

Lisbon strategy

Integrated guidelines for growth and jobs (2005-2008)

Macroeconomic guidelines

- (1) To secure economic stability.
- (2) To safeguard economic sustainability.
- (3) To promote an efficient allocation of resources.
- (4) To promote greater coherence between macroeconomic and structural policies.
- (5) To ensure that wage developments contribute to macroeconomic stability and growth.
- (6) To contribute to a dynamic and well-functioning EMU.

Microeconomic guidelines

- (7) To increase and improve investment in R&D.
- (8) To facilitate innovation and the take up of ICT.
- (9) To encourage the sustainable use of resources and strengthen the synergies between environmental protection and growth.
- (10) To contribute to a strong industrial base.
- (11) To extend and deepen the internal market, including services.
- (12) To ensure open and competitive markets.
- (13) To create a more attractive business environment.
- (14) To promote a more entrepreneurial culture and create a supportive environment for SMEs.
- (15) To expand and improve European infrastructure and complete agreed priority cross-border projects.

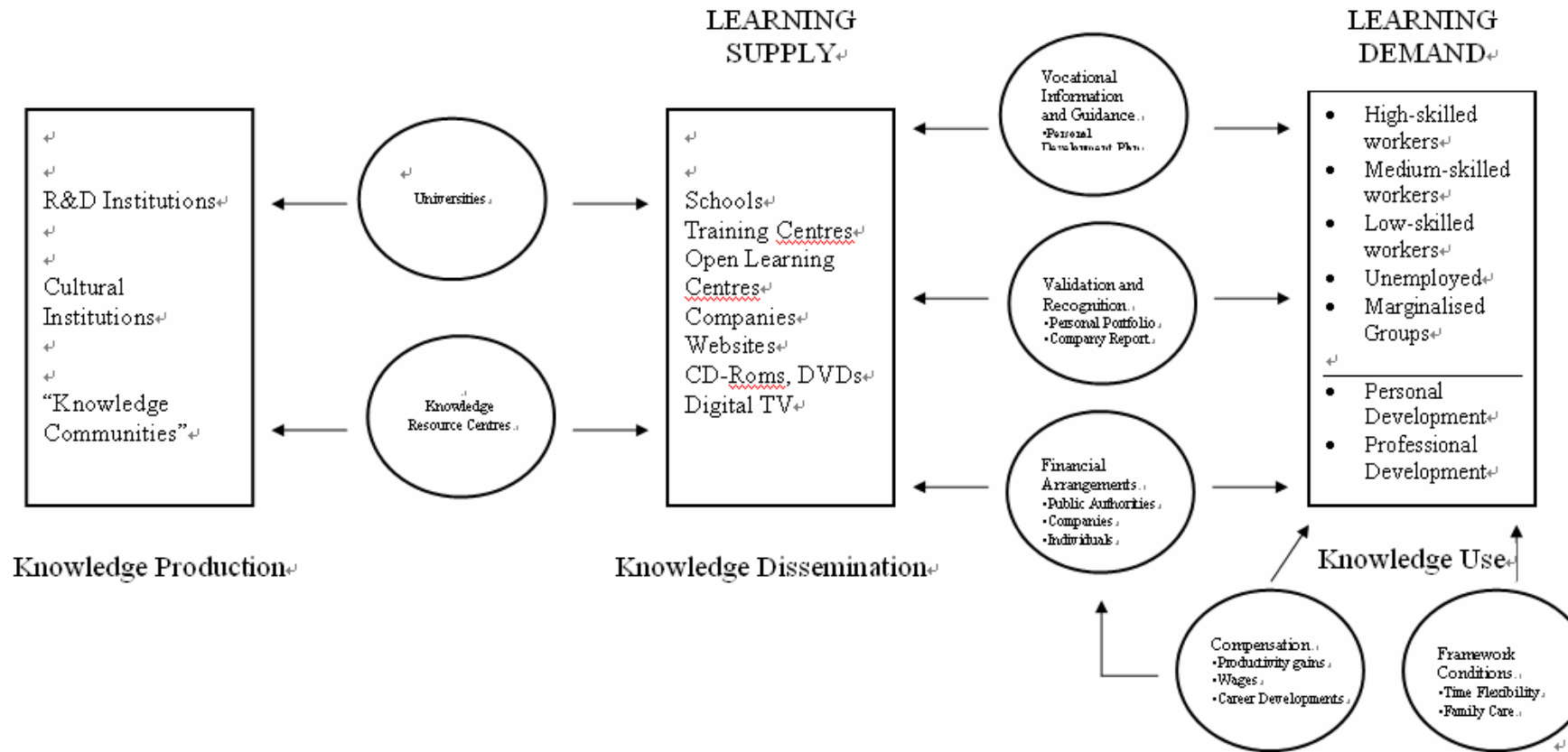
Employment guidelines

- (16) To implement employment policies aimed at achieving full employment, improving quality and productivity at work, and strengthening social and territorial cohesion.
- (17) To promote a lifecycle approach to work.
- (18) To ensure inclusive labour markets for job-seekers and disadvantaged people.
- (19) To improve matching of labour market needs.
- (20) To promote flexibility combined with employment security and reduce labour market segmentation.
- (21) To ensure employment-friendly wage and other labour cost developments.
- (22) To expand and improve investment in human capital.
- (23) To adapt education and training systems in response to new competence requirements.

Box 1

1	By 2010, an EU average rate of no more than 10% of early school leavers should be achieved;
2	The total number of graduates in mathematics, science, technology in the EU should increase by at least 15% by 2010, while at the same time the gender imbalance should decrease;
3	By 2010 at least 85% of 22 years old in the EU should have completed upper secondary education;
4	By 2010, the percentage of low-achieving 15 years old in reading, mathematical and scientific literacy will be at least halved;
5	By 2010, EU average participation in lifelong learning should be at least 12,5% of the adult working population (25 to 64 age group).;

FOR A STRATEGY OF LIFELONG LEARNING IN A KNOWLEDGE SOCIETY



Strategies for Lifelong Learning

- to define the goals for lifelong learning in terms of not only educational levels but also new jobs profiles and competences;
- to develop a new infrastructure for lifelong learning;
- to create a diversified supply of learning opportunities able to provide more customised solutions:
 - to develop the new instruments of e-learning and to explore the potential of the digital TV
 - to turn schools and training centres into open learning centres
 - to encourage companies to adopt learning organisations
 - to shape the appropriate learning mode for each target group
 - to spread new learning solutions for the low skilled workers
- to foster the various demands for learning and to create a demand-led system:
 - to improve the framework conditions for lifelong learning
 - to develop a dynamic guidance system over the life course
 - to renew the validation and recognition system
 - to create compensations for the investment in learning
- to spread new financial arrangements in order to share the costs of lifelong learning;
- to improve governance for lifelong learning, involving all the stakeholders along the following lines

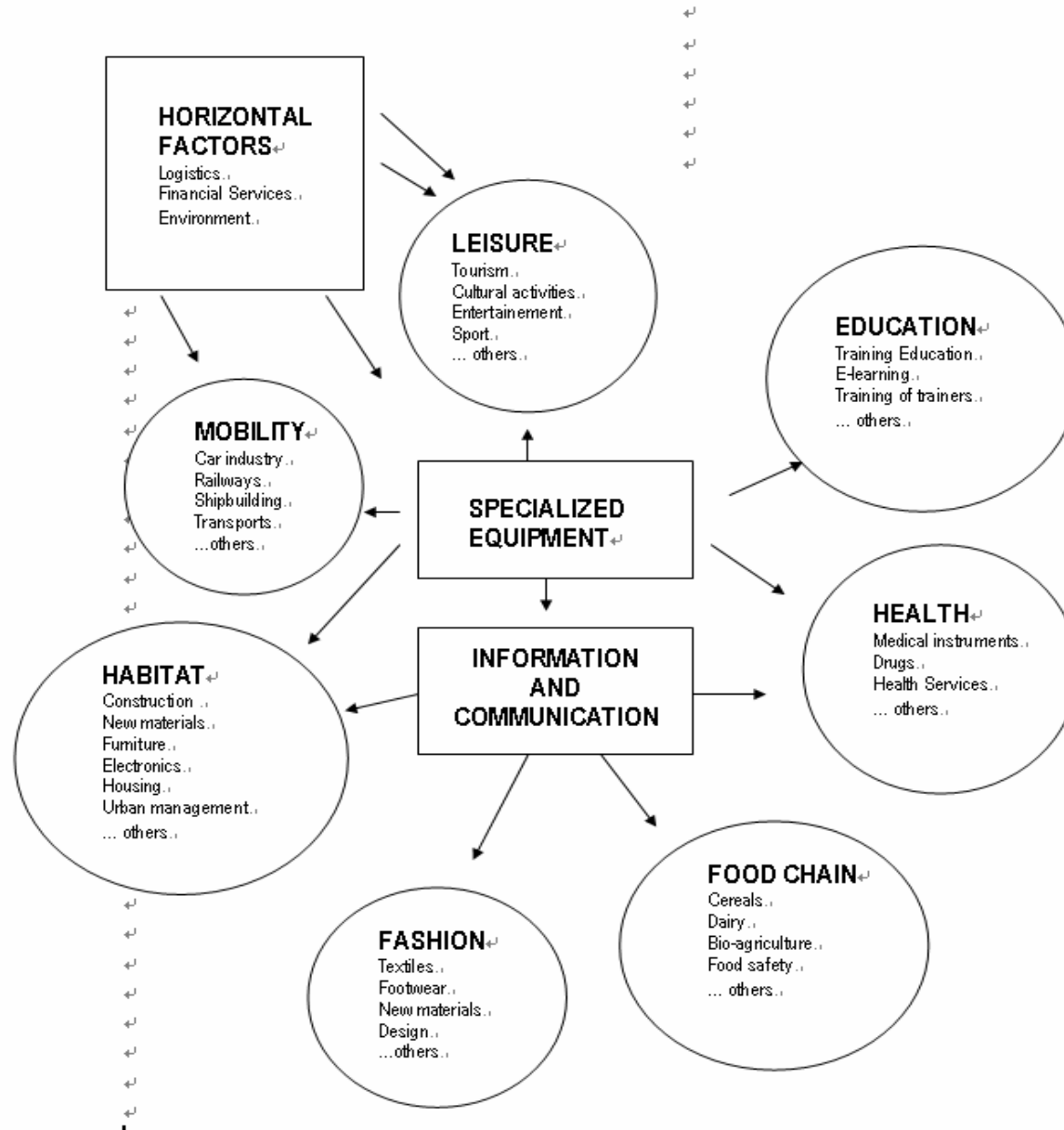
Sharing Responsibilities for Lifelong Learning

MAIN ACTORS PRIORITIES FOR LIFELONG LEARNING DEVELOPMENT	PUBLIC AUTHORITIES	COMPANIES	INDIVIDUALS	SOCIAL PARTNERS	PUBLIC AND PRIVATE TRAINING SUPPLIERS
To define the goals for lifelong learning: new jobs profiles and competences	- Forecasting institutions - Partnerships for jobs creation	- Human resources management - Partnerships for jobs creation		- Innovation agreements - Partnerships for jobs creation	- Training development - Partnerships for jobs creation
To develop a new infrastructure for lifelong learning	Telecommunications and TV regulation Knowledge resource centres	- Digital equipment	- Digital equipment		- Broadband providers - Content providers
To develop e-learning activities					- e-learning products and services
To turn schools and training centres into open learning centres	- Education and training systems regulations	- New kinds of demand	- New kinds of demand		- Organisational development
To adopt learning organisations		- Organisational development		- Innovation agreements	
To shape the appropriate learning mode for each target group		- New kinds of demand	- New kinds of demand	- Negotiation of training in collective agreements	- Product development - Marketing

Sharing Responsibilities for Lifelong Learning

To spread new learning solutions for the low skilled workers	<ul style="list-style-type: none"> - To support new solutions - To ensure basic education for all 	- Organisational development	- Stronger personal commitment	- Special conditions for training	<ul style="list-style-type: none"> - Specialised courses - Focus on new basic skills
To improve the framework conditions for lifelong learning: time management, care services...	- Family care services	- Family care services		<ul style="list-style-type: none"> - Negotiation of working time management - Time accounts and training leaves 	
To develop a guidance system over the life course	- To provide guidance services		- To develop a personal development plan		- To provide guidance services
To renew the validation and recognition system	- To provide guidance services		- To develop a personal development plan		- To provide guidance services
To renew the validation and recognition system	- To create centres of competence validation	- Intellectual capital reports	- To get a personal portfolio Europass	- To create centres of competence validation	
To create compensations for investment in learning		<ul style="list-style-type: none"> -Productivity gains -Corporate assets 	<ul style="list-style-type: none"> - Wage increases - Career improvements - Personal development 	- Reciprocal compensations in the labour contracts and collective agreements	
To spread new financial arrangements to share the costs	<ul style="list-style-type: none"> - Basic education for all - Improving education of young people - Supporting target adult people by tax reliefs or direct incentives 	- Funding job-related training	- Learning accounts or special entitlements for training	- Sharing costs in labour contracts or collective agreements	- Investment plans

FRAME TO EXPLORE NEW AREAS OF INNOVATION AND JOBS CREATION



Managing Industrial Change – Levels and Stages

Levels	Stages	Passive	Active	Pro-active
Company		<ul style="list-style-type: none"> •Lay-off process •Unemployment insurance •Early retirements 	<ul style="list-style-type: none"> •Corporate social plans for restructuring (CSR) •Competence report (“bilan des competences”) and personal plan •Outplacement services •Training for new jobs in the region •Incentives to geographic and occupational mobility 	<ul style="list-style-type: none"> •Strategic management of innovation •Strategic management of human resources •Competence buildingNew models of work organisation •Innovation agreements
Sector/Regional		<ul style="list-style-type: none"> •Sectoral programmes of restructuring and downsizing •Social programmes with minimum income 	<ul style="list-style-type: none"> •Rapid Response System and change managers •Sectoral/Regional programmes for labour force transfers between companies and sectors with specific training •Financial incentives for recruitment by new companies •Local employment initiatives •Incentives to new investments, both national and foreign •Local partnerships for growth and employment 	<ul style="list-style-type: none"> •Clusters development •Networks and partnerships for innovation •Innovation poles •Plans for regional development •Learning regions

Managing Industrial Change – Levels and Stages

<p>National</p>	<ul style="list-style-type: none"> •Labour law on lay-off •Social protection regimes for unemployment and retirement 	<ul style="list-style-type: none"> •Active labour market policies •Vocational guidance services •Training programmes to tackle labour market mismatches •Coordination of employment and industrial policies •Labour market regulations: flexibility with security •Social partners consultation •National Employment 	<ul style="list-style-type: none"> •Coordination of employment, industrial, innovation, education and trade policies Partnership for change involving social partners •Foresight system for new sources of job creation •Pro-active programmes for education and trainingLifelong learning strategies •Labour market regulations: Transitions and competence building
<p>European</p>	<ul style="list-style-type: none"> •Directives (lay-off, information and consultation) •Social protection guidelines 	<ul style="list-style-type: none"> •Coordination of employment, competition and industrial policies •European Employment Strategy •European Social Fund (ESF) •Directive on works Councils •Directive on portability of pensions 	<ul style="list-style-type: none"> •Lisbon Strategy •Partnership for growth and jobs •European Social Dialogue (sectoral and cross-sectoral) •Community Programmes for R&D, innovation, employment and lifelong learning •ESF+ERDF •European Monitoring Centre for Change •European foresight system for new sources of job creation