activities supported by their enterprises? Is there any evidence that the profile of workers attending or participating in this type of training activities is changing? If so, please provide it. (In your answer, please consider aspects such as gender, age, educational level, occupation, type of employment contract, etc)?**

**Current profile of workers attending or participating in training activities** According to the NWCS the percentage of employees who indicated that they participated in internal

education or training during the last two years (measured in 2009) is highest in the public administration sector (77%), followed by the education sector (72%), financial service sector (71%) and health care sector (66%) (see table 1.e). The percentage is lowest in the agriculture and fisheries (30%), followed by the hotels and restaurants (35%) and trade sector (41%). The same picture applies to external education and training paid by the employer. An exception is the construction sector which scores relatively high compared to the other sectors, 55% of the employees have participated in external courses paid by the employer. The sectors with a comparatively high or low participation in training are more or less comparable over the years.

	<b>In the last two years did you participate in an internal education or training? [% yes]</b>			<b>In the last two years, did your company pay for an external education or training? [% yes]</b>		
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Agriculture &amp; Fishery</b>	29,5%▼	35,6%▼	30,1%▼	27,0%▼	34,9%∇	35,4%∇
<b>Industry</b>	51,9%∇	54,5%	53,1%	40,4%	43,4%	42,3%
<b>Construction</b>	50,7%∇	55,0%	57,3%	47,8%	51,7%Δ	54,8%▲
<b>Trade</b>	41,1%▼	46,1%▼	40,6%▼	33,6%▼	35,2%▼	29,8%▼
<b>Hotels and restaurants</b>	36,4%▼	30,2%▼	34,6%▼	25,0%▼	21,0%▼	22,7%▼
<b>Transport and communication</b>	49,0%∇	52,1%∇	49,1%∇	35,3%∇	38,4%∇	39,0%
<b>Financial services</b>	75,5%▲	75,9%▲	71,2%▲	63,1%▲	63,9%▲	63,0%▲
<b>Business services</b>	57,8%	55,7%	55,8%	48,3%Δ	45,4%	45,4%
<b>Public administration</b>	76,6%▲	79,9%▲	76,9%▲	56,1%▲	58,3%▲	55,5%▲
<b>Education</b>	68,4%▲	70,3%▲	71,7%▲	51,5%Δ	52,0%Δ	52,6%▲
<b>Health and social care</b>	65,7%▲	68,2%▲	65,8%▲	42,4%	42,2%	42,1%
<b>Culture and other services</b>	56,3%	56,8%	52,0%	45,2%	46,6%	43,7%
<b>Mean</b>	56,6%	58,7%	56,4%	43,5%	44,4%	43,1%

*Source: NWCS 2007-2009*

According to the NWCS the percentage of employees who participated in internal or external education or training is comparatively high among teachers, managers, healthcare and relief personnel, and technical specialists. Participation is comparatively low among traditional industrial occupations, occupations in the transport sector, administrative and commercial occupations and agricultural occupations.

The occupations with a comparatively high or low participation in training are more or less the same over the years.

<b>Table 1.f: Percentage of employees participating in training by type of occupation</b>						
	<b>In the last two years did you participate in an internal education or training? [% yes]</b>			<b>In the last two years, did your company pay for an external education or training? [% yes]</b>		
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Traditional industrial occupations</b>	47,1% ▼	51,6% ▽	50,3% ▽	40,4%	44,7%	42,0%
<b>Occupation in the transport sector</b>	41,6% ▼	49,3% ▼	43,3% ▼	35,4% ▽	37,4% ▽	35,7% ▽
<b>Administrative occupations</b>	49,8% ▽	51,7% ▽	48,5% ▽	38,1% ▽	38,8% ▽	38,4% ▽
<b>Commercial occupations</b>	49,7% ▽	52,1% ▽	48,0% ▽	34,7% ▼	37,1% ▽	33,4% ▼
<b>Service occupations</b>	55,9%	55,9%	52,7%	38,8% ▽	39,3% ▽	36,4% ▽
<b>Health care and relief occupations</b>	68,4% ▲	71,2% ▲	68,5% ▲	44,0%	44,5%	43,7%
<b>Teachers</b>	73,2% ▲	72,8% ▲	73,6% ▲	53,4% ▲	51,9% Δ	51,4% Δ
<b>Technical specialists</b>	67,4% ▲	66,5% Δ	66,7% ▲	61,2% ▲	59,2% ▲	60,5% ▲
<b>Agricultural occupations</b>	35,7% ▼	38,5% ▼	36,5% ▼	33,0% ▼	35,3% ▽	36,9% ▽
<b>Managerial occupations</b>	71,3% ▲	72,5% ▲	71,1% ▲	59,8% ▲	57,2% ▲	60,1% ▲
<b>Other occupations</b>	58,2%	58,4%	55,2%	46,1%	47,4%	43,0%
<b>Mean</b>	56,7%	58,7%	56,5%	43,5%	44,5%	43,2%

Source: NWCS 2007-2009

<b>Table 1.g: Percentage of employees participating in training by company size</b>						
Company size is positively related to percentage of employees participating in an internal or external training course						
	<b>In the last two years did you participate in an internal education or training? [% yes]</b>			<b>In the last two years, did your company pay for an external education or training? [% yes]</b>		
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<i>Company</i>						

<i>size</i>						
<b>1-4</b>	32,7%▼	32,6%▼	30,2%▼	31,7%▼	33,7%▼	30,3%▼
<b>5-9</b>	38,7%▼	40,8%▼	39,1%▼	33,2%▼	34,6%▼	34,5%▽
<b>10-49</b>	50,4%▽	51,8%▼	51,7%▽	41,9%	40,9%▽	41,0%
<b>50-99</b>	55,1%	59,1%	56,6%	40,8%	44,6%	42,3%
<b>100-499</b>	64,8%▲	67,7%▲	63,4%Δ	46,9%	47,8%	46,2%
<b>500-999</b>	69,7%▲	72,6%▲	67,9%▲	49,4%Δ	50,6%Δ	48,3%Δ
<b>1000+</b>	74,1%▲	74,0%▲	72,7%▲	54,0%▲	55,3%▲	52,9%▲
<b>Mean</b>	56,9%	58,9%	56,5%	43,7%	44,7%	43,2%

Source: NCWS 2007-2009

Employees who participated in an internal or external training are mainly in the age category 25-54 years old. Men do slightly more often participate in training than women. Employees with a high educational level (higher vocational training or university) participated more often in internal and external training than lower educated employees. Employees with a permanent contract far more often participate in training than employees with a fixed term contract, temporary agency contract, or on call contract.

The employee profile for attending internal and external training is more or less the same for 2007, 2008 and 2009, as far as age, gender, education, type of contract and company size are concerned.

**Table 1.h.: Percentage of employees participating in training by gender, age, educational attainment and type of employment contract**

The main finding is that younger employees (< 25), temporary employees and low educated employees appear to participate less in training as compared to older, higher educated employees or employees with a permanent contract.

	In the last two years did you participate in an internal education or training? [% yes]			In the last two years, did your company pay for an external education or training? [% yes]		
	2007	2008	2009	2007	2008	2009
<b>Gender</b>						
<b>Female</b>	55,4%	57,5%	54,7%	38,3%▽	39,2%▽	37,8%▼
<b>Male</b>	57,6%	59,7%	58,0%	47,8%Δ	48,8%Δ	47,8%▲
<b>Age</b>						
<b>15-24 year</b>	45,0%▼	45,2%▼	40,6%▼	32,5%▼	34,6%▼	28,0%▼
<b>25-54 year</b>	59,5%▲	61,8%▲	59,9%▲	46,6%▲	47,4%▲	47,3%▲
<b>55-64 year</b>	51,9%▽	54,5%	54,4%	36,7%▽	37,5%▽	37,1%▽
<b>Educational attainment</b>						
<b>Low (primary school, lower and</b>	42,8%▼	45,9%▼	42,1%▼	31,6%▼	34,6%▼	31,4%▼

<b>intermediate secondary schooling or lower vocational training)</b>						
<b>Intermediate (higher secondary schooling or intermediate vocational training)</b>	56,9%	59,6%	57,1%	41,5%	42,7%	42,2%
<b>High (higher vocational training or university)</b>	68,3%▲	68,5%▲	68,3%▲	56,5%▲	55,5%▲	54,9%▲
<b>Contract type</b>						
<b>Permanent contract</b>	59,7%▲	62,5%▲	60,4%▲	46,6%▲	48,0%▲	46,9%▲
<b>Temporary contract with prospect on permanent contract</b>	49,8%▼	49,0%▼	52,2%	35,9%▼	35,7%▼	40,0%
<b>Temporary contract</b>	42,2%▼	39,1%▼	38,1%▼	28,4%▼	25,4%▼	25,7%▼
<b>Temporary employment agency contract</b>	28,1%▼	35,9%▼	34,2%▼	15,8%▼	16,3%▼	18,3%▼
<b>On-call contract</b>	23,9%▼	23,9%▼	23,9%▼	12,2%▼	12,9%▼	9,8%▼
<b>Social work</b>	42,1%▼	36,1%▼	39,5%▼	34,0%▼	23,5%▼	32,3%▼
<b>Mean</b>	56,6%	58,7%	56,4%	43,5%	44,4%	43,1%

Source: NWCS 2007-2009

**Changes within sub-groups** If we have a look at changes over time within groups, it is remarkable that employees in the age category 15-24 participated significantly less in external education in 2009 (28%) compared to 2008 (35%) and 2007 (33%).

Also within some sectors we see some significant changes over the years. Within the agriculture and fishery sector participation in *external* training was relatively low in 2007 compared to 2008 and 2009. Within the construction sector participation in *internal and external* training was relatively low in 2007 compared to 2008 and 2009. External training is comparatively high in 2009. Within the trade sector participation in internal training was relatively high in 2008. Within the hotels and restaurants sector, participation in internal training was relatively low in 2008. Within the financial service sector participation in internal training was relatively low in 2009 compared to the years before.

We can conclude that the percentage of employees participating in internal and external education differs between groups of workers (according to sectors, company size, occupations, age, educational attainment and contract type). We identified significant changes over time within the age category 15-24 year and within certain sectors. However, within the majority of sectors changes between the years are not significant. **Is the provision of internal and external training related to restructuring in companies?** Data from the NWCS show that, in 2009, 47% of the employees indicated that their organisation was

undergoing a restructuring<sup>9</sup> in the previous year compared to 43% in 2007 and 2008 (see table 1.h). Employees experiencing organisational change in the previous 12 months participated more often in an internal or external training than workers who did not experience organisational changes.

<b>Table 1.h.: Percentage of employees participating in training by percentage of employees experiencing organisational change</b>						
Table Summary - Employees experiencing organisational change in the last 12 months participated more often in an internal or external training than workers who were experiencing no organisational change.						
	<b>2007</b>		<b>2008</b>		<b>2009</b>	
	No change	Change	No change	Change	No change	Change
<b>N:</b>	12.440	9.416	12.227	9.044	11.492	10.223
<b>%:</b>	57%	43%	57%	43%	53%	47%
<b>In the last two years did you participate in an internal education or training? [% yes]</b>	50,9% ▼	64,6% ▲	52,8% ▼	67,1% ▲	51,0% ▼	63,0% ▲
<b>In the last two years, did your company pay for an external education or training? [% yes]</b>	41,4% ▽	46,5% Δ	41,4% ▽	48,6% Δ	40,2% ▽	46,8% Δ

Source: NWCS 2007-2009

**Is there a relationship between policy interventions and changes in training participation?** The major interventions to improve the participation in training during the crisis were implemented by the end of 2008 and at the beginning of 2009. Short-time working (Werktijdverkorting, WTV) was introduced on November 30, 2008, followed by partial unemployment (deeltijd WW) on April 1, 2009. Companies are obligated to arrange training for the employees concerned. According to a report of the Council of Work and Income these initiatives have led to a training impulse within companies.

Therefore we would expect an increase in training participation between 2008 and 2009. However, the data do not show clear evidence for that. Overall there is no significant change in internal and external training participation over the years. The financial service sector shows even a decrease in training participation between 2008 and 2009. There are some sectors, namely agriculture and fishery and construction, which show an increase in participation in training between the years. This could be due to the introduced policy measures. The use of the short-time working and partial unemployment arrangement differs between sectors. In March 2010, for example, the use of partial unemployment was highest in the industry sector followed by the commercial services sector and construction sector.

**Block 2: Identification and (if possible) assessment of the most important existing/amended/new national policy measures or programmes devised by governments, Public Employment Services, social partners and any other**



**organisations that aim to encourage training activities by enterprises at workplace level during the current economic crisis.**

**Question 2.1: Please provide an overview of policy measures devised by governments (Public Employment Services) and/or social partners and other organisations intended to encourage training activities provided or supported by enterprises in order to help enterprises to better overcome the current economic crisis**

<b>A - Training and qualification related policy-measures during the crisis</b>	
<b>Name of the measure (original name and translation in English)</b>	<b>Brief description of the identified measure (i.e. geographical scope of the measure, body/institution responsible, duration, type of support, eligibility criteria, main groups benefited, etc)</b>
<b>Measure 1</b>	<p>Short-time working (Werktijdverkorting, WTV) until end of March 2009, part-time unemployment (deeltijd WW) thereafter. The first measure covered only full-time workers whereas the later included part-time workers (fixed-term contracts and temporary agency workers were excluded); company has to have experienced an income loss of at least 30% in the 2 previous months; reduction of working hours: 20% to 50% of normal working hours. Employers are obliged to arrange training for the employees concerned or send them on secondment.</p> <p>More information:  <a href="http://www.uwv.nl/werkgevers/ik_wil_mijn_medewerker_ontslaan/deeltijd_ww/index.aspx">http://www.uwv.nl/werkgevers/ik_wil_mijn_medewerker_ontslaan/deeltijd_ww/index.aspx</a> (website in Dutch)</p>
<b>Measure 2</b>	<p>Since March 2009 the Social Security Administration (UWV) established a national network of 33 regional 'mobility centres' (mobiliteits centra). The centres support companies who are undergoing a reorganisation or who make use of WTV or partial unemployment with the transition of workers to another job, but also with education and temporary posting of employees to another employer in order to prevent dismissal from the current job. The mobility centres work in close cooperation with employers, individual employees, local authorities and other public and private organisations.</p> <p>More information: <a href="http://www.uwv.nl/overuwv/pers/faq/index.aspx">http://www.uwv.nl/overuwv/pers/faq/index.aspx</a> (website in Dutch)</p>
<b>Measure 3</b>	<p>Education premium (Omscholing werknemers bij dreigende werkloosheid/Scholingsbonus).</p> <p>Initiative of the Ministry of Social Affairs and Employment (national level).</p> <p>Companies who have difficulties to find qualified personnel can receive a bonus for</p>

	<p>the training of a new employee. This employee should have lost his job in case he or she was not hired by the new employer or should have had a temporary contact. The period between the two jobs should be less than 3 months. Subsidy is 50% of the training costs up to a maximum of €2500. Only employees who started after January 1<sup>st</sup> 2009 can participate. The arrangement ends by the end of 2010. Employers can apply for the premium via the Social Security Administration (UWV). The introduction of the premium is an initiative of the national government and is part of a broader range of policy measures (see measure 2 and 3).</p> <p>More information: <a href="http://www.uwv.nl/werkgevers/ontslag-werkloosheid/scholingsbonus/index.aspx">http://www.uwv.nl/werkgevers/ontslag-werkloosheid/scholingsbonus/index.aspx</a> (website in Dutch)</p>
<p><b>Measure 4</b></p>	<p>Subsidy Experience Certificate (EVC) and Experience Profile (ECP), related to lay-off (Subsidie voor EVC/EVP bij ontslag).</p> <p>Initiative of the Ministry of Social Affairs and Employment (national level).</p> <p>Companies can receive compensation for the development of an EVC or ECP. An EVC summarizes knowledge and competences of the employee in relation to national diploma requirements. Experiences during work, education and leisure time are incorporated. An EVC is validated by an assessment of the employee. EVP is the first part of the EVC (overview of competences) but can also stand on its own.</p> <p>During the crisis employers can receive also compensation in case: - their employee is at risk to be fired in the near future- the employee has a temporary contract, 0 hour contract or is working for a temporary employment agency.</p> <p>The sum of money depends on the company size. Employers can apply for the premium via the Social Security Administration (UWV). UWV pays the compensation completely or partly (depending on the size of the company: up to a maximum of € 650€ for EVC and 300€ for ECP in case of more than 25 employees and up to a maximum of 1300€ for EVC and 600€ for ECP in case of 25 employees or less). Employers can request an extra compensation at their Sectoral Education and Development fund (Opleidings- en ontwikkelingsfonds: O&amp;O-fonds).</p> <p>More information:</p> <p><a href="http://www.lerenenwerken.nl/check-ervaringscertificaat-en-ervaringsprofiel">http://www.lerenenwerken.nl/check-ervaringscertificaat-en-ervaringsprofiel</a> (website in Dutch)</p> <p><a href="http://project.lerenenwerken.nl/images/plw/documenten/koffertje-crisismaatrgl-1a-etc-en-evp.pdf">http://project.lerenenwerken.nl/images/plw/documenten/koffertje-crisismaatrgl-1a-etc-en-evp.pdf</a> (pdf in Dutch)</p>
<p><b>Measure 5</b></p>	<p>Fiscal/tax reduction for Education (Wet Vermindering Afdracht Onderwijs (WVA): Fiscale aftrek scholing).</p> <p>Employers have the possibility to apply for a tax reduction related to training or education activities. In 2010 the fiscal reduction for education costs is extended.</p> <p>For 2010 the WVA can also be used to:- Increase the educational level of an</p>

	<p>employee- Give a start qualification to a former unemployed person When an employee changes employer but did not get his start qualifications yet, WVA can be used as well; this also counts for employees who were following a reintegration trajectory before getting employed in the company.</p> <p>More information: <a href="http://project.lerenenwerken.nl/werkgevers/1459-belastingplan-2010-uitbreiding-afdrachtvermindering-onderwijs">http://project.lerenenwerken.nl/werkgevers/1459-belastingplan-2010-uitbreiding-afdrachtvermindering-onderwijs</a> (website in Dutch)</p> <p><a href="http://www.belastingdienst.nl/zakelijk/loonheffingen/lb22_afdrachtverminderingen/lb22_afdrachtverminderingen-09.html#P124_15212">http://www.belastingdienst.nl/zakelijk/loonheffingen/lb22_afdrachtverminderingen/lb22_afdrachtverminderingen-09.html#P124_15212</a> (website in Dutch)</p>
<b>Measur e 6</b>	<p>European Social Fund (ESF) subsidy.</p> <p>Recognized Sectoral Education and Development funds (Opleidings- en ontwikkelingsfondsen: O&amp;O-fondsen) can apply for a subsidy for education of employees within a company or other organisations.</p> <p>More information: <a href="http://www.agentschapszw.nl/index.cfm?fuseaction=dsp_rubriek&amp;rubriek_id=391259">http://www.agentschapszw.nl/index.cfm?fuseaction=dsp_rubriek&amp;rubriek_id=391259</a> (website in Dutch)</p>
<b>Measur e 7</b>	<p>Counter cyclical education project in the construction sector: Keep on building and learning! (Bouw Door Leer Verder! ).</p> <p>This is an initiative of employer and employee organisations. Employee organisations are CNV Hout en Bouw (National Federation of Christian Trade Unions Wood and Construction), FNV Bouw (Dutch Federation of Trade Unions, Construction) and employer organisations are: Bouwend Nederland (Dutch Construction and Infrastructure Federation) and Fundeon (Knowledge Centre Vocational Training for construction, infrastructure and building contractors. This project was started to reduce the number of unfulfilled vacancies in the O&amp;O-fondsen construction sector companies by increasing the inflow of students and preventing drop out, and to upgrade the skills of current employees in the construction sector. 64 million Euro is available from the sectoral education fund (O&amp;O fondsen).</p> <p>More information: <a href="http://aco.fundeon.nl">http://aco.fundeon.nl</a> (website in Dutch)</p>
<b>Measur e 8</b>	<p>Website Financial learning and working (Financieel leren en werken).</p> <p>The website provides employers, employees and self-employed with an overview of possible measures and subsidies for training and education and is part of a larger website: <a href="http://lerenenwerken.nl">lerenenwerken.nl</a>, an initiative of the ministry of Social Affairs and Employment and the ministry of Education, Culture and Science. The first version of the website was launched in 2005.</p> <p>More information: <a href="http://financieel.lerenenwerken.nl/">http://financieel.lerenenwerken.nl/</a> (website in Dutch)</p> <p><a href="http://www.lerenenwerken.nl/over-deze-site">http://www.lerenenwerken.nl/over-deze-site</a> (website in Dutch)</p>
<b>Measur e 9</b>	<p>Website of the Council for Work and Income about education (Werkwijzer Scholing) for employers, employees, managers and HR personnel with practical</p>

	<p>tips about how to set up education activities.</p> <p>This website was launched in January 2010. At first to provide employers and employees with information about training possibilities related to the crisis. Now the website is providing general information about training and education as well.</p> <p>More information: <a href="http://www.rwi.nl/tijdvoorscholing">http://www.rwi.nl/tijdvoorscholing</a> (website in Dutch)</p>
<b>Measure 10</b>	<p>Action plan on youth unemployment (Actieplan jeugwerkloosheid 2009).</p> <p>The action plan describes how the government together with other organisations aims to help young people throughout the crisis, namely to prevent youth unemployment. An important component is the plan to set up 30 covenants with regions. Each covenant consists of concrete measures to prevent youth unemployment. Involved parties are employers, municipalities, schools, knowledge centres and the Social Security Administration (UWV).</p> <p>The Association of Netherlands Municipalities (VNG) set seven sectoral agreements with social partners and the Social Security Administration (UWV). This contains agreements about the creation and fulfilment of extra jobs for young people. In total it deals with 13.500 jobs, traineeships and apprenticeships.</p> <p>Furthermore social partners try to establish agreements with employers to hire trainees after their apprenticeship and try to make arrangements that the older employees making use of WTV or WW can educate younger employees.</p> <p>More information:</p> <p><a href="http://www.rijksoverheid.nl/onderwerpen/jongeren-en-werk/jeugdwerkloosheid/aanpak-jeugdwerkloosheid-en-financiering">http://www.rijksoverheid.nl/onderwerpen/jongeren-en-werk/jeugdwerkloosheid/aanpak-jeugdwerkloosheid-en-financiering</a> (website in Dutch)</p>

**Question 2.2: In-depth description of the most important policy measure devised by governments (Public Employment Services) and/or social partners and intended to encourage training activities provided or supported by enterprises in order to help enterprises to better be prepared for the upswing.**

<b>B - Training and qualification related policy-measures during the crisis</b>	
<b>Name of the measure (original name and translation in English)</b>	<b>Short-time working (Werktijdverkorting, WTV) and part-time unemployment (deeltijd WW) thereafter.</b>
<b>Date of implementation</b>	Short-time working (Werktijdverkorting, WTV) was introduced on November 30, 2008, followed by part-time unemployment (deeltijd WW) thereafter on April 1, 2009. The part-time unemployment will be ended by the first of July 2011.
<b>Geographical scope of the</b>	National

<b>measure (national/regional /local one)</b>	
<b>Framework of the measure: How has the measure been designed? (via a sectoral agreement, a tripartite agreement, an ad-hoc public decision, etc)</b>	<p>The partial unemployment regulation is a governmental decision. It is a regulation made by the Ministry of Social Affairs and Employment. This competence of the Minister is based upon a Decree regulating the Dutch labour relations.</p>
<b>Main body/institution responsible for the implementation of the measure (public employment services, governments, social partners, tripartite organisations, regional promotion funds, sectoral organisations, etc)</b>	<p>Main responsible body: Ministry of Social Affairs and Employment.</p> <p>The Social Security Administration (UWV) is responsible for the administrative process.</p>
<b>Goals pursued by the measure, rationale of the measure</b>	<p>To keep employees in companies during the recession period by diminishing the number working hours a week. The employee receives a compensation (unemployment benefit) for the hours during which he or she is not working. Employees who are partially unemployed should follow training or education during the hours they do not work.</p>
<b>Operative description of the identified measure (i.e. duration, type of support, eligibility criteria, main groups benefited, conditions for being benefited,</b>	<p>Short time working: only applicable to full-time workers; company has to have experienced an income loss of at least 30% in the 2 previous months; reduction of working hours: 20% to 50% of normal working hours for a period of six weeks (maximum of four times six weeks). Employers are obliged to arrange training for the employees concerned or send them on secondment.</p> <p>Part-time unemployment: the first version was introduced on April 1, 2009, covering full-time and part-time workers (fixed-term contracts and temporary agency workers not included). No loss of income criterion.</p> <p>Reduction of working hours: up to maximum of 50% of normal working</p>

<p>etc)</p>	<p>hours. Maximum of 15 months. Employers are obliged to arrange training for the employees concerned or send them on secondment. The activities should be written down in an education agreement signed by the employer and employee representatives.</p> <p>From the 20th of July 2009 the arrangement is stricter. Within the new version a ‘teacher-student’ (‘meester gezelschap’) arrangement is added. From this time only trainees or relative new employees can be trained by a colleague with partial unemployment.</p>
<p><b>Funding and sources of funding: How much funding is available for this measure and where does the money come from?</b></p>	<p>For the short-time working 200 million € were available. (Government Gazette nr. 232 November 28, 2008)</p> <p>For partial unemployment the original budget was 375 million €; in the revised version this was increased up to 950 million € (Governmental money). Finally this amount was reduced to 660 million €. (Government Gazette respectively 4900 March 30, 2010; 10813 July 17, 2009; 114 June 24, 2009; 64 April 2, 2009)</p>
<p><b>Assessment (i.e.: better levels of qualification, matching of training needs, productivity improvements, better adaptation to the market, participation of workers, etc.) of the identified measure; problems (if any) identified; resources devoted and results obtained through the measure so far in the current period of economic crisis</b></p>	<p>According to a report of the Council of Work and Income, short-time working and partial unemployment have led to a training impulse within companies. The following barriers were perceived:</p> <p>Administrative barriers:</p> <ul style="list-style-type: none"> <li>- At the start of the implementation of the measure companies had difficulties to understand the rules and to find their way to the right organisations. After the implementation of the ‘mobility centres’ this improved.</li> </ul> <p>Organisation of training activities within the company:</p> <ul style="list-style-type: none"> <li>- Companies without a structured education policy had difficulties to find suitable training possibilities for their employees, this also counts for companies who were extending the partial employment a couple of times.</li> <li>- Many companies have a lack of knowledge about the available training possibilities.</li> <li>- Lack of administrative training possibilities, since in general there are only a few administrative functions in a company it is more difficult to arrange a training for a group of administrative employees or to find a suitable training.</li> <li>- Especially small companies had difficulties with the implementation of the use of personal development plan meeting (Persoonlijk Ontwikkelingsplan: POP); FNV Bondgenoten (largest trade union of the Dutch Federation of Trade unions) was supporting the companies with</li> </ul>

	<p>special coaches.</p> <p>Funding of education/training:</p> <ul style="list-style-type: none"> <li>- Cash flow problem: initiatives were blocked by banks because the funding was not immediately visible and the payment for the training had to be done before.</li> <li>- Limited financial support of the government for in-company training.</li> </ul> <p>Realization of training and education:</p> <ul style="list-style-type: none"> <li>- Problems with scheduling and tuning training activities to the daily work</li> <li>- Courses for higher educated people are more expensive.</li> <li>- Motivation of employees: some employees had difficulties to follow training or were not motivated. Unions and employee representatives put a lot of effort in informing employees about the possibilities and advantages.</li> <li>- Lack of Human Resources Management (HRM) personnel in small companies; consequently extra pressure for management within the company.</li> </ul>
<b>Additional information (not covered within previous points)</b>	<p>More information:  <a href="http://www.rwi.nl/CmsData/CmsData/Onderzoeksrapport%20Scholing%20in%20crisistijd.pdf">http://www.rwi.nl/CmsData/CmsData/Onderzoeksrapport%20Scholing%20in%20crisistijd.pdf</a> (pdf in Dutch)</p>

**Block 3: Identification and (if possible) assessment of successful examples of training measures implemented by individual/groups of enterprises with the objective of updating workers' skills**

<b>Name of the enterprise/group of enterprises</b>	<b>Ferro</b>
<b>Description of the company/group of enterprises (size, economic activity, main products, location, etc)</b>	<p>Ferro is a global producer of technology-based performance materials for manufacturers e.g. applications in electronics, solar energy, building and renovation, appliances, automobiles, household furnishings, pharmaceuticals, and industrial products.</p> <p>Ferro has 6.500 employees worldwide and 128 employees working at production location Uden, the Netherlands.</p> <p>In Uden Ferro's electronic materials business develops, manufactures and markets high-purity powders for Multi Layer Capacitors.</p>

<b>Period of implementation of the measures?</b>	April 2009 until end of July 2009.
<b>Goals pursued by the enterprises with the training actions, rationale of the actions</b>	As part of the partial unemployment arrangement (deeltijd WW) employers are obliged to arrange training for the employees concerned. Ferro decided to implement an Experience Certificate trajectory for their production workers (EVC).
<b>Operative description of the actions carried out by the enterprise (actions developed, main target groups etc)</b>	Ferro started an EVC trajectory. Employees receive, based on earlier obtained competences a diploma or credits for a diploma. The objective was twofold. On the one hand EVC is a good start for an individual education plan of the employee. On the other hand it provides the employee with a proof of competences which is useful if they have or want to apply for another job.
<b>Use (if any) of existing support measures for financing/supporting the carried out training activities</b>	Partial unemployment arrangement.
<b>Role of social dialogue in the implementation of the training actions</b>	The unions had to approve the partial unemployment and in discussion with them Ferro decided to start the EVC trajectory.  For the EVC trajectory the company collaborated closely with a regional public training centre (Regionaal Opleidingencentrum: ROC).
<b>Assessment (if possible) of the identified training actions implemented by the enterprise (participation of workers), problems(if any) identified, resources devoted and results obtained so far (better levels of qualification, matching of training needs, productivity improvements, better adaptation to the market, etc)</b>	Nearly all employees who started the trajectory (58 out of 59) finished it with a diploma. The employees were very satisfied with the EVC trajectory and the trajectory gave a boost to their self efficacy. The trajectory provided the company with a better insight in the competences of their employees which contributed to their competitiveness.  Barriers: For the employees the trajectory cost a lot of time and effort. The employees were a bit uncomfortable with the partial unemployment situation. Due to the well organized coaching by the training centre the project was a success.
<b>Additional information (not covered within previous points)</b>	<a href="http://project.lerenenwerken.nl/images/plw/documenten/koffertje-crisismaatrgl-etc-casus5.pdf">http://project.lerenenwerken.nl/images/plw/documenten/koffertje-crisismaatrgl-etc-casus5.pdf</a> (pdf in Dutch)  Ferro Electronic Material Systems Frontstraat 2 5405 PB Uden The Netherlands Ms Carla Kopong Phone: +31 413-283911 Fax: +31 413-250524 Electronic Material Systems



<b>Name of the enterprise/group of enterprises</b>	<b>Corus IJmuiden</b>
<b>Description of the company/group of enterprises (size, economic activity, main products, location, etc)</b>	<p>Corus is Europe's second largest steel producer with main steelmaking operations in UK and the Netherlands. Corus employs around 37,000 people worldwide and 9.500 employees at the production location IJmuiden.</p> <p>Corus IJmuiden has its own training centre that provides workers with theoretical and practical courses.</p>
<b>Period of implementation of the measures?</b>	January 2009- June 2009.
<b>Goals pursued by the enterprises with the training actions, rationale of the actions</b>	<p>Since October 2008 the backlog of orders diminished substantially for Corus IJmuiden due to the economic situation. Therefore Corus made use of the Short-time working (Werktijdverkorting, WTV) arrangement for 6400 employees.</p> <p>One of the conditions of the government support (WTV) is the obligation to educate employees to increase craftsmanship. To facilitate this process, a package of training possibilities was prepared throughout the organisation as soon as WTV started.</p>
<b>Operative description of the actions carried out by the enterprise (actions developed, main target groups etc)</b>	<p>The Corus Training Centre adapted its package of courses in order to maximally decrease external spend. Some courses were cancelled till further notice. Others were set up with internal trainers, what also resulted in a good overview of available expertise within the company.</p> <p>The full package for operational management consisted of:</p> <ul style="list-style-type: none"> <li>• Safety: safety certificate (VCA), electrical safety certificates, respiration protection</li> <li>• Industry vehicles: crane driving, forklift trucks, tower wagon</li> <li>• Technical: courses hydraulics, pneumatics, metallurgy, surface technology, maintenance</li> <li>• Leadership: introduction in leadership for new appointed heads, leadership in a changing environment, performance</li> </ul>

management

- Master classes performed by colleagues with specific knowledge in, for instance, continuous improvement, strategy, engineering, product development.

To increase craftsmanship operators were offered extra functional training options to improve job performance or to broaden their skills and flexibility. For instance, within some production units there was an exchange of skills and experience to improve quality and flexibility. Already planned positional training possibilities were accelerated. Every operator needs to acquire specific skills and competences to become an all round operator at a specific job. A path that can normally take up to six years. Acceleration of craftsmanship improves quality and flexibility of operators.

The sales department developed workshops within each department to educate each other about their specific jobs, logistics, product development, customer awareness and commercial technical services. A better understanding of each others work, challenges and possibilities increased cooperation and quality of service to customers. One British employee offered a workshop on advanced English. No theory, but language use and culture of the English language.

Organisation wide programmes for 2009 were accelerated. Large groups of employees are supposed to take part in these trainings. For example safety trainings, information meetings about ATmospheric EXplosive (ATEX) (a Dutch safety regulation about dangers of explosions within mills), sickness leave counselling, a one day workshop for all managers about the possibilities available to follow up care for employees; tools and techniques including conversation technique.

Due to the economic situation companies that used to work for Corus were not contracted anymore. In return the employees

	<p>of these companies (contractors) were offered the possibility to make use of the courses offered by the Corus training centre. Also the other Corus production locations in the Netherlands were offered training possibilities within the training centre.</p>
<p><b>Use (if any) of existing support measures for financing/supporting the carried out training activities</b></p>	<p>Short-time working (Werktijdverkorting, WTV)</p>
<p><b>Role of social dialogue in the implementation of the training actions</b></p>	<p>Training activities were set-up in close and intense cooperation with the social partners at company level and the Ministry of Social Affairs and Employment.</p>
<p><b>Assessment (if possible) of the identified training actions implemented by the enterprise (participation of workers), problems(if any) identified, resources devoted and results obtained so far (better levels of qualification, matching of training needs, productivity improvements, better adaptation to the market, etc)</b></p>	<p>A majority (75%) of the regular training courses were adapted for the crisis situation. A large amount of workshops and trainings were given in a relatively short period due to the creative help of employees. For a large number of training activities is made use of internal personnel in order to reduce the costs. Employees were very helpful and positive about the offered training possibilities. There were sufficient possibilities for all workers, also for shift workers. Furthermore the training efforts led to an up-to date certification of employees.</p> <p>What could be improved?</p> <ul style="list-style-type: none"> <li>- The implementation of the training activities had a slow start, in the second WTV period everything was settled.</li> <li>- In the beginning there was a lack of clarity about the procedure among the responsible employees, which led in the beginning to a lower attendance than expected.</li> <li>- Communication and tuning between departments and training centre could be improved.</li> <li>- The differentiation of training participation between departments led to resistance among employees who were following training.</li> </ul>
<p><b>Additional information (not covered within previous points)</b></p>	<p>More information, contact:</p>

	Corus Training Centre
	Ms Mechel Visser
	0031 251-494059

**Block 4: Mapping of the positions and views of social partners with regard to the existing public policy measures intended to encourage training during the recession**

**Question 4.1: What is the attitude/opinion of the social partners in your country on the importance and role of training as a successful tool for being prepared for the upswing? Do these positions vary much between the different social partners? Elements of agreement/disagreement between social partners. Please distinguish (if possible) between trade unions and employers organisations.**

In order to answer this question we interviewed three experts, two representatives of trade unions (FNV and CNV) and a representative of two employer organisations (MKB-Nederland and VNO-NCW).

Both representatives of the trade unions rated short-time working and partial unemployment as the most effective measures. According to them it is very important to use the time which came available during the recession for training purposes. In this way employees are becoming better employable when the recession is over. More in general the employee organisations advocate the importance of a good employability of employees. Furthermore, the introduction of 33 regional mobility centres is perceived to be effective by the trade unions.

According to the FNV also sectoral initiatives to reduce youth unemployment are of importance. For example the initiatives in the technological/engineering, painting and aviation sector. Specific projects are set-up in each sector to improve cooperation in order to help companies with training and job mediation.

Also the representative of the employer organisations stressed the importance of the employability of employees. During the crisis the need is even higher because of the global competition. The partial unemployment arrangement and regional mobility centres were of high value. Due to the partial unemployment arrangement companies could keep their employees.

Existing measures to promote training and education are sufficient according to the representatives of the CNV and FNV. More important is the extent to which existing measures are used. The educational premium and EVC/EVP measure are used to a limited extent, especially by companies who made use of partial unemployment. This is a pity since especially these companies needed extra funding for training activities. According to the CNV the use of training facilities by lower educated employees and by employees in sectors with a lot of physical work (industry, construction, and agriculture) is unsatisfactory. This should be more stimulated. Also the provision of training to enhance the labour market position of employees in general could be further enhanced. The mobility between sectors and companies is a point of interest.

According to the employer representative the partial unemployment arrangement should be more flexible to satisfy also small and medium sized companies. For example the possibility to stop the partial unemployment temporarily if there is a short period with more work as a consequence of a large order. The arrangements should also be more adapted to the needs of different sectors. In case of the action plan on youth unemployment the budget is divided over 30 regions, however, a coordination on national level would be more effective. The mobility centres are very useful, but should be more adapted to help small and medium sized enterprises. More personnel is needed to support small companies.

**Question 4.2: Have the attitudes/opinions of social partners towards training significantly changed in the last 2-3 years as a consequence of the economic crisis?. Please report the main changes, distinguishing between trade unions and employers organisations**

Training of employees becomes more and more important according to the employee representatives. Because of the ageing workforce employees it is even important to foster employability and flexibility. Training can stimulate the employability of employees within but also outside the company. The topic has been high on the agenda of employee organisations for a couple of years now.

The employer representative indicates that the attention for training and education is increasing. This is important, since it is a way to improve the flexibility of organisations. Companies need a flexible layer in order to survive, but it is also important to keep qualified personnel. The challenge is to find the right balance. Within the small and medium sized enterprises the attention for the mobility from one job to another job is increasing and supporting arrangements are more and more available. The idea of one job for a lifetime is fading, one has to be mobile and look for personal development by switching to something new.

### **Commentary by the NC**

It is clear that several (temporary) initiatives were developed to foster training during the crisis. We do not have a clear picture to what extent is actually made use of all the measures. Therefore, it is questionable if it is possible to track the effects of the measures in national survey studies. On the other hand, we had to base our conclusions on available data. Ideally we had more trend data over a longer period at our disposal. The training information on organisational level is only available on occupational risks till 2007. On employee level we have data for the years 2000, 2002, 2004 from one national survey (TAS) and data for the years 2007 to 2009 from another national survey (NWCS). Therefore it is difficult to find evidence that more/less enterprises/employees are currently engaged in providing training for their workforce in the current economic crisis period (2008 to 2009) than it was the case three years ago (2005 to 2007). Furthermore, the training data on employee level are based on the participation in internal and external training in the last two years. Preferably this was based on the last year, in order to be better able to assign the training activities to a certain period.

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<sup>[2]</sup> The TAS has been conducted biannually from 2000 to 2004 (in autumn 2000, 2002, and 2004). The TAS is a representative sample of the Dutch Labour Force (including self-employed) (15-64 years). The net sample size is 4,000 respondents and the response rate during the data gathering was 45%-50%.

<sup>[9]</sup> In this survey the concept of restructuring includes: Major restructuring, takeover by another organisation, takeover of another organisation, downsizing without the loss of jobs, downsizing with the loss of jobs, merger with another company, outsourcing of supportive services, relocation of activities to another country, automatization of activities.