

**TOWARDS SUSTAINABLE EMPLOYABILITY: EUROPEAN PRACTICES  
IN OFFICERS AND SERVICEMEN REINTEGRATION  
AFTER EARLY RETIREMENT**

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**Abstract.** Drawing on policy variation across European countries this study analyses the differences, similarities and the best practices in officers and serviceman reintegration into labour market after their early retirement. The success of reintegration depends on national labour market policy towards employability and specific measures in employment assistance for officers and serviceman. The search for sustainable approach toward employability of retired *officers and serviceman* fostered to conduct institutional survey. The survey was conducted using set of connections of military attaché and the network of CEPOL<sup>1</sup>. Analyzing retirement practice of the police and the military in EU countries, it is noted that the police officers retirement is organized 5-10 earlier than full retirement; their pension is worth a substantial part of previous salary. For that reason, reintegration programs are not needed and in majority of countries do not exist. The situation in military is different. Military rejuvenation forces to cut middle-age people into early retirement. It means that they will have to reintegrate into the labour market in order to maintain a similar level of well-being for themselves and their families. Results reveals four different types of reintegration programmes for serviceman in EU member states.

**Keywords:** officers and serviceman, early retirement, employability, EU

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## 1. Introduction

Employability is seen as an agency rather than the achievement of individual person to get employed. According to McQuaid and Lindsay (2005) the concept of employability has been set up to describe the objectives of the economic strategies fostered by international institutions as OECD, ILO, UN and labour market policies at national, regional and local levels. The concept of employability continues to be used in a variety of contexts; nevertheless it is to a

greater extent seen as institutional agency. Employability is intertwined with other factors impacting complex processes, which ultimately determine level of sustainable development (Grybaitė 2011; Stańczyk 2011; Korsakienė *et al.* 2011; Makštutis *et al.* 2012; Lankauskienė, Tvaronavičienė 2012; Balkienė 2013; Demir *et al.* 2014; Tvaronavičienė 2014; Bileišis 2014; Tvaronavičienė and Grybaitė 2012).

If the notion of employability is the assistance the institution provides for unemployed or vulnerable group in labour market, then the employability should be measured by outcomes in the form of employment.

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Employability is set out as one of the four pillars of the European Employment Strategy (2006) and described in terms of individual capacity of a person to gain a job. In the European 2020 strategy (Europe 2020: Europe's growth strategy 2012) the employability is seen as a precondition to achieve the targets for an increased employment rate. The strategy reflects the focus on employability and includes the promotions of active labour market measures. It is not a narrow straightforward definition of employability as 'the character or quality of being employable'. The working concept of employability involves measures for sustainability as long-term employment, life-long learning and active aging (Prakash 2013). According to European Working Conditions Observatory, sustainable employability is characterized as "the capability of employees to participate in a healthy, vital and productive way in paid work until they are eligible for a pension" (Model developed...2012). Sustainable employability is described in twenty indicators; majority of those indicators measures the sustainability of labour market policies and instruments.

In terms of officers and servicemen sustainable employability after their early retirement the main issue concerns the relationship between active and passive labour market policies and conditions (Vigoda-Gadot *et al.* 2010; Tvaronavičienė, Lankauskienė 2011; Cawley and Maclean 2012; Matei and Savulescu 2012; Teivans-Treinovskis and Jefimovs 2012; Šileika and Bekerytė 2013; Demir *et al.* 2014; Mačiulis, Tvaronavičienė 2013; Laužikas, Mokšėckienė 2013; Raišienė, Jonušauskas 2013; Tvaronavičienė 2014; Išoratė *et al.* 2014; Figurska 2014; Garškaitė-Milvydienė 2014; Dzemyda, Raudeliūnienė 2014; Raudeliūnienė *et al.* 2014; Radović Marković 2011). Majority of EU member states with early retirement of officers and servicemen (passive support) do have active programs for their reintegration into labour market (active support) and coordinate between the two determinates the level of sustainability of employability of early retired officers and servicemen.

Early retirement guarantees a constant change of human resources in the interior and national defence systems which is necessary for their regeneration. Consequently, officers and servicemen retire on average 15-20 years earlier than people serving in civil workplaces. Despite the fact that servicemen and officers deserve a pension, it does not equal to income which would guarantee the standard of living that a person had before the retirement. Early retirement

ensures meeting essential needs only; thus, in order to create and maintain well-being a person must continue working and receiving extra income. According to previous research (Early 2011; Ruiz and Morrow 2005), about two-thirds of servicemen who entered early retirement find a new job and work full-time.

Middle-aged servicemen and officers, who have been discharged and want to re-enter the labour market, experience adjustment problems and require external support. The case of every officer or serviceman is unique and depends on institutional factors such as previous work, attained rank or position, as well as on the individual's personal characteristics, communicability, and flexibility. Previous studies does not provide an unified approach which factors and means have the greatest impact on employability after going into early retirement. Even though researchers sought to identify factors that could be used to assess the effectiveness of means of reintegration into the labour market which could be provided for the people entering early retirement, it is clear that a common denominator for solving the above mentioned problems has not been found yet.

This paper seeks to contribute to the debates surrounding employability of specific group in the labour market. Drawing on policy variation across EU countries this study analyses the differences, similarities and the best practices in officers and serviceman reintegration into labour market after their early retirement. The aim of the paper is to *provide a composition* of existing practices for employability of early retired officers and servicemen in EU member countries and *evaluate employability practice* in term of sustainability. Following this introduction, the second section of this paper provides research methodology used in the study including research instrument, sample and data collection. Section three presents research findings stating with the evaluation of role of pensions and compensation for officers and servicemen and following with the analysis of active labour market measures for employability in different EU countries. The article concludes with discussion on founding and implications for future research.

## 2. Research methodology

As a methodological approach for this study, the authors chose multi-institutional survey. Questionnaire has been prepared based on theoretical implications in passive and active labour market policy and insti-

tutional agency in employability. A questionnaire was designed with four sections. Section 1 requested basic information to identify passive support towards early retirees and initiatives in supporting employability of military/ police officers to re-integrate them into the labour market after retirement. Section 2 requested information on particular activities that national authority (or other institutions) is implementing for retired military/police officers. Section 3 invited to provide the assessment of existing activities in employability, while section 4 demanded information for future development in labour market reintegration programmes.

The survey was conducted using two sources of infor-

mation: (1) by sending questionnaires to Ministries of Defence of all (n=27) European Union member countries using Lithuanians military attaches' network; and (2) using institutional network of CEPOL. From the first source a total 15 questionnaires of 27 were returned completed (table 1 provides the list of the countries where information come from). Additionally, information was collected from secondary sources about policy in Austria, Bulgaria, Germany, Ireland and United Kingdom.

From the second source of information a total 8 questionnaires of 27 were returned completed; additionally 2 questionnaires were completed from countries non-EU members (Table 1).

**Table 1.** Received answers from authorities

Received answers from police authorities from:	Received answers from military authorities from:
Austria	Belgium
Denmark	Czech Republic
Germany	Denmark
Cyprus	Estonia
Poland	Croatia
Malta	Latvia
Finland	Poland
Sweden	Luxembourg
	Netherlands
+2 non EU countries:	Portugal
Iceland	France
Norway	Romania
	Finland
	Slovakia
	Slovenia
N=10	N=15

Source: author

Survey has provided a comprehensive qualitative on different policies and practices in EU regarding and reemployment of early retired officers and servicemen. The data were analysed using comparison of countries as cases.

### **3. Role of pensions and compensation on officers and servicemen employability after early retirement**

Early retirement go along with pensions and compensations that are categorized as a passive labour market policy. On the one hand, passive policy represents protection mechanisms and insures a certain income, and, on the other hand, it has a major im-

pact upon the gaining labour market adjustment capacity and financial incentive to work (Caurkubule, Rubanovskis 2014).

The analysis of retirement policy for officers and servicemen shows that the retirement age for police officers in most EU countries is close to the full retirement age while it is a lot shorter for military personnel. As a result, there is a need to reintegrate them into the labour market. Data in Table 2 illustrate the retirement age for police officers in European Union countries; the Czech Republic, Croatia, Latvia, Lithuania and Poland, Slovenia stand out where the retirement age for police officers is about 20 years shorter than the full retirement age.

**Table 2.** Retirement age for police officers and servicemen

Country	Age of retirement		
	Full retirement (men)	Retirement of police personnel (average)	Retirement of military personnel <sup>2</sup> (average)
Austria	65	60	50-65
Belgium	65	60	60
Bulgaria	63	55 <sup>3</sup>	52-54
Croatia	65	n.d.a.	45
Cyprus	65	60-61 <sup>4</sup>	n.d.a.
Czech R	62	n.d.a.	42
Denmark	65	60-65	60
Estonia	63	n.d.a.	52
Finland	62-68	58	46 <sup>5</sup>
France	62	n.d.a.	45-57
Germany	65	60-65	55-65
Greece	67	n.d.a.	n.d.a.
Hungary	62	n.d.a.	n.d.a.
Iceland	67	65 <sup>6</sup>	n.d.a.
Ireland	65	n.d.a.	47-63
Italy	66	n.d.a.	n.d.a.
Latvia	62	n.d.a.	43
Lithuania	62,8	44	47
Luxembourg	65	55-60	60
Malta	61	51	n.d.a.
Netherlands	65	n.d.a.	60 <sup>7</sup>
Norway	67	57 <sup>8</sup>	n.d.a.
Poland	65	45 <sup>9</sup>	45
Portugal	65	60	n.d.a.
Romania	64	55-65	55 <sup>10</sup>
Slovakia	62	57,8	40
Slovenia	63	60	45
Spain	65	57-65	45-58
Sweden	61-67	60-65	n.d.a.
United Kingdom	65	60 <sup>1112</sup>	55-60

(n.d.a. – no data available)

Source: author

<sup>2</sup> The average retirement age of officers is provided in case where soldiers are serving under term contracts

<sup>3</sup> Requirement to serve at least 27 years in police

<sup>4</sup> 60 years for police officers and non-commissioned officers , 61 years for others

<sup>5</sup> The average retirement age for the last few years has been 52 years (counting those who are retiring after full service) and 46 years (counting also those who retiring before full service years

<sup>6</sup> 65 is retirement age, but pensions are paid only at the age of 70.

<sup>7</sup> The retirement age for officers of the Navy is 58 years, for officers of the Army and Air force is 60 years

<sup>8</sup> 57 is retirement age, but they can stay in service up to 60.

<sup>9</sup> In 2010 retirement age was 48, 2011 – 46, 2012 – 45.

<sup>10</sup> It is foreseen to increase retirement age up to 60.

<sup>11</sup> Before establishing professional military service in 2006, the average retirement age was 47

<sup>12</sup> 60 is retirement age from 2015.

While life expectancy and working age are increasing and birth rates are decreasing, in many EU countries pension reform, which is seeking to increase the retirement age, is being implemented (Table 3). This trend can be noted while analyzing pension systems for military and police reforms. Analyzing retirement

provision for the police officers, it is necessary to mention that in most countries *the retirement age for the police officers is gradually being extended*; the retirement age for the police officers is 5-10 years shorter than the full retirement age.

**Table 3.** Existing and expected retirement age

	Male			Female		
	2010	2020	2060	2010	2020	2060
Austria	65	65	65	60	60	65
Belgium	65	65	65	65	65	65
Bulgaria	63	63	65	60	60	63
Croatia	62	62	62	62	62	62
Cyprus	65	65	65	65	65	65
Czech R	62 y 2 m	63 y 8 m	69 y 4 m	58 y 8 m	61 y 8 m	69 y 4 m
Denmark	65	66	68	60	66	68
Estonia	63	63y 9m	65	61	63y 9m	65
Finland	62	65	65	62	65	65
France	62	62	62	57,9	61,7	62
Greece	65	65	69,4	60	65	69,4
Iceland	60-65	62-67	62-67	60-65	62-67	62-67
Ireland	66	66	68	66	66	68
Italy	65	65,8	67	65	65,8	67
Latvia	65	65	65	60	60	60
Lithuania	65	65	65	65	65	65
Luxembourg	61	63	65	60	63	65
Malta	65	65	65	65	65	65
Netherlands	67	67	67	67	67	67
Norway	65	65	65	65	65	65
Poland	62,5	64	65	60	63	65
Portugal	64	65	65	59	61	63
Romania	63	63	63	61	61	61
Slovakia	63-68	63-68	63-68	63-68	63-68	63-68
Slovenia	61-67	61-67	61-67	61-67	61-67	61-67
Spain	65 y 4 m	66 y 11 m	70 y 3 m	60 y 4 m	66 y 11 m	70 y 3 m
Sweden	65	65y 9m	67	65	65y 9m	67
United Kingdom	65	65	72,5	65	65	72,5

Source: author

The same can be said about the military. In some countries (Ireland, Denmark, Great Britain, Croatia, Poland, the Netherlands, France, Germany) *pension reforms* for the servicemen are being carried out which are extending the retirement age for the servicemen and introducing more restrictions to the right to early retirement.

Analyzing retirement provision for *servicemen*, countries can be divided into *three groups*. The first group consists of the countries where there is a constant rejuvenation of the military and servicemen can retire more than a decade before the full retirement age.

This group comprises the majority of our analyzed countries: Ireland, Bulgaria, the Czech Republic, Estonia, Spain, Croatia, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia, and Finland. The second group consists of countries where servicemen can retire 6-10 years earlier than other professionals. These are UK, the Netherlands and Germany. The third group consists of countries where the retirement age for the servicemen is close to the full retirement age (5 years or less before the latter). These are Austria, Belgium, Denmark, and Luxembourg.

In all our analyzed countries servicemen may termi-

nate their military service before the early retirement age. In some countries (Germany, the UK, France), such persons can benefit from the reintegration programs for servicemen who enter early retirement. Pension received by servicemen is calculated using different methods and its size, compared to the previously received salary, is also substantially different (Table 4). In some cases laws are being adopted to prevent retired servicemen from pension reduction due to a new state pension system (France) or when they are

recruited in a public or private sector (Croatia).

Grouping countries by passive labour market policy regarding officers and servicemen, we cannot see any links to the prevailing social system models, so we can assume that this is rather related to the different development of police and military as a special institution in each country. At the same time there is a clear trend to provide bigger financial support (bigger pensions) in cases where early retirement age is close to full retirement age.

**Table 4.** Pensions in comparison with previously received remuneration

	Pension as a part of previous salary (average, %)	Method of pension calculation
Austria	n.d.a.	n.d.a.
Belgium	75	Average of income of 10 previous years
Bulgaria	n.d.a.	n.d.a.
Croatia	40-60	n.d.a.
Cyprus	n.d.a.	n.d.a.
Czech R	5-60 <sup>13</sup>	Service years and the maximum monthly remuneration received
Denmark	n.d.a.	n.d.a.
Estonia	70	Salary for the rank (minimum, medium, maximum) and the average salary
Finland	60 <sup>14</sup>	Average of income of 10 previous years
France	n.d.a.	Average of income through all service length
Germany	75	Previous incomes
Greece	n.d.a.	n.d.a.
Hungary	n.d.a.	n.d.a.
Iceland	n.d.a.	n.d.a.
Ireland	n.d.a.	Salary for the rank and pension insurance period
Italy	n.d.a.	n.d.a.
Latvia	43	n.d.a.
Lithuania	26	Average of 5 years best salary
Luxembourg	70	Last salary
Malta	n.d.a.	n.d.a.
Netherlands	70	Last salary
Norway	n.d.a.	n.d.a.
Poland	40-75 (up to 2012), 60-75 (from 2012)	Last salary
Portugal	n.d.a.	n.d.a.
Romania	75-80 <sup>15</sup>	Average of income through all service length
Slovakia	30-60 <sup>16</sup>	Service length and salary
Slovenia	n.d.a.	n.d.a.
Spain	n.d.a.	n.d.a.
Sweden	n.d.a.	n.d.a.
UK	n.d.a.	Average of 2 years best salary

Source: author

<sup>13</sup> max. 60 % AGMW for flight personnel, or after performing special type of service or dangerous service for the period of at least 5 years, or when serving on foreign deployments in dangerous conditions

<sup>14</sup> The pension is the average of your last 10 years income

<sup>15</sup> If person is living military service at the age 55 or more

<sup>16</sup> The maximum pension of amounts to 60% of the rank salary after 30 years of active duty. The minimum pension amounts to 30% of the rank salary after 15 years of active duty

#### **4. Active labour market policy for employability: four types of practices**

Referring to the research results on employability of *police* officers, which covers ten European countries in detail, we can state that active labour market measures for the police officers in particular are not applied. Police officers who retire early or who leave the service voluntarily are generally classified as the unemployed; they are given general measures for reintegration into the labour market. Considering the fact that in many EU countries police officers retire only 5-10 years earlier than the others and that they are paid pension which makes a greater proportion of the salary they used to receive, there is no need for new paid employment and employability. Police officers, unlike servicemen, are not attributed to the vulnerable social group in terms of reintegration into the labour market. In some cases, when a state reform of the police is carried out and middle-aged people are dismissed, short-term programs of their reintegration into the labour market are applied. For example, in England and Wales by 2015 as a result of the reduction of the police budget by 20 percent and the reform of the police, 32,400 jobs will be cut (Policing in austerity 2013). This is happening gradually as officers are retiring. Measures of employability are only used in particular cases.

Reintegration of *servicemen* into the labour market is quite a different situation. The dismissal from service ten or even twenty years earlier than the full retirement age, people tend to look for new paid employment as occupational pension does not provide the same level of well-being, which they used to have in the military. On the basis of the practice of implementation of active labour market measures for retiring servicemen, countries are divided into three groups.

*The first group* includes countries where servicemen go into early retirement and are subject to measures of reintegration into the labour market. These are Ireland, Great Britain, France, Poland, Romania, Croatia, Germany and Lithuania. Implementation of measures is coordinated by an institution of the National Defence and its priorities and implementation mechanisms are very different in each country:

- In Ireland, the focus in terms of reintegration is on the gain of qualification and professional skills which would be recognized in the labour market. It is con-

sidered one of the most important criteria which ensure fulfilling civilian life for the retired servicemen. All courses for the reintegration are organized by the National Defence. The course content and questions are constantly revised and adapted according to the future needs of the labour market; however, servicemen are not provided with the exclusive right to attend these courses.

- In the *UK* reintegration, as well as other social services for servicemen, are provided by a contractor - a private company which has won the public tender. Counselling and training start immediately after making a decision to leave the military. A serviceman is first obliged to talk to the officers, who provide him/her with the general information, while an officer of individual training and reintegration advise him/her on the reintegration into the labour market. The officer helps the serviceman to define further goals and create a personal reintegration plan. On the basis of this plan, a private company continues to counselling him on employment and provide training. Reintegration in the *UK* is identified as a successful transition from the military life to the civilian world; it is mainly focused on the employment in the private sector. During the reintegration, information and counselling are provided that enable people, to make more effective decisions for employability. A person leaving the military, on the basis of the number of years in service and his/her rank, is supported as the reintegration program is seen as a reward for the time spent in service.

- Reintegration of *Polish* servicemen is organized in cooperation with central and local authorities, non-governmental education organizations and organizations that counsel on labour market. Counselling for servicemen on labour market is provided individually as well as in trainings and seminars; there is also a personal psychological test that they need to complete. On the basis of it, occupation, place of work and retraining are chosen. Professional counselling and training for the servicemen are provided by the same institutions that provide services for other Polish people. Former professional servicemen can benefit from the institutions that support employment. Military headquarters gathers information about job vacancies related to the defensive activities in public, governmental institutions and inside the territory administered by the municipalities where specialists mediate recruiting former servicemen.

- In *France* reintegration is associated with retraining which the Mobile Defence Agency is responsible of. The Mobile Defence units are located in each base of defence; they form a network that employs mobile agents (servicemen and civilians). Career officers or people working under a contract of employment can benefit from counselling on assessment and guidance in order to prepare for the return to civilian life. They can also benefit from professional training or assistance in job search. Reintegration program is of two types - focused on employment in the private sector, where retraining is linked to the skills required in large private French companies (the Ministry has signed employment support contract), or focused on the private sector are transferred to the civil service. It is argued that a gradual transition from military service to work in the public sector is one of the state's priorities of human resource policy. Both types of reintegration program consist of four phases: information provision, guidance, training and recruitment. Implementation of the program and payment of benefits is gradually being transferred from the Mobile Defence Agency to the National Employment Agency.

- In *Romania* since 1998 restructuring military and reducing the number of servicemen, a retraining system for the reintegration into the labour market has been created for servicemen with terminated contracts. The program is as a necessary social measure, compensation for the social and material losses servicemen encountered during the restructuring process. It was designed in cooperation with Ministries of National Defence, Labour and National Education. Specialized units in the internal structure of the Ministry of Defence, coordinate the system of vocational retraining in military centres in different counties. District experts work in accordance with the procedures of vocational training. Program activities, i.e. counselling and training, are implemented by the National Employment Agency, owned by the Ministry of Labour. Retraining system includes guidance that facilitates contact with the civil environment. The servicemen are provided with information, counselling and assistance in job search.

- In *Croatia* reforming the system of Defence, a transition program has been designed for servicemen going into early retirement. The program is implemented by the Ministry of National Defence through programs of special assistance: information program,

transition workshops program, vocational training program, employment assistance program and self-employment assistance program. Training is organized as a part of an educational program which includes: getting familiar with and increasing the state of consciousness of one's own potentials, individual preferences analysis, system of values and capabilities, testing one's communication and career skills, decision making process, setting objectives, but also developing skills of presenting the picture of one's own personality. The workshop is carried out in a dynamic manner through interactive cooperation with Program users. Ministry of Defence also conducts employment assistance program, which is carried out through individual counselling.

*The second group* consists of countries which have reintegration program for the servicemen although the difference between their retirement age and the full retirement age is little (less than 10 years). These are Belgium and Germany. In Belgium the difference between the retirement age for servicemen and the full retirement age is only 5 years whereas the difference between the pension and previous salary is only 15 percent, i.e. servicemen go into early retirement at such age and with the financial backing that there is no motivation to look for a new job and start a new career. Reintegration program is more like a relic of the time when the servicemen could retire at a younger age. Currently reintegration programs are mostly directed to those who leave the service voluntarily having secured the minimum or slightly bigger pension. Such persons go to the early retirement at 40-45 and the pension is usually not paid until they are of a particular age (it is about 60). Meanwhile in Germany, the difference between the retirement age for servicemen of different categories and the full retirement age is 9 years.

- In *Belgium* reintegration program is available only to non-commissioned officers and career officers; the program itself is directed to vocational retraining. It means that servicemen who want to leave the military service and find a new job in another field (in private or public sectors or work on their own) can get help from a specialized office. Retraining is finished when a person starts a new job. The servicemen can choose in which, private or public, sector they want to continue their career. The program is basically focused on the employment in the private sector. Having chosen the public sector, they participate in



recruitment projects which transfer them into public institutions. The program is funded by the Ministry of Defence which allocates a retraining bonus and “secured” salary (a guarantee that during the retraining period the remuneration received by the serviceman will not decrease).

- In *Germany* the reintegration of servicemen into the labour market is mostly related to the military reform, i.e. the reduction or rejuvenation of the military. Measures of reintegration are long-term and systematic; however, they are employed only during the period of the military reform. Full reintegration program is only for the servicemen serving under long-term contracts. Servicemen, serving under short-term contracts, at the end of their service can benefit from a partial reintegration package, which gives them personal training and professional qualification. They are subject to active labour market measures that encourage professional development; moreover, during the learning period they are also paid. During full reintegration program, just like in Belgium, the servicemen are given long-term (up to three years) retraining leave and if the salary is lower than that obtained in the military when working for another employer, it remains the same.

*The third group* consists of countries where servicemen go into early retirement, but are not subject to special measures of reintegration. These are Estonia, Latvia, the Netherlands, Slovakia and Finland. In these countries servicemen who have completed the service are not attributed to the special group which should be given special attention and individual measures. Measures of reintegration into the labour market for the servicemen, who have completed their service, are given just like to the other members of the social system. Reintegration activities for servicemen are financed from the budget of social security.

- In Estonia there is no special programme that would help former servicemen to reintegrate into the labour market. New profession, training and counselling on the labour market they can get just like the other citizens in the public institution Social Security Fund.

- State Employment Agency of Latvia provides recruitment and other services of the reintegration into the labour market for all the residents of Latvia, including former servicemen. Social Issues Division of the Ministry of Defence partly coordinates cooperation between National Armed Forces and State Employment Agency.

- In Slovakia there is no state-level program designed to support the reintegration of professional servicemen into the labour market after they retire. Institutions of the Ministry of Defence provide brief training to prepare for a job interview.

- In Finland there are also no specific support measures for the retired officers to reintegrate them into the labour market. The local employment and economic development office (Ministry of Labour) is responsible for employment measures for former servicemen and other unemployed people. The objective of labour market training is to improve the participants' chances of finding work. Therefore it is diverse and practical in nature and in most cases includes on-the-job learning.

*The fourth group* consists of countries where servicemen are not subject to early retirement or reintegration programs. These are Denmark, the Netherlands and Luxembourg. In these countries servicemen retire at the age of 60 which is five years earlier than the full retirement age; however, it is not considered early retirement. Persons who retire earlier can apply to public employment agencies. In the Netherlands, this function is performed by the pension fund. The data provided by Czech Republic are too fragmentary to attribute any of these countries to one of the aforementioned groups.

## **5. Measures for employability: reintegration programmes financing and efficiency**

In countries where reintegration programs are carried out, a variety of *active labour market measures* are used. In some countries, they are combined into a coherent program; in others they are rather fragmented. Customized reintegration programs based on psychological and skills tests as well as on personal motivation are applied in Belgium, Great Britain, France and Croatia. The program is designed in the presence of the person and reintegration specialist (a representative of the military); then the targeted financing is provided to implement the program and the person receives counselling and training. Training can take place in both military and civil environment. There is continuous training, traineeship or training in stages. In these countries servicemen are awarded retraining leave. The effectiveness of the reintegration programs is measured by the indicator of successful employment by the servicemen who have completed their military service. A rather frag-

mented reintegration program can be found in Poland: here psychological tests are also performed and persons receive individual counselling on the labour market; however, without the targeted financing, opportunities for a person to choose the right training are limited.

Quite a different reintegration system of servicemen into the labour market exists in Ireland. Here servicemen going into the early retirement are counselled just like everybody else and they may participate in the courses of reintegration into the labour market. Competencies needed for successful reintegration are acquired during the service in the military, i.e. when the servicemen take part in training courses. The courses are organized in such a way that their participants could receive qualification and skills valuable and recognized in the labour market.

Reintegration programs are *long-term*: they last for two years (in the UK, Poland, and France), 2 years and 11 months in Belgium, three years in Germany. These periods have not been chosen randomly. During them a person can acquire a new profession as well as prepare to get into the labour market. At the same time this is the period during which the person is sought to be employed in order to facilitate the transition to a new job when the contract in the military is terminated.

*Funding* of reintegration activities in countries where reintegration programs of servicemen take place is from the budget of the National Defence. In countries where there are no such programs, reintegration activities are financed from the budget of Private Social Funds (in the Netherlands) or from the state budget for maintaining the social system (in Estonia, Latvia, Slovakia, Finland). It is noted that in best practice countries financial support mechanisms of the reintegration of servicemen are clear and reasonable. Servicemen leaving the military service receive cash benefits for retraining. The size of benefits is determined by the project the serviceman presents that reflects the knowledge and skills required for the new job/ workplace and their potential in the labour market (in Belgium, France, Germany).

The *effectiveness* of reintegration programs is quite different. Good results are reached in France 75 percent of servicemen, who have completed the military service, are successfully employed; in Poland - 67 percent. On the basis of the data, about one third of servicemen who have completed the service no long-

er look for work because of age or sufficient income. Due to different priorities of the program, different percentage of former servicemen find employment in private and public sectors. Croatia focuses on people generating private economic activity whereas in Belgium and the UK reintegration program is mainly focused on the employment in the private sector; in France and Poland priorities of employment in the private and public sector are balanced. Consequently, the effectiveness of different programs is different. Assessing the effectiveness of reintegration activities, the saved amount of money in the form of benefits for the unemployed should be also assessed. It is estimated that in France 6 million Euro was saved within one year while improving reintegration activities. In countries where the reintegration programs are not carried out, former servicemen are not distinguished as a separate group; therefore, data about them are not separately collected. As a result, it is impossible to compare the effectiveness of reintegration programs for the servicemen across countries.

### **Conclusions and research limitations**

The results of the comparative analysis of policies point out the fact that demand for reintegration of early retired officers and servicemen vary across EU member states. Analyzing retirement practice of the police and the military in EU countries, it is noted that the police officers retirement is organized 5-10 earlier than full retirement; their pension is worth a substantial part of previous salary. For that reason, reintegration programs are not needed and in majority of countries do not exist. The situation in military is different. Military rejuvenation forces to cut middle-age people into early retirement. It means that they will have to reintegrate into the labour market in order to maintain a similar level of well-being for themselves and their families. Accordingly, the reintegration programs are not only to prepare servicemen, who are being dismissed from the service, for the labour market, but to recruit them and create conditions for the successful reintegration into their new place of work, i.e. to create higher long-term employability. One of the greatest challenges is to reach sustainable employability, i.e. to set reintegration activities to recruit former servicemen in the right place where a person could reach the maximum productivity and job satisfaction.

The impact of specific reintegration programmes on

servicemen employability is very different across EU member states. Active labour market policies have positive effect on servicemen employability, but the intensity and effectiveness of these policies vary across countries. Within the analysis, countries are grouped according to intensity of reintegration programmes and the impact towards employability. *The first group* includes countries where servicemen go into early retirement and are subject to measures of reintegration into the labour market. These are Croatia, France, Great Britain, Germany, Ireland, Lithuania Poland, and Romania. *The second group* consists of countries which have reintegration program for the servicemen although the difference between their retirement age and the full retirement age is little (less than 10 years). These are Belgium and Germany. The countries of those two groups provide most inclusive reintegration programmes that could lead to sustainable employability of retired servicemen. *The third group* includes countries where servicemen go into early retirement, but are not subject to special measures of reintegration. These are Estonia, Latvia, the Netherlands, Slovakia and Finland. In these countries servicemen who have completed the service are not attributed to the special group which should be given special attention and individual measures. Measures are given just like to the other members of the social system and highly depend on general employment policy in the country. *The fourth group* pools countries where servicemen are not subject to early retirement or reintegration programs. These are Denmark, the Netherlands and Luxembourg.

This study has several limitations that should be identified while interpreting the results. The first limitation is that the questionnaire relies upon purchasing one-side representation: only institutions were surveyed. Sustainable employability refers to institutional and individual agency. Person's internal motivation is one of the biggest factors that make an impact towards results of employability (Šileika, Bekerytė 2013; Išoraitė *et al.* 2014; Dzemyda, Raudeliūnienė 2014; Raudeliūnienė *et al.* 2014). Taking a classical approach toward boundaryless career, the retired officers and servicemen have to take responsibility for their own future career.

The limitation of the research lies in the representation of the countries practices too. The results of institutional survey represents only half of EU member countries practices, while responds rate form authorities was 40% in case of police and 55% in case

of military. Finally, although the literature suggests more detailed indicators for sustainable employability, more research may be necessary to empirically test whether those indicators are adequate in measuring the employability of officers and servicemen.

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