METHODOLOGY OF IMPLEMENTATION OF APPROACHES TO FLEXICURITY at small and medium enterprises (SME) under conditions of the Czech Republic on the basis of foreign cooperation (CZ.1.04/5.1.01/77.00248)

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I. Introduction

The presented methodology builds on the following documents:

- Initial analysis of the project "Implementation of approaches to flexicurity in small and medium-sized enterprises in the Czech Republic at using international cooperation",
- Project "Implementation of approaches to flexicurity in small and medium-sized enterprises in the Czech Republic at using international cooperation" approved on 30th July, 2012, registration number CZ.1.04 / 5 January 01 / 77.00248 (hereinafter IF).

The successful solution of implementation flexicurity (IF) is subject to particularly close cooperation among the following entities:

- Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic (AMSP ČR)
- CAPA a.s. (partner)
- ZRP - Polish Association of Craft.

The concept and goals of flexicurity can be defined as follows: The term "flexicurity" is composed of the English words "FLEXIbility" and "seCURITY". The aim is to improve the flexibility and reliability of the relationship between employer and employee in order to motivate them to active, not passive behavior of citizen and employer.

The original concept presented by T. Wilthagen and F. Tros (2004, p. 170) has been gradually extended to include cooperation with trade unions; this cooperation was included in the overall system of the flexicurity solution.

Our Polish partners use the concept of flexibility in terms of flexibility (elastyczność). In their flexicurity model, this approach is used in the sense of flexible social protection focused more on flexibility of employment as well as on security of work maintenance.

In the Czech legal environment Hůrka uses instead of the term flexicurity the concept „flexijistota“ („jistota“ means security). The work of Jünglingová (2013, p. 4) focused at persons 50+ understands flexicurity as "finding balance between a flexible labour market and at the same time protecting the employed and the unemployed".

II. Approaches and Methods

(A) Paradigm of the Flexicurity Solution

The flexicurity paradigm, by means of which we have set up in 2012 the process of solving our project of the flexicurity implementation, has respected at a given time:

- available documents on the EU Strategy for 2020 (due to economic and political situation in the EU there were fundamental changes that are reflected in the planning period of all the states of the EU with effect from 2015);
- legislation in the EU, in the Czech Republic and in Poland as well as in the affected counties/regions;
- updating of documents from the EU, Poland and the Czech Republic (including the NUTS2 regions).

Our added value was the definition of spheres which we have included into the IF solution:

- the socio-economic context in relation to the activities of AMSP ČR
- the socio-psychological approaches (which have not been applied so far in any project of IF in the EU and in the Czech Republic)
- the qualitative methodology for detecting and evaluating the data.

The implementation of flexicurity at SMEs in the Czech Republic must respect in all our target groups:

- Balance of flexibility (flexibility and security)
- Motivation to solve the IF processes
- Cooperation with state authorities, regions and employment offices

In conclusion we can say that IF depends on a simultaneous support of the participation of the state and its responsibility in the public sphere at a consistent promotion of free decision-making of individuals and organizations in the legal framework of the EU and Czech Republic legislation.
(B) Areal Survey

(1) Objectives:
- to obtain documentation (data) for the specific aiming of IF for our target groups,
- to formulate questions aimed at covering 16 squares of the Wilthagen matrix of 2004,
- to obtain information (data) on the demographic comparison of persons, organizations and regions.

(2) The structure of the questionnaires proceeded from the requirement of covering all 16 squares of the Wilthagen matrix consisting of:
- vertically: 4 fields describing flexibility (external/contractual, internal, functional, and wage),
- horizontally: 4 fields describing security (employment, work, income, and combined security).

(3) For our target groups, identical questionnaires were used in both paper and electronic forms.

<table>
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<th>Security Flexibility</th>
<th>Job security</th>
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<th>Income security</th>
<th>Combination security</th>
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<td>- In-work benefits</td>
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Wilthagen matrix of 2004
The questionnaire for the areal survey consisted of three parts:

- characteristics of the organization where the person works (8 questions),
- demographic and socio-economic data on the person who was questioned (18 questions),
- questions about the issue of flexicurity implementation (24 questions).

Description of the sample of respondents
A total of 160 people were interviewed, of whom there were

- 41 employers,
- 49 persons 50+,
- 70 mothers with children under 15 years.

The evaluation of the surface survey results is quantitative in nature with the possibility of mathematical and statistical evaluation of the data.

Focus Groups and Individual Interviews

Objectives:

- To get qualitative data for pilot testing of IF from our target groups - employers, employees and unemployed persons 50+, and mothers with children under 15 years both employed and unemployed; in addition, we have realized interviews with experts in employment offices.
- To get qualitative data for processing the options menu ("cafeteria") for pilot testing of IF.

Methodology that was used:

Within the IF project a mixed method (mixed methods) of investigation (survey) was used that combined both qualitative and quantitative methodologies (D. Heller, M. Sedláková, L. Vodičková, 2001). The quantitative survey was based on the data from the questionnaire which was constructed on the basis of the Wilthagen matrix of 2004.

Participants:

Both the quantitative and qualitative parts were formed by group of respondents - a total of 75 persons (19 employers, 11 persons 50+, 7 mothers with children under 15 years, 36 unemployed persons, 2 representatives of employment offices).

What concerns the qualitative part, the research group was purpose-built. Particular target groups were addressed by means of the snowball method. The experimental samples were homogeneous in terms of the target groups’ criteria, heterogeneous in terms of the region which the participants came from. Purposefully, locations with high or low rate of employment in particular NUTS were selected.

The qualitative survey was carried out by means of semi-structured interviews. The interviews were conducted through individual and group forms. Within the individual interviews, the emphasis was placed on more private issues of business regulatory environment; in group interviews, primarily phenomena of group dynamics (polarization, risky shift phenomenon) were used. For both types of interviews a structured scenario was prepared in which we focused on topics connected with:

- implicit attitude toward work,
- decision-making process when choosing a job / staff and staying in employment,
- contextual variables related to work (what is the current situation of the participants and how they reflect it),
- opportunities and barriers that CS consider to be relevant to their jobs and employment,
- the role of state institutions and the law on the issue of employment and employment policy, etc.,
- the concept of flexicurity and the flexicurity philosophy (awareness of the concept, relevance and plausibility of flexicurity in the Czech Republic).

Methodological Approach

All the participants agreed to participate in the survey and were informed about ethical issues and objectives of the qualitative part of the flexicurity research. Group and individual interviews lasted 90-120 minutes, after which participants completed a battery of psychological questionnaires aimed at measuring the personality characteristics and resilience. The interviews were recorded and transcribed. The data were further de-personalized and analyzed in masse within particular target groups.

Analytical Procedures

The data were analyzed by open coding. Within the discussed categories (a) - (e) those topics (themes) were identified that were of the greatest importance for the participants - primarily, we were interested in personal experience of each participant. The results of the survey were related to the results of flexicurity studies in Europe and discussed. For some analyzes (quantifiers) the SW Nvivo software was used.

Limits of the Survey

The concept of flexicurity is not well-known in the Czech Republic; this fact could have caused a higher negativity of the participants’ attitudes. For some target groups the research could have been endangering in terms of further employment and thus in some participants the self-stylization might have prevailed in a more positive attitude to work and employment, compared to reality.
(D) Pilot Project on the Flexicurity Implementation

(1) Objectives:

- to realize pilot verification of IF in three NUTS 2 (Prague, Central Bohemia and Northwest were selected) and in each NUTS 2 in two enterprises IF;
- to obtain documentation for recommended process of implementation of approaches to flexicurity in SMEs in the Czech Republic;
- to get support for a proposal of legislative recommendations in relation to the social partners.

(2) Methodological Approaches and Methods that Were Used

- In every enterprise, the pilot project took place in two steps with the representatives of the employer and employees 50+ or mothers with children under 15 years;
- at the first visit the project of IF and IF options menu (the so called “cafeteria” resulting from good practice in the EU, the experience of Polish partners and our previous findings from areal survey, focus groups and individual interviews) was presented in form of initial interview;
- at the second visit, we realized an interview with target groups of the IF project focusing on the evaluation of the flexicurity implementation in their enterprises in selected areas incl. recommendations for the draft of legislative measures for the EU, the Czech Republic, and the region.

(3) Evaluation of the pilot interviews on IF with six enterprises in three NUTS2

The evaluation focused on obtaining data from each organization and its employees:

- approaches and implementation in specific target group,
- recommendations for the EU, the Czech Republic, regions and SMEs,
- recommendations for the draft of legislative measures and for social partners,
- recommendations for the process of implementation approaches to flexicurity in SMEs in the Czech Republic.

III. Flexicurity Implementation in SMEs in Poland - Approaches and Experience

Together with our Polish colleagues, we prepared a special questionnaire to obtain current information about experience and approaches to flexicurity implementation in the labour market in Poland. These questionnaires were presented from June, 2014 to October, 2014 at conferences in Bdzewo, in Bochnia, Lublin and Leszno. In total, we received responses from 112 respondents.

Evaluation of the results is of both quantitative and qualitative nature. The main results:

- Polish experts introduce flexicurity mostly in micro-enterprises of size up to 10 employees (68 %), in small enterprises only in 21 %. The most commonly transmitted experience with the flexicurity implementation comes from the Province Lubuski, Wielkopolska and Swietokrzyskie. Introducing flexicurity concerned mainly the sector of services, as well as the production of parts and accessories for motor vehicles, engineering and construction industries.

- 64 % of respondents did not change in the context of the flexicurity implementation the setting of employment contract for mothers with children under 15 years and persons 50+. Slightly more persons 50+ had undergone changes of their contracts as compared to mothers with children under 15 years.

- However, according to the findings of Polish experts, up to 90 % of mothers with children under 15 years are interested in working hours arrangements, as well as 69 % of persons 50+. 80 % of mothers with children under 15 years relate the difficulty of finding employment with the fact that they do not have anyone to take care of their children while they are at work.

- It is interesting that only 67 % of employers use the possibility of creating subsidized jobs. Roughly half of employers have the impression that the state does not motivate employers to hire disadvantaged groups of population, such as ethnic minorities and people with disabilities. As motivation the micro-entrepreneurs consider financial subsidy from the state, or reduction in tax compliance.

- Up to 73 % of employers do not support the training of employees, too.

- More than half of respondents consider the minimum wage as one of the reasons for unemployment.

- In the opinion of Polish experts, more than half of mothers with children under 15 years are ready to work in a different position, but only 40 % of persons 50+ is ready to stand up for other jobs than they currently hold.
IV. Areal Survey on Implementation of Approaches to Flexicurity in SMEs in the Czech Republic - Overall Results

(1A) Characteristics of the organization - in general:

- Organizations involved in the project had mostly 101-250 employees, and that specifically in 39.67 %. With less frequency followed in the given order organizations with 11-50 employees and 0-10 employees. Organizations with 51-100 employees were involved in the least.
- The highest participation in the project have proved organizations from Prague and then (with lower frequency) organizations from the Pardubice region and the area Vysočina. The area Karlovy Vary got involved in the least.
- The prevailing line of business of organizations is in most cases a line other than that which was stated in the opportunities they offer. From among other options that were mentioned, most often organizations in the field of services generally, slightly less mechanical engineering and foundry involved in the project. From among the possibilities offered by the project, organizations in the field of transport telematics, production and sale of ships, HVAC, machining and welding machines and retail did not involve in the project.
- The highest participation in the project indicated organizations operating in the market for more than 15 years, and that in 72.73 %. The organizations that operate in the market for less than a year indicated the least participation.

(1B) Characteristics of the Person Interviewed - in general:

- With regard to gender more women were involved in this project, and that in 67.77 %.
- If we divide the interested persons according to their age, we can find most often people over the age range 35-50 years incl., and that at 61.71 %.
- As for jobs, most respondents were employed at the position of senior management, and that in 27.27 %. A slightly lower attendance was for administrative staff.
- Work-law relationship of most people involved in the project is a full time job, and that in 66.94 %, then work for an indefinite period of time (38.02 %).
- Regarding education, most respondents (39.67 %) had completed secondary education.
- The vast majority of respondents (72.72 %) had none of these disadvantages.
- 43.8 % of the respondents rather do not consider themselves to be of a more introverted nature.
- 47.93 % of people think they have a definitely good resistance to stressful situations, and 68.6 % of people believe they are rather more resistant to stressful situations.
- Over the last 5 years, at most participants (61.16 %) the salary stagnated in the range of plus or minus 10 %.
- In the same percentage representation (31.4 %) people are currently saving for retirement up to 500 CZK incl. and above 500 to 1000 CZK incl. 19.38 % of respondents do not save at all.
- The net monthly household income was most commonly in the range from 15,000 to 30,000 incl., and that in 38.01 %.
- The respondents have most often two children, and that in 56.2 %.
- Most people (47.93 %) have no children under 15 years. 22.31 % have 1 child under 15 years of age, 17.7 % have 2 children, and 41.3 % have more children.
- 84.3 % of the persons involved in the project are not single parents. In contrast, 13.22 % of people are single parents.
- The length of the recent parental leave does not concern the majority of participants (36.36 %). In a smaller representation there are persons who were on recent parental leave for more than 2 years up to 3 years incl., which concerns 27.27 % of participants.
- According to 16.53 % of respondents, the expected salary after maternity (parental) leave stagnated in the range of plus or minus 10 %, compared to the situation before the start of maternity/parental leave. This question does not concern the overwhelming majority (50.41 %) of respondents, or they do not know the answer.
- 54.55 % of people have already heard about the concept of Flexicurity, 42.98 % have not.

(1C) Questions on the "flexicurity" in general:

- The current type of employment contract is convenient for 47.93 % of respondents, and it is rather convenient for 39.67 %. In contrast, the present type of employment contract is not convenient for 2.48 % of respondents, and it is rather not convenient to 6.61 %.
- 80.17 % of respondents prefer full-time work and 17.36 % prefer part-time (shortened) work.
- According to 25.62 % of persons in the labour market the employment services are unsatisfactory; by 49.59 % of persons the employment services are rather unsatisfactory.
- 84.3 % of respondents find the specified competencies (e.g., severance pay) at job loss, incl. social benefits, satisfactory. In contrast, 20.66 % of the persons...
concerned do not find the specified competencies of job loss, incl. social benefits, convenient.

- Only 5.79 % of respondents find the measures against the involuntary termination of employment satisfactory. In contrast, 16.53 % of respondents find these measures unsatisfactory, and 34.71 % of the persons find them rather unsatisfactory.
- To 44.63 % of respondents their employer provides the possibility of involving into the lifelong learning system; to 28.1 % of respondents their employer rather permits it.
- In case of illness, the sickness benefits are sufficient not to endanger their life situation (basic necessities of life) to only 6.61 % of respondents. For another 10.74 % of participants these benefits are rather sufficient. In contrast, for 38.84 % of the persons concerned, these above mentioned sickness benefits in case of illness are not enough and for 38.01 % they are rather not enough.
- For 7.44 % of respondents various options for redundancy are not convenient, and for 20.66 % of respondents they are rather not convenient.
- Most people have no interest in early retirement, namely 32.23 %; 30.58 % of persons are rather not interested in it. In contrast, 8.26 % of the persons concerned would be certainly interested in early retirement, and 19.83 % would be rather interested.
- 61.16 % of respondents enjoy their work; 32.23 % of respondents rather enjoy it. Only 0.83 % of people concerned do not enjoy their job at all, and 1.65 % of respondents rather do not enjoy it.
- 71.01 % of persons involved agree with the fact that further education increases the probability of keeping job, 21.49 % of persons rather agree with this claim.
- According to 38.01 % of respondents the possibility of external work contributes to job security; according to 37.19 % it rather contributes.
- 56.2 % of people want to learn, to improve their skills or to retrain. 33.88 % of people are slightly less interested. In contrast, 1.65 % of the persons concerned have no interest to learn.
- 42.15 % of the people involved are ready to perform a different job or a different type of work than they do at present. 37.19 % of people are almost ready for it.
- 25.62 % of respondents agree with the fact that team work is related to a higher job security, 38.01 % of people almost agree with it. In contrast, 24.88 % of respondents disagree with the fact that teamwork is related to a higher job security, 30.58 % of respondents tend to disagree.
- Individual working time arrangements would suit to 48.76 % of the persons concerned; to 36.36 % of respondents these individual changes would suit only partially.
- In order to maintain employment, 16.53 % of the persons concerned are ready to accept modification or reduction of labour costs; 45.45 % of persons concerned are rather ready to do so.
- In order to keep their job, 22.31 % of persons involved are ready to agree with modification or reduction of benefits; 47.11 % of persons involved are rather ready to do so.
- None of the persons concerned is fully satisfied with the present employment policy in the Czech Republic. In contrast, 45.45 % of the persons involved are dissatisfied with the present employment policy in the Czech Republic, and 44.63 % are rather dissatisfied.
- Collective wage agreement is or would be (in case they do not have it) convenient for 9.09 % of persons involved, for 31.4 % it is/would be rather convenient. In contrast, collective wage agreement is not or would not be (in case they do not have it) convenient for 13.22 % of the persons concerned; for 37.19 % it is/would be rather inconvenient.
- A moving fund of working hours suits or would suit (in case they do not have it) to 47.93 % of respondents, it rather suits (or would rather suit) to 31.4 % of respondents.
- The job enabled further education to 53.72 % of persons involved; to 19.83 %, it was almost enabled. In contrast, their job did not enable further education to 9.09 % of persons involved, and to 10.74 % of persons it was rather not enabled.

(2A) Characteristics of the organization in the category of employers:

- Organizations involved in the project had mostly 101-250 employees. In the given order, we can find less frequently organizations with 11-50 employees, 0-10 employees and 51-100 employees.
- The highest participation in the project show organizations from Prague, and then - with lower frequency - organizations from the Olomouc region. Karlovy Vary and Ústí nad Labem regions have involved at minimum.
- The prevailing line of business of organizations is in most cases a line other than what which was stated in the opportunities they offer. From among other options that were mentioned, most often organizations in the field of services generally, slightly less mechanical engineering and foundry involved in the project.
- The most frequent turnover in the participating organizations for the year 2012 was ranging from 50 to 250 mil. CZK incl., further on to 10 mil. CZK incl. The least frequently represented were organizations that had in 2012 a turnover in the range of 30-50 miles. CZK incl.
- The large majority of organizations participating in the project have been members of multinational groups.
- The significantly highest participation in the project have shown organization operating in the market for more than 15 years. In this category, there was not even one organization that would have been on the market for less than a year.
(2B) Characteristics of persons who were interviewed in the category of employers:
- With regard to gender, the same number of men and women were involved in the project in this category.
- If we divide the involved persons according to age, most often found respondents in the category are in the age range of 35-50 years.
- As for jobs, most respondents were employed at the position of senior management.
- Regarding education, most people involved had completed a Master’s or higher education.
- Most of the respondents rather do not consider themselves to have a more introvert nature.
- What concerns stress, the same number of total absolute majority of respondents think they have certainly good or rather good resistance to stressful situations.
- The net monthly income of households in this category usually ranges above 50,000 CZK.
- Most people in this category have never heard of the concept “Flexicurity”.

(2C) Questions on “flexicurity” in the category of employers:
- The vast majority of respondents consider their current type of employment contract to be convenient.
- Most respondents consider the employment services to be rather convenient or rather inconvenient.
- A very small part of persons involved consider the set competencies (e.g. severance pay) at job loss to be completely satisfactory or totally inconvenient.
- Most respondents consider the measures against involuntary termination of employment to be rather convenient or rather inconvenient.
- According to the interviewed persons, many employees have got opportunity to engage in the system of lifelong learning.
- Only a small part of the respondents consider the level of sickness benefits in case of illness to be convenient, without endangering their life situation.
- Most respondents enjoy their work.
- Many people believe that further education is important to maintain the current position.
- Nearly all respondents consider the external employment to be a job security.
- All respondents are interested in learning, in improving their skills or in retraining.
- All respondents are prepared to have a different job than that currently exercise.
- A large part of respondents believe that teamwork is associated with a higher job security.
- Respondents consider the system of remuneration to be satisfactory.

(3A) Characteristics of the organization in the category of persons 50+:
- Organizations involved in the project had mostly 101-250 employees. In the given order, organizations with 0-10 employees, 11-50 employees and 51-100 employees occurred less frequently.
- The highest participation in the project show organizations from Prague, and then (with lower frequency) organizations from the region Vysočina. Regions Karlovy Vary, Plzeň, and the Moravian-Silesian region were involved least frequently.
- The prevailing line of business of organizations is in most cases a line other than what which was stated in the opportunities they offer. From among other options that were mentioned, most often organizations in the field of mechanical engineering, metal industry and - slightly less - foundry involved in the project.
- The most frequent turnover of participating organizations for the year 2012 is ranging from 50 to 250 mil. CZK incl., then to 10 mil. CZK incl. Organizations with turnover for the year 2012 in the range of 30-50 mil. CZK incl. were involved least frequently.
- The large majority of organizations participating in the project were not members of a multinational group.
- The significantly highest participation in the project showed organizations operating in the market for more than 15 years. Organizations with a shorter time of operation are almost absent.

(3B) Characteristics of persons interviewed in the category of persons 50+:
- With regard to gender, in this category the same number of men and women were involved in this project.
- Due to the characteristics of the category, people in the age range of 50-64 years occur most often in this category.
- As for jobs, most respondents were employed at the position of administration.
• Occupational status of the majority of respondents involved in the project in this category is a full-time job.
• Regarding education, most respondents had completed secondary education.
• A vast majority of persons involved did not have any of these disadvantages.
• Most of the respondents rather do not consider themselves to be of a more introverted nature.
• Regarding stress, the same number of total absolute majority of respondents think that they have certainly good or rather good resistance to stressful situations.
• Most persons are currently saving for retirement up to CZK 500 and between 500-1000 CZK incl.
• Net monthly income of households in this category usually ranges between 15,000 to 30,000 CZK.
• The vast majority of persons involved in the project are not single parents.
• Exactly half of persons in this category has already heard about the concept of Flexicurity.

(3C) Questions on "flexicurity" in the category of persons 50+:

• The vast majority of respondents considered their current type of employment contract to be convenient.
• Almost all interested parties prefer the full-time work.
• Most respondents consider the employability services to be unsatisfactory or rather unsatisfactory.
• A very small part of persons consider the set competencies (e.g. severance pay) at job loss to be absolutely satisfactory or absolutely unsatisfactory. The remaining dominant part evaluates these competencies to be rather satisfactory or rather unsatisfactory.
• Most respondents consider the measures against involuntary termination of employment to be rather satisfactory or rather unsatisfactory.
• In the respondents’ opinion, many employees have got opportunity to engage in lifelong learning.
• Only a small part of respondents consider the level of sickness benefits in case of illness to be satisfactory, without becoming menace to their life situation.
• The largest part of respondents evaluate the possibility of leaving employment as quite satisfactory. A much smaller part of them is not satisfied with the possibility of leaving employment.
• The respondents do not show much interest in early retirement, they do not think about it in general.
• Most respondents enjoy their work.
• Many people believe that further education is important to maintain their current position.

(4A) Characteristics of the organization in the category of mothers with children under 15 years:

• Organizations involved in the project had mostly 101-250 employees. With less frequency followed in the given order organizations with 11-50 employees, 0-10 employees, and with 51-100 employees.
• The highest participation in the project have proved organizations from Prague and then (with lower/less frequency) organizations from the Pardubice region. The regions Karlovy Vary, Ústí nad Labem, and Plzeň got involved in the least.
• The most frequent turnover for 2012 at the participating organizations ranges from 50 to 250 mil. CZK incl., then to 10 mil. CZK incl. The organizations that had in 2012 a turnover in the range of 30-50 mil. CZK incl. were represented at the least.
• The large majority of organizations participating in the project are not members of a multinational group.
• The significantly highest participation in the project have shown organizations operating in the market for more than 15 years. In this category, not even one organization occurred that would have been in the market for less than a year.
(4B) Characteristics of persons questioned in the category of mothers with children under 15 years:

- In this category, persons in the age range of 35-50 years occur most often.
- As for jobs, most respondents were employed in the position of the administration.
- Occupational status of the majority of people involved in the project in this category is a full-time job.
- Vast majority of persons involved do not have anybody in the family, who would need other than usual care from her.
- Most of the respondents rather do not consider themselves to be of a more introverted nature.
- Regarding the stress, half of the respondents consider themselves to be rather resistant to it.
- Most people are currently saving up to 1000 CZK for retirement.
- Net monthly income of households in this category usually ranges from 15,000 to 50,000 CZK.
- The respondents have most often two children, less frequently one child.
- The vast majority of people involved in the project are not single parents.
- The length of the recent maternity (parental) leave is usually in the range of 2-3 years. Less often a maternity leave of 3-4 years incl. occurs.
- Most people in this category have never heard about the concept of Flexicurity.

(4C) Questions on "flexicurity" in the category of mothers with children under 15 years:

- The vast majority of respondents consider their current type of employment contract to be convenient.
- The respondents prefer a full-time work.
- The majority of respondents consider employability services to be rather or absolutely unsatisfactory.
- A very small part of respondents consider the set competencies (e.g. severance pay) at job loss to be either totally satisfactory, or totally unsatisfactory. The remaining dominant part evaluates these competencies as rather convenient or rather inconvenient.
- Most respondents consider the measures against involuntary termination of employment to be rather unsatisfactory.
- According to the respondents, many employees have got opportunity to engage in a lifelong learning. In contrast, a very small number of respondents say they have not or rather have not opportunity to educate themselves.
- Only a small part of the participants consider the level of sickness benefits in case of illness, without endangering their life situation, to be satisfactory.
V. Results of individual interviews and focus groups in relation to individual NUTS2

(A) Target group: Employers (business owners, senior management and representatives of employers, N = 19)

Methodology: Qualitative interviews with employers (owners, managers and HR representatives) in selected regions of the Czech Republic through in-depth interviews and focus groups.

Locations: Volyně, Humpolec, Prague, Přerov, Most, Pardubice, Úvaly

Results of interviews:

• When selecting employees, qualification and education may not be the only or main criteria; reference, willingness to learn, enthusiasm, “drive”, or ability to think can be more important (they know how to train their employees).
• The employers do not like or do not use at all the help of employment offices when filling vacancies (the “candidates” provided by the employment offices either do not meet the required criteria or are not interested in working at all); they prefer to look for employees themselves, from the neighborhood, very often e.g. on recommendation of the staff (even with advertisements, there is not good experience).
• Employers see large reserve of education (lack of engineering graduates, lack of active knowledge of foreign languages).
• It may be more complicated to employ mothers with children under 15 years, but on the other hand, they are more “mature” employees.
• Employers 50+ have a reduced ability to learn new things, and sometimes they cannot handle the required high operational tempo, but on the other hand they are experienced and more thoughtful; “skill”, not age, is more important.
• Up to now, the respondents (employers) have not solved the conditions for early retirement. With exceptions, the employers do not know whether and how the employees (persons 50+ and mothers with children under 15 years) are protected by regulations, or how and whether at all these vulnerable groups are supported or protected by the state.
• The only thing that employers perceive as protection of all workers, is the difficulty and complexity of redundancies; however, they perceive it in such a way that it paradoxically increases the unemployment, because the employer thinks twice before taking up a new employee with regard to the fact that in the future, e.g. in absence of work, he will not be able to dismiss him.
• The state guarantees social security, but not well (enough): many people rather exploit it (social benefit/support is not motivating to find and keep the work).
• If necessary, the employers try not to dismiss mothers with children under 15 years and employees 50+.
• If the type of work allows, the employers do not insist on fixed working hours and they do not care about when and where the employees do their work (e.g., at home, on weekends), or how they organize it (e.g., it is usually possible for the employee to go home, if he/she needs to do some errands).
• The employers enable shared work positions, if possible.
• The employers of SMEs are mostly open to individual agreements and to resolving individual needs of employees.
• In the employers’ opinion, job security and the fact they get their salary in time is an important factor for their employees.
• The employers have a feeling that the Czech authorities interpret the EU regulations harder than they were intended.
• The employers say that on the one side they support training and development of their employees, but on the other side they expect a proactive approach (i.e., initiative on the part of the employee).

(B) Target group: Mothers with children under 15 years (N = 23)

Methodology: Qualitative interviews with mothers of children under 15 years in selected regions of the Czech Republic through in-depth interviews and focus groups.

Locations: Volyně, Humpolec, Prague, Děčín, Most, Ostrava

Results of interviews:

Segment: Mothers with children under 15 years - employees

The participating women are employed in small and medium-sized enterprises for a period from one month (after returning from the maternity/parental leave) to several years. Women work at different sizes of job, from half-time to full-time job, and at different positions (e.g., storekeeper or project manager).

• Mothers with children under 15 years have generally very positive attitudes towards their jobs; they are grateful for being allowed to return to work for at least part-time job.
• They consider themselves to be reliable and grateful workers who are both very responsible and organizationally capable. Women show high loyalty to their employer which can be considered as commitment (women feel emotionally bound to their employers for the fact that they took them back to work).
For mothers with children under 15 years work is primarily a source of living; a significant role is also played by relaxation from children and entertainment, opportunity to concentrate undisturbed on the problem, satisfaction from the outcome of work done; social environment in which mothers with children under 15 years operate (colleagues, teams) and social support that is provided to them at work have its meaning, too. Personal growth in the context of work was also mentioned, though rarely.

Mothers with children under 15 years have no official benefits that would apply to children. As a benefit, however, they perceive helpfulness of the employer which usually allows them flexible working hours so that they are able to work parallel to care for children.

In our group, all mothers with children under 15 years mentioned a high willingness of the employer to meet their needs. This fact is also regarded as superior; in their opinion, most women have not such an advantage.

In case of illness of the child, mothers with children under 15 years refuse to take “paragraph” concerned with care about the entrusted person; their income would be reduced to such an extent that they would not be able to work out financially. Among mothers with children under 15 years, the possibility of taking “paragraph” is considered to be unacceptable, they would still have to do the work after returning from the “treatment” but they would be disadvantaged from the viewpoint of salary.

In terms of the benefits that would be appreciated from the part of mothers with children under 15 years, corporate kindergarten, allowances to the activities of children or with children, various training courses (languages, PC) are named.

Mothers with children under 15 years of age appreciate the fact that the work is result-oriented - that the employers are interested in whether they have achieved their tasks, not too much in the fact when and where, and under what circumstances they do their work.

Mothers with children under 15 years admit and point out that they have many exceptions in work in relation to their motherhood.

Mothers with children under 15 years do not consider change of job, and that primarily due to the uncertainty of getting, for example, a good job. The only cause for changing the job or terminating the existing employment could only be bad relationships in the workplace or offer of better and better-paid work.

Although mothers with children under 15 years are also capable of identifying the disadvantages their current job has, the benefits clearly predominate, the main criterion being the fact they have a livelihood.

Mothers with children under 15 years have low awareness of their rights at work, most of them did not read the contract. Mothers with children under 15 years work on experience that labour and legal relations are one thing, but the possibility of defense against injustice is small or non-existent. Likewise, support for women with small children from the part of the state is considered by mothers with children under 15 years to be inadequate and formal in its nature, without any real effect.

For mothers with children under 15 years, an ideal wished for employment would be employment for indefinite period; contracts for definite period bring them tension and stress that their contract will not be extended.

Neither of the women who were interviewed do not know and have never heard of the concept of Flexicurity. After defining the concept they argue that flexible contractual arrangement of relations between them and the employer operates, while some sort of job security is felt only in connection with a contract for an indefinite period.

In terms of promoting the lifelong learning of the employees, mothers with children under 15 years have the impression that neither the employer nor the state supports them. The state does not facilitate transition from one job to another.

Mothers with children under 15 years do not believe that the state is able to provide a social system that guarantees both social security and motivating to acquire and retain work.

Mothers with children under 15 years do not feel support from the state, if they do not negotiate with the employer exceptions in the form of benefits (internal numerical flexibility); in case the employer is not helpful, they do not have any possibility of resolving the situation.

Segment: Mothers with children under 15 years: Unemployed

The participating mothers with children under 15 years are jobless from 1 month up to cca 4 years. Previously, they were employed in small and medium-sized enterprises on full-time job and at different positions (e.g., sales assistant, accountant). Usually, they lost their job during maternity leave, when they were given notice due to redundancy, reorganization and moving of the company. Mothers with children under 15 years have children from 2 to 9 years of age, they usually live in families with low possibility of babysitting and joint care about children. Some of them are single mothers. At present, all are registered at employment offices. Apart from the unemployment benefit they do not receive any other allowance.

Unemployed mothers with children under 15 years generally show very positive attitude towards work, they are under stress because of the fact that they do not work, that the labour market is not interested in them. They consider themselves to be extremely reliable and grateful workers who are very responsible and organizationally capable at the same time. Their only weakness is a low time flexibility and the fact they are less motivated to work for less money.

Mothers with children under 15 years are highly frustrated by the failure to find a job, their self-esteem is very low as well as their self-presentation with the
employer. Frustration is evident also in connection with low openness (mobility) of the labour market.

- Mothers with children under 15 years consider themselves to be loyal and ideal employees, grateful, conformal, and multi-tasking, with good time-management.
- Their attitudes toward employers are in the phase of distrust and disappointment.
- In terms of the benefits that mothers with children under 15 years ask for from the employer, the flexibility of working hours and a salary that would do for living are named firstly in this segment.
- Mothers with children under 15 years have no other benefits in priorities; what is essential for them, is the helpfulness of the employer who will allow them flexible working hours.
- Even the unemployed mothers with children under 15 years have problems with asking "paragraph" for caring about the entrusted person in case of child’s sickness: according to their experience three "paragraphs" per year equals being fired from work.
- A major theme of women without work is the employment office and its operation. In their opinion, the employment office does not fulfill its function well, it works as an administrator of lists of unemployed, and it lacks individual approach and work with women.
- Mothers with children under 15 years also see problem in the retraining offered by the employment office, which is usually not tied to the job offer; very often, women have not claim for it: because of the child they mark off the possibility “only during morning shift,” which usually excludes them from the possibility of applying for courses. In contrast, if they mark off “any kind of shift” they must pass interviews with afternoon or night operation which in turn threatens their unemployment benefits, which they may not reach in case they refuse the work.
- In regions with high unemployment, mothers with children under 15 years do not see much hope that their work situation would change.
- Mothers with children under 15 years do not have high requirements for employment: the only requirement is an ethically acceptable work, solid pay and flexible working hours without late afternoon and evening shifts.
- Mothers with children under 15 years are aware of their rights at work.
- What concerns the support for mothers with children up to 15 years provided by the state, the respondents consider it to be insufficient or zero; they believe that the state should do more to protect mothers with small children so that they have greater job security, or that they cannot be dismissed in the context of parental leave; the employer should have advantages, if he employs mothers with children under 15 years so that they can have flexible working hours and the possibility of compensation for work in time of their illness or illness of their children. They would also welcome if they could choose the time of taking the maternity and parental allowances (e.g., when the child is 8 years old and not only up to max. 4 years of the child’s age).

- A wished for ideal employment by mothers with children under 15 years is an indefinite term contract; contract on definite term brings them tension and stress whether it will be extended.
- None of mothers with children under 15 years does not know and have never heard about the concept of Flexicurity.
- In terms of a lifelong learning promotion, mothers with children under 15 years do not think that would have support from the part of the state. The state does not facilitate transition from one job to another.

Segment mothers with children under 15 years: Employers

The participating mothers with children under 15 years are employers in small business enterprises of a family character. The business is sale and distribution of imported products. It has taken them from 6 to 20 years of practice to get at the place they are holding now. At present, they have a full-time job and they control variously large network of employees (from individuals up to ten persons).

- Mothers with children under 15 years old / employers understand their work as a source of money, but in addition also as a lifestyle that allows them to fulfill the role of both mother and employer. For them, work is a way of self-realization, education as well as of helping others, of generativity. Mother with children under 15 years have positive attitude towards the work they themselves manage and have under their own control, and they are extremely satisfied with it. In contrast, they consider the work “from - to” or “in the office” to be frustrating. Regardless of gender and current life context, they require from their employees - in particular - motivation, commitment, reliability, enthusiasm and optimism.
- What concerns the employment, our respondents - mothers with children under 15 years - showed only limited experience with it in range of several years; they declared that they would not return to it, as they prefer to be self-employed.
- Mothers with children under 15 years consider themselves to be able and willing to work on themselves and to learn.
- They consider the time flexibility to be a significant benefit of their work, as well as the security of pay (it does not happen that money arrives late). They are also satisfied with the fact that the amount of pay is correlated with their efforts.
- Mothers with children under 15 years / employers have low awareness of the rights of workers - they regard it as a matter of agreement.
- A major theme of mothers with children under 15 years / employers is the motivation to work of their employees. In their opinion, it is difficult to find employees who would adopt the goals of the company and fulfill them at the expense of their own wishes or impressions.
- Mothers with children under 15 years / employers think that the state does not fulfill its role in supporting the employees, mothers with children under 15 years.
• Mothers with children under 15 years / employers have no awareness of the concept of Flexicurity.
• In terms of promoting the lifelong learning, mothers with children under 15 years / employers do not think that the state would support anyone in it.
• Generally, mothers with children under 15 years / employers do not trust the state, they rely neither on allowances, nor on old age pension, they rely on themselves only.
• Mothers with children under 15 years / employers do not believe that the state is able to provide a social system that both guarantees social security and is motivating to attract and retain the work.
• Mothers with children under 15 years / employers do not feel that they have any support from the state as employers: the state does not support the business school, baby office, the families have only minimum tax credit for children.

Conclusions to the target group Mothers with children under 15 years

For mothers with children up to 15 years from various target groups flexicurity is an unknown concept. The existing policy of the Czech Republic takes into account mothers with children up to 15 years at the minimum. Flexicurity is considered to be unrealistic in the current socio-economic conditions in the Czech Republic and the EU.

By means of tax relief, favoring enterprises that provide and allowing work from home for women and men with young children, the state could help to higher flexibility. A higher job security could be achieved by means of legal protection of mothers of small children, by longer mandatory time when the job is secured to mothers, by sickness compensation, or part-time jobs. Generally, the protection of workers from the state is considered to be low or zero.

In terms of the types of employment contracts and jobs existing in the Czech Republic, the employees are not too keen on these flexible forms of employment; the employers do not offer these possibilities either. However, according to mothers with children under 15 years, the part-time job does not provide enough money to live. Thus, the reason of dislike for part-time job is not lack of experience or concerns, but purely financial reasons.

C) Target group: Persons 50+ (N = 29)

Methodology: Qualitative interviews with persons 50+ in selected regions of the Czech Republic through in-depth interviews and focus groups

Locations: Humpolec, Přerov, Ústí nad Labem, Úvaly, Pardubice, Ostrava

Results of interviews:

Segment: Persons 50+: Employed

The respondents were often employed for more than 10 years in one company (even 30 years within the same enterprise was not exception), they usually passed through several positions within a company. All have a full-time contract for an indefinite period. They worked on various positions (e.g., accounting, master chief, milling machine operator, and grinder) in stable small and medium-sized enterprises. For health reasons, they often switched from blue-collar (manual) workers to offices or to leading positions. The average age of respondents is 56 years (50-62 years), most have adult children and even grandchildren; there are even persons with small children.

• Almost all of them are happy at work and perceive it positively. They are glad to have a job at all. They perceive that there is still something to learn. Work keeps them mentally fit and they appreciate the work team. They mostly look forward to work, although some feel that the work is more exhausting than before.
• The fact that the company thrives and moves forward (e.g., a more modern working environment ...) is motivating them in work. Further on, the management that leads by example and is positive, and also the security of wages.
• Persons 50+ pay attention to the quality of our work. They prefer meaningful activity and self-development to the financial aspect. Despite that they do not use much the offer of courses beyond the mandatory training.
• The certainty of being paid on time, the fact that the work is diverse and creative, and that they are treated openly, are considered to be very important for persons 50+.
• Some respondents have stated that in case they were fired before retirement, or should work in retirement, they would look for a job for 3-4 hours a day only.
• Persons 50+ are not interested in early retirement. They want to stay in in the present work up to retirement.
• The persons 50+ do not perceive the threat to their position (which means job). As endangered they perceive their physical and mental health.
• The perception of stress within the group of respondents (persons 50+) varies considerably. As the most significant cause of stress it is regarded when the job is to be done quickly, in time when it cannot be done, and when - due to poor
organization of work and irregular flow of contracts of purchase - the work accumulates and it is necessary to work on several contracts simultaneously. In that case they must rotate the workload and have no peace to work. Some older people say that with the age they have learned not to get stressed. After years they have acquired a feeling that nothing can surprise them.

- **Persons 50+** do not speculate about change of work; they are skeptical to it. Only a significantly better paid position with an interesting job description would convince them of change.

- If persons 50+ had to change the job, they would be most worried they would not be accepted because of age or lack of language and computer skills. These reasons were followed by fear of commuting. Apart from the above factors, the respondents also mentioned the concern whether they would be able to learn new things, to master another job, whether they would fit into the team, whether they would have to work overtime, if they would have to "go down" with the salary and if they would find an equally qualified or specialized work what they are doing now.

- What bothers them at work is that things are not caught up and are poorly planned (the work originally planned to take three weeks is suddenly to be done in one week). Furthermore, a frequently mentioned fact is that the company’s management does not communicate sufficiently with the subordinates.

- They do not perceive that the employer should do something more for retaining persons 50+. They also would not welcome, if the state somehow regulated what the employers should do for persons 50+, or to how many of them give employment. They cannot imagine how the state could arrange to support persons 50+ in employment; and they also do not know about any support.

- According to the respondents, the employers should be motivated to employ 50+ people because of their practice and experience.

### Segment Persons 50+: Unemployed

The respondents have been unemployed from 4 months to 6 years (mean 2.5 years). Most of them have working experience of over 30 years, and adult children, some are childless. Some live in the same household with unemployed college student fresh out of the study. They held various professions (economists, entrepreneurs, builders, fitters ...). Only rarely they have experience of working abroad, otherwise they always worked in their region where they also lived.

- The unemployed persons 50+ experience feelings of uselessness and redundancy for the state. At the same time, feeling of injustice that the state is stolen off and they are paying the price for it. They describe helplessness, they do not believe that something good is still waiting for them. They feel great isolation from other people.

- The most stressful for them is, when someone is sick in the family, when the members of the family worry that the partner loses his/her job, too. Further, rise of the retirement age.

- Those, who are looking for work, think they are not taken up because of age (they have a couple of years until being retired). To take up a job before retirement with lower salary would have impact on reducing their retirement. They think about temporary part-time job when they will not get the unemployment benefit.

- Many of them underwent the retraining course. Anyhow, retraining did not guarantee them a new job. They consider the retraining courses to be unreasonable, unprofessional.

- Other bear heavily failure at the tender. They often feel they must succeed. They get hope and then do not get the job anyway.

- When looking for job they have significantly reduced their demands for employment. From the companies they expect that it will keep its word and abide by the terms of the contract, and a solid approach. Otherwise they are able to adapt.

- They perceive as threatening the fact that younger people are willing to work for less money, and thus rather get a job.

- The reasons for which exactly they themselves do not have work, are in their opinion their former employers and colleagues and the state. They often complain about the increase of immigrants who take them the job. Some regret that they lack sufficient education.

- As the greatest difficulty in finding employment they perceive their age and ignorance of language, the fact they do not possess a driver's license, that they must care about someone regularly (usually about their parents).

- They do not speculate about their own business conduct. They fear that they have no initial capital and that they might later go bankrupt, like most of the small businesses.

- In order to maintain employment, they would have changed the line of their education in the past, they would have more learned languages, they would have moved abroad.

- They see no positive prospects for improving their situation.

- The employers should encourage the employment of older people because of their experience and financial support from the state.

### Conclusions to the target group Persons 50+

The persons 50+ are interested in working, but at the same time, they can easily count the conditions under which they are to be paid. Workers are not thinking about early retirement, mainly because it is to their advantage to get dismissed from work. The earlier retirement is speculated about by the unemployed persons 50+, who are very
skeptical what concerns finding employment in the same financial relation they were used to and that would not hurt them in the pension amount calculation. In the work, they hold for important the meaningfulness of the work, the fact that they enjoy the work, and that get regular salary for it. They highly appreciate also the quality of the team which they are part of, and participation in society which they might miss in retirement or unemployment. At interviews and pieces of advice for the employers and the state, almost all persons 50+ thought about young people who should deserve work more than they, but who should also need business leadership provided by older and more experienced colleague. Regarding the stress experiencing, the most pressure is perceived at the speed of processing the task, or when working on the so-called “impossible to fulfill” contract is to be completed within few days, though normally the work on it lasts several weeks. They rather care about the quality of work. They consider education and training to be necessary, but they themselves are no more interested in courses and training. As their own weakness in the labour market they perceive ignorance of languages, lower computer literacy, and of course their age. In their employers they most highly appreciate fair play and openness to their employees. On the other hand, they prefer more control and screening of the new employees; in some respects, they like to remind of the past, when - in their opinion - they were fine.

VI. The Results of the Pilot Survey on Flexicurity Implementation

The pilot project on flexicurity implementation was realized in 6 companies in 3 NUTS2. In connection with the flexicurity implementation, particular organizations in selected NUTS2 are implementing or preparing implementation in relation to the target groups of persons 50+ and mothers with children under 15 years, and that at following measures according to specific needs of the company and individual employees.

Company # 1

Characteristics of the enterprise (main activity): Accounting and tax consultancy

Size: micro-enterprise

Region NUTS2: Central Bohemia

Contents of the flexicurity implementation:

(a) Legal and internal standards

• Education:
  o must comply with the prescribed number of hours of education designed for auditors (audit chamber, auditing standards, guidelines), at least once a year, ongoing implementation of training for employees (usually twice a year),
  o the need to comply with and to implement continuously international auditing standards (which is composed of the main workflows, of who is responsible for what, of how the allocation of work is realized, of the sub-items evaluation etc., in relation to employees the question of confidentiality, compliance, the employee’s relationship to the work ethic). Unlike ISO standards, it is often controlled by the chamber; in the Czech Republic on the basis of Law no. 93/2009. on auditors and on amending some laws (Act on Auditors), and by Act no. 523/1992 Coll. on tax consulting and Chamber of Tax Advisers of the Czech Republic,
  o they are insured for liability in the performance of work (e.g., also against fraud),

(b) Our offer (cafeteria)

• Financial relief:
  o trying to take advantage of the benefits offered by law **
  o the use of e.g. grant from the employment office oriented at employees commute to work:
    o having a company car
    o employee also go on foot or on a moped

• Working hours:
  o adaptation to work needs is used
o the part-time is possible, but only if it can be done within an agreed working hours
o working from home is possible (rarely used) *

education:
• employees themselves are training according to the needs
• training is realized within working hours
• training at the time of implementation:
• tax news
• Chamber of tax advisers and auditors schools mostly from October to November
• taxes in October
• accounting methodology on every first Wednesday of the month (methodical council of the Association of Accountants, nationwide)
• Chamber of Tax Advisers (region Central Bohemia) every last Thursday of the month

• The company knows about the socio-psychological services, but it does not use them (selections and counseling is solved by internal staff).

(c) Individual unwritten agreements

• Benefits are matter of agreement (the company and the employee must earn for them) - at the time of implementation, foreign tour was realized for the employees
• Leaves of the employees must be adapted to the terms of clients (e.g., calculation of VAT, payroll, tax payments)
• Work and family life are consistent, the work can be taken home, but it is done only rarely
• The atmosphere and relationships in the company are on a very good level, people can help each other (small team must work so that they can trust each other)
• Employability of persons 50+ in this profession is relatively good, due to the expertise and skills (e.g., payroll accounting, tax advice) **

Notes:
* Especially for target group Mothers with children under 15 years
** Reflecting in particular target group persons 50+

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Company # 2

Characteristics of enterprise (main activity): Forwarding and shipping company (or Transportation and Logistics)

Size: medium-sized enterprise

Region NUTS2: Northwest

Contents of the flexicurity implementation:

(a) Legal and internal standards

• Benefits:
  o global benefits: lunch or meal vouchers, soft drinks, pension and life insurance, cheaper phones, preparation for implementation of discounts on drugs
  o positional benefits - managerial insurance, cars also for private use, personal development (coaching)
  o application of ISO through internal directives (audit each year, recertification audit every three years, whether the directive operates as it should)
  o directive on pay and bonuses
  o directive on food and mobile phones, free account
  o directive on education, language courses - contribution to individual learning if a person uses it to work
  o directive on life insurance and liability insurance, pension insurance

(b) Our offer (cafeteria)

• Working hours:
  o there exists possibility to communicate it with the chief, in case of illness there exists possibility to work from home (depends on the position)
  o the employer is forthcoming to mothers with children under 15 years what concerns the working time (e.g., implementation of working hours changes - mother did part-time job, and when her son was accepted to kindergarten, she started a full-time job) * adjustment of working hours according to the needs of mothers (depends on the position) *

• Education:
  o contribution to individual learning, if the person uses it to work

• leave and babysitting:
  o mothers with children under 15 years are interested in more vacation than in contribution to pension and life insurance *
• Communication:
  o a family business, everything is solved individually
  o the jubilee (anniversaries) are celebrated **
  o extra bonuses by seniority (the anniversary of 10, 15 and every next five years) are implemented **

• The company knows about the socio-psychological services, but it does not use them

(c) Individual unwritten agreements

• Benefits:
  o sponsor of local theatre and sports (basketball and football youth) - pass and extra tickets for employees
  o implementation actions with their children (Children’s Day, St. Nicholas), cabins on the dam for weekends (people themselves organize it) *
  o extra leave for mothers with children under 15 years (fringe, by agreement as unpaid leave) *
  o Christmas parties
  o pre-Christmas bowling

Notes:
* Especially for target group Mothers with children under 15 years
** Reflecting in particular the target group Persons 50+

Company # 3

Characteristics of the enterprise (main activity): Telecommunication and information technology

Size: Medium-sized enterprise

Region NUTS2: Prague

Contents of the flexicurity implementation:

(a) Legal and internal standards

• Internal guidelines and statutory regulations:
  o law on the protection of personal data
  o law on cyber security - waiting for efficiency since 1.1.2015 (already effective) - at present, it is being implemented in the form of a directive
  o the wage regulation and remuneration

(b) Our offer (cafeteria)

• Benefits:
  o time-off for wedding was implemented
  o company cars also for commuting
  o insurance for employees - the company secured a volume discount so that the damage may not be deducted from the salary of employees (they have possibility of using it)
  o in case there is a man who wants to go for paternity leave for half a year, his job be retained for him

• Working hours:
  o part-time is possible (individual) *
  o if necessary, working from home is possible (individual) *
  o in case of the illness of the child it is possible to go home earlier after agreement *
  o sharing jobs can only work there where afternoon and morning shifts exist, and where mothers can master it according to the time of picking up children from kindergarten or school *

• Education:
  o workshop was realized at local university, where a program has been approved that we - as an employer - shall attend the lessons in order to introduce students to practice and to propose courses focused not only directly into practice, but also on soft skills; thus, students could learn that they need to go to work in time and to be able to communicate with the client
  o serves also for the selection of potential employees
Company # 4

Characteristics of enterprise (main activity): Marketing, advertising, social events

Size: small enterprise

Region NUTS2: Prague

Contents of the flexicurity implementation:

(a) Legal and internal standards
- they have guidelines on:
  - social benefits (pension insurance)
  - payment of wages + benefits (food vouchers generally, extra vacation, according to the time of employment, to the length of employment, shorter working hours, remuneration system)
  - travel costs
  - use of company cars
  - phones
  - the employees have their own fuses on responsibility (it cannot be paid by the company)
  - use of company cars for private purposes at reimbursement of direct costs (e.g., borrowing a delivery van for moving)
- education
- implementation of internal standard for five days sick leave
- implementation of standards for waste sorting
- implementation of the Directive on OSH
- implementation of manual for employee behavior at golf tournaments

(b) Our offer (cafeteria)
- commuting:
  - most employees have a company car
  - there exists interest in the employer’s contribution to travel allowance to work
- Working hours:
  - part-time is possible (individual) *
  - when needed, working from home is possible (individual) *
- Education:
  - they are not linked with schools, but practice is possible - we enable it ad hoc consultations with an attorney
  - courses according to the needs of the employee (implementation of additional qualifications):

Notes:
* Especially for the target group Mothers with children under 15 years
** Reflecting in particular the target group Persons 50+
• They used financial aid for persons 50+ and implemented subsidy for job creation **

• They know and use the socio-psychological services

(c) Unwritten individual agreements

• whenever someone needs to arrange something, he can leave and do it after agreement (leave is not recorded, but on the other hand, overtime is not recorded either) *
• if 23rd December is a working day, women have paid leave; on 31st December, all employees have paid leave
• those, who have minor child, have leave preferentially during holidays *
• they implemented the use of company equipment for private purposes at the reimbursement of direct costs
• flexible working time arrangements and work from home are possible (e.g., in case of child’s illness)

Notes:

* Especially for the target group Mothers with children under 15 years
** Reflecting in particular the target group Persons 50+

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Company # 5

Characteristics of enterprise (main activity): Sports complex focused on providing services in the areas of accommodation, catering services, operation of sports venues. (or sports, hotel and wellness services)

Size: small enterprise

Region NUTS2: Central Bohemia

Contents of the flexicurity:

(a) Legal and internal standards

• Internal guidelines:
  o salary rules / structure (monthly earnings, hourly earnings, salary assessment)
  o benefits:
    o the holiday and pre-Christmas allowances
    o visit of sports venues
    o catering in the facility
    o statutory insurance for the employees

• Ongoing implementation for external standards:
  o HACCP (critical points - catering, restaurant running)
  o sanitary regulations - pool
  o operating rules of the pool and individual sports venues, as well as of the whole complex
  o fire regulations, fire and emergency guidelines
  o OSH
  o revision of technological equipment
  o register of accommodated persons and report on foreigners

• Checks: Customs Administration (alcohol, tax stamps), Immigration Police, Trade License Office (demonstrations / presentations) Fire-fighters

• Because of the third VAT rate large costs on the change of accounting software, though they do not use the third rate

(b) Our offer (cafeteria)

• leave and babysitting:
  o the majority of mothers with children under 15 years can have it whenever they need (despite the season) *
  o commuting to work:
    o the staff are mostly from nearby areas, but sometimes it is necessary to arrange transport, e.g., on weekends
    o they do not use financial relieves
• Working hours:
  o implementation of short-time working for mothers with children (individual) *

• Education:
  o in case of interest, financial contribution to language learning
  o implementation of sharing jobs (e.g., when needed, the receptionist represents the maid)

• Selection of employees:
  o they choose on their own (there are many candidates, who leave contacts and are possibly directly addressed)

• The company knows about the socio-psychological services, but it does not use them

(c) Individual unwritten agreements

• implementation of informal mutual aid and willingness to help in a small group (e.g., temporary part-time jobs for relatives of the employees, organizing celebrations, providing medical treatment, being driven by car when there is no bus)

• job security:

• salaries are proportionate to the location

• people perceive that this work is good, they appreciate having work **

• security of a regular salary (and both social and health insurance) **

• working vs. private life:
  o the staff are helpful, the operation is ensured
  o the implementation of mutual representation - when the staff makes arrangements and secures the company’s running, they have certain freedom (the employer intervenes only when the communication fails)

• communication:
  o the employees are differently good, but overall it works (mainly, the services and approach to the customers must work; if there is a problem, they usually agree on the solution)

Notes:

* Especially for the target group Mothers with children under 15 years

** Reflecting in particular the target group Persons 50+

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Company # 6

Characteristics of the enterprise (main activities): Building construction.

Size: medium-sized enterprise

Region NUTS2: Northwest

Contents of the flexicurity implementation:

(a) Legal and internal standards

• Ongoing implementation and application of ISO 9000, 14000 and OHSAS 18001 and relevant directives

• Ongoing implementation and application of internal guidelines:
  o work regulations
  o the wage laws
  o accounting directives
  o safety of work
  o technological regulations
  o operating procedures
  o emergency plans for each building / construction

• At taking up the job, the employees sign consent with being sent on business trips

• Employees pass the input training, safety training

(b) Our offer (cafeteria)

• Working hours:
  o overtime work exists - after an agreement and in line with the statutory provisions

• Education:
  o safety training and mandatory training for welders
  o training for specific activities (e.g., planting plasterboard …)
  o possibility of practice for high school students (in summer, usually 4-5 students on practice)
  o the courses are taking place always within working hours
  o if the employee wants to improve his/her qualification and the company approves it, he is allowed to do it and paid
o external training subsidized by ESF aimed at (1) broadening and deepening of qualification, and (2) changes in work contents (ESF pays teachers and - to some extent - lost earnings)

• Communication:
  o implementation of anonymous questionnaires for surveys of internal climate for employees (80% return)

• Leave and babysitting:
  o due to the summer season, the company provides in winter 2 extra days for every week of holiday spent in winter as a surcharge to leave (which is written in the directive - max. 5 days per winter, max. 2 days per week, winter being from 15th December to 15th March)
  o if winter is long, they can no more take leave and are at home for 60% of salary
  o if the mother needs time off, the company will allow it *
  o the company knows about the socio-psychological services, but it does not use them (both selections and counselling are solved by internal staff)

(c) Individual unwritten agreements
  • social security for about three years. Interest in all-out work. **
  • implementation of the intergenerational transfer of experience - in working groups, the experienced workers 50+ do especially a more qualified (more specialized) work and share their experience with younger employees. **

Notes:
* Especially for the target group Mothers with children under 15 years
** Reflecting in particular the target group Persons 50+

VII. The Recommended Procedure at Implementing Approaches to Flexicurity in Small and Medium-sized Enterprises (SMEs)

This methodology is focused mainly on the micro- (10 employees) and small-sized enterprises (11-50 employees). Under present economic pressure, the owners / executive directors of these enterprises must focus firstly on gaining contracts to ensure their key activities - whether it is making products or providing services. The performance of employees in these organizations is directly affected by rewarding. Along with the performance - which in their own interest all the co-workers monitor and evaluate - social climate in the organization seems to be principal. In this context, the key attribute is a fair process of the owners / executive directors or managers and their personal example in dealing with others and in working on themselves. Medium-sized enterprises (51-250 employees) have now, in annual average, mostly approximately 100 employees with a flat organizational structure. Their managers pass necessary interactive courses and trainings for both management processes (from strategic management to the management of individual areas in the company), and specific training for skills development (e.g., sales representatives). In medium-sized enterprises, the social climate, solving relationships among employees, as well as the managers’ behavior are more demanding and cannot be done without external professional support.

Common procedures for micro-, small and medium-sized enterprises:

(A) The implementation of flexicurity means to evaluate:

(1) Position of the enterprise at the labour market, in particular:
  • main activities (what makes us "alive")
  • competition and its impact (both positive and negative)
  • the region (employment and impact of municipalities, regions)
  • contracts (potential of the growth of the organization)
  • legislative and legal framework (which laws and regulations relate to the main activities)

(2) Potential of the employees (related to current and anticipated challenges of the organizations)

(3) Risks through the analysis of strengths and weaknesses, opportunities and threats in key areas of the organizational management (in English the designation SWOT analysis is used)
(B) For the effectiveness of the flexicurity implementation it means to apply and maintain:

(1) System of management by objectives (in English the designation MBO is used), which is focused on:
   - major and minor areas and goals of the organization
   - specific tasks resulting from the area and objectives
   - criteria for the tasks evaluation
   - tasks bearer
   - deadlines and controls
   - synergies (internal and external)

(2) To provide in small and medium-sized enterprises:
   - reciprocal information between employer - employee
   - ongoing information-gathering and evaluation (mothers with children under 15 years and employees 50+) incl. information about what they can offer (flexibility from their part, e.g., mother can work in an unusual time mode), and at employees-persons 50+ to classify, for example, their know-how and determine the way how they could hand it over (including the formalization of knowledge and their inclusion into the knowledge database)
   - to promote education on the part of the company, so that the employee was applicable elsewhere
   - mutual trust between the employer and the employee which is as important as the expertise of the employee

(3) To ensure cooperation with the employment offices:
   - ensuring the so called. balance diagnostics
   - information of the employers on labour market needs
   - offers to potential applicants (what the organization requires and what it offers)

(4) In the NUTS2 regions, to deal cooperation with schools at all levels:
   - apprenticeship
   - high schools
   - higher professional schools (HPS)
   - universities

(5) To ensure a targeted use of ICT (data storage, info system, communication via mobile phones)

(6) To introduce a continuous updating of flexicurity implementation (once every six months)
   - at microenterprises, these activities are secured by the owner (executive director) with the use of services provided by non-profit companies, AMSP ČR in the regions and the services provided by external organizations.
   - at small enterprises the same applies as for micro-enterprises except the fact that the activities are usually provided by an employee responsible for human resources. In small enterprises, the ESF funds are also used.
   - at medium-sized enterprises, the flexicurity implementation is ensured by an experienced human resources officer (department); the same applies as for small enterprises. A joint project of Ministry of Labour and Social Affairs and Ministry of Education, Youth and Sports - database of career counsellors - can be also used.
The Implementation of Approaches to Flexicurity in Small and Medium-sized Enterprises (SMEs) in Conditions of the Czech Republic Using Foreign Cooperation project, Registration No. CZ.1.04/5.1.01/77.00248, is financed from the funds of ESF through the Operational Programme “Human Resources and Employment” and from the CR state budget.

Approaches to flexicurity includes impacts in the form of the duration of working hours, adjustments to the amount of working hours, amendments to employment contracts as well as changes in social security payments etc. Within the implementation of flexicurity measures in conditions of the Czech Republic, one of the outcomes from the project is a proposal of legislative recommendations (key activity 06) containing our own conclusions from investigations performed as well as the transfer of foreign good practice.

The basis for the proposal of legislative measures consist of questionnaire surveys performed with three target groups – employers, mothers with children up to the age of 15 and 50+ individuals, where the latter two groups are endangered with social exclusion. The analysis of the current situation in the legislation of the Czech Republic has been performed within the preparation of legislative measures.

Proposals of legislative recommendations in the field of labour law, employment policy – forms of supports, including impacts in the field of social security, aim at allowing flexible and reliable arrangement of contractual relationships between an employee and an employer which guarantee the employee the security of employment and serve for the dialogue with social partners as well as motions to legislative authorities of the Czech Republic.

1) Analysis of Current Situation in Czech Legislation

Act No. 262/2006 Coll., the Labour Code, regulates the employment relationship, working hours and agreements on works performed outside employment especially in Parts II, III and IV. In general, it can be stated that the provisions of the Labour Code given below enable a relatively wide use of temporary, part-time and other flexible work.

**Fixed-term Employment, Section 39**
A fixed-term employment relationship between the same contracting parties may not exceed three years and as of the date of the first fixed-term employment relationship and it may be recurrently agreed no more than twice. An extension of an employment relationship shall also be considered as a recurrently agreed employment relationship.

**Agreement to Complete a Job, Section 75**
The scope of work for which an agreement to complete a job is concluded may not exceed 300 hours in one calendar year. The said scope of working hours shall also include those hours of work for which a certain employee carried out some work for the same employer in one calendar year based on another agreement to complete a job. The agreement must specify a period for which it is concluded.

**Agreement to Perform Work, Section 76**
Where the average scope of work exceeds one-half of standard weekly working hours, it may not be carried out on the basis of an agreement to perform work. Observance of the agreed and maximum permissible scope of one-half of standard weekly working hours shall be assessed for the entire period for which an agreement to perform work was concluded, however for no more than a period of 52 weeks.

**Part-time Work, Section 80**
In case of part-time work (shorter working hours), the employee (part-timer) is entitled to be paid wage or salary according to the scope of his agreed part-time work. In addition, Section 241 (2) enables that if a female employee or a male employee taking care of a child up to the age of 15 years asks for shorter working hours or other suitable modification to the set working hours, the employer shall satisfy the request unless serious operating reasons prevent so.

**Uneven Working Hours Distribution, Sections 83 and 84**
The length of a shift may not exceed 12 hours at uneven working hours distribution. The employer shall draw up a written weekly work schedule and inform his employee of the schedule or its alteration latest 2 weeks before the beginning of the period over which the working hours are distributed and where it concerns a working hours account, the employer shall inform their employee of the schedule latest 1 week before the period concerned unless the employer and the employee have agreed on another time-limit with regard to providing this information.

**Flexible Working Hours Scheme, Section 85**
Flexible working hours scheme consists of bands of core time and flexi-time; the beginning and the end of these time bands are determined by the employer. An employee is obliged to be at his workplace during the determined core time. Within flexible working hours an employee can choose the start and the end of his working time. A total shift length may not exceed 12 hours. A settlement working period to which the employer may distribute working hours may be implemented as one flexible work day or work week, but also 4 work weeks and more.
Working Hours Account, Sections 86 and 87

(1) "Working hours account" is a method of distributing working hours and this method may only be introduced on the basis of the collective agreement or, where there is no trade union organization operating in the employer’s undertaking, on the basis of the internal regulations.

(2) Working hours accounts may not be applied by the employers referred to in Section 109(3), (e.g., state employees).

(3) Where a working hours account is applied, a settlement period may not exceed 26 consecutive weeks. The relevant collective agreement may only extend this period up to a maximum of 52 weeks.

(4) Only where it is laid down in the collective agreement, overtime work that was performed by an employee within the working hours account scheme in a determined settlement period which is fixed in the collective agreement and which does not exceed 52 consecutive weeks and that is in a maximum scope of 120 hours may be credited to the immediately following settlement period.

Section 87

(1) Where working hours accounts are used, the employer shall keep a working hours account and a wage account for every employee.

(2) An employee’s working hours account shall state:

   (a) The stated weekly working hours or shorter working hours
   (b) The distribution of working hours to individual work days, including the start and the end of a shift
   (c) The hours worked on individual working days and per week

(3) Where working hours accounts are used and a period shorter than that laid down in Section 86(3) is applied, a difference between the stated weekly working hours, or the shorter working hours and the number of hours worked over such shorter period shall be calculated at the end of this shorter period.

With regard to practice, the aforementioned provisions are satisfactory and provide an employee as well as an employer some flexibility. Agreements to complete a job and agreements to perform work may cause some social uncertainty to employees without a permanent employment relationship and income, where in case that the employee does not reach the minimum income of CZK 2,500 in a calendar month under the agreement to perform work, they do not have any health insurance and social security and the social security and health insurance contributions are not paid on the agreement to complete a job if the monthly income based on the agreement to complete a job does not exceed CZK 10,000.

b. Flexible forms of work not specified in the Labour Code

Shared job positions and home office work

The Labour Code does not expressly regulate shared job positions and home office work but it enables agreements on these and other forms of flexible work between the employer and the employee unless they are in contradiction with the provisions of the Labour Code (the maximum duration of working hours etc.). The establishment of the said contractual relationships is highly free and they can be reached without problems; consequently, their termination may cause problems e.g. when one of the workers participating in the shared job position terminates the job. In this case we consider desirable to regulate this arrangement in the Labour Code to assist in the development of this type of flexible work.

Note: Within EU, the legal framework for flexible types of work is created by Council Directive No. 97/81/EC of 15 December 1997 concerning the Framework Agreement on part-time work concluded by UNICE, CEEP and EKOS.

2) Results of Survey and Pilot Verification

a. Target group of employers (SMEs) (*The following findings were detected by the questionnaire surveys*)

This group of respondents consists of individuals at the following positions: an owner, an executive, a head of the Finance or HR Department, other management members.

- The majority of participants were employed at a senior management position.
- Almost all of the respondents consider external employment to be a certainty of employment.
- All the individuals are interested in education, qualification improvement or re-qualification.
- 80% of respondents are ready to occupy a different job position than currently performed.
- Employers refuse a collective agreement on wages at 65%.
- A flexible working hours account would be appreciated by 80% of respondents.
- Women employers consider the support to women insufficient or even zero; they think the state should protect more mothers with children at the age up to 15 years so that they have a higher certainty of employment and a higher protection at illness.
- Employers miss advantages from the state for employing mothers with children up to the age of 15 years.
- A financial support, a tax allowance, a social security and health insurance allowance would motivate to employ individuals at the age of 50+.
• Employers perceive the protection of all employees by the Labour Code as too strong and only resulting from the difficulty and complexity of dismissing, which they consider to be a factor increasing the rate of unemployment.

b. **Target group of individuals at the age of 50+** (*The following findings were detected by the questionnaire surveys*)

- The current employment contract satisfies 98% of respondents.
- 85% of respondents prefer a full-time job. They do not search for a part-time job.
- 76% of respondents are not satisfied with the set compensations at the loss of employment, including social allowances, and sickness benefits are not sufficient for 80% of respondents so as not to endanger their life situation.
- The majority (75%) is willing to accept a modification or reduction of benefits to keep their employment.
- In previous 12 months an employer enabled education along employment as well as the engagement in life-long education to 75% of respondents. Almost all of them agree that education increases the probability of keeping the employment.
- 83% of respondents are interested in adjusting their working hours according to their individual needs and 76% of respondents would appreciate a flexible working hours account.
- The respondents would recommend the state to subsidize job positions for people at the age of 50+ and to reduce the age limit for retirement.
- The respondents are not interested in early retirement; in general they rather do not think about it (70%).
- 92% of respondents are dissatisfied with the present employment policy in the Czech Republic.

c. **Target group of mothers with children up to the age of 15** (*The following findings were detected by the questionnaire surveys*)

- Most women (82%) have 1-2 children at the age up to 15.
- The duration of the previous maternity (parental) leave most frequently ranges from 2 to 3 years at responding women (44%).
- Women-respondents rather prefer a full-time employment (54%). Almost all of the respondents would appreciate individual adjustments to working hours, or the flexible working hours without late-afternoon and night shifts.
- According to the majority of respondents, the state should protect mothers with children at the age up to 15 more to have a higher certainty of employment and the employer should have advantages if it employs mothers with children up to the age of 15.
- When mothers with children up to the age of 15 lose a job, they would appreciate the possibility to return to work at least to a part-time job.

d. **General conclusions and proposals of solutions for individual target groups**

- The labour-law relationship of the majority of respondents included in the project is a full-time job (59%) and an employment for an indefinite period of time (34%).
- 70% of respondents prefer the full-time job
- Most people are not interested in early retirement, namely 30% of them at no case; 33% are rather not interested in it.
- None of the respondents are fully satisfied with the present employment policy in the Czech Republic and only 8% of people are rather satisfied. In contrast, 42% of respondents are dissatisfied with the present employment policy in the Czech Republic, and 45% is rather dissatisfied.
- In case of an illness, sick benefits are (rather) not sufficient for 75% of respondents.
- The state could help to increase flexibility by tax allowances, advantages provided to companies providing and allowing work from home to women and men with small children. It could contribute to a higher certainty of employment by the legal protection of mothers with children up to the age of 15, a longer statutory period when a mother’s job position is secured, by a compensation of sick benefits or part-time jobs. In general, the protection of employees by the state is considered low or zero by the responding employees.

One of the conclusions resulting from discussions with entrepreneurs and foreign partners was a clear recommendation that the support to flexible forms by employers should be economically advantageous for them. With regard to motivating the employees, it seems to be suitable to support still the little used forms of employments such as shared job positions and their creation for people at the age of 50+ and mothers with children at the age up to 15, how work (especially for mothers with children at the age up to 15), and to provide tax and social security allowances to employers in such cases. Another efficient solution could be the introduction of the possibility that employing people at the age of 50+ and mothers with children at the age up to 15 would be a compensatory measure against the existing obligation to employ handicapped people or to buy their products.

**Shared job positions and their creation can be supported e.g. by means of**

a) contributions to wages during the first 6 months

b) a tax allowance for an employer which enables creating a shared job position

i. shared job positions for mothers with children at the age up to 15

ii. shared job positions for people at the age of 50+, inter-generation tandems

- they can participate in training of new workers
Examples of possible economic advantages of employing people at the age of 50+

- Reducing social security and/or health insurance per employee
- A tax allowance for the employer
- Providing subsidies for employing people at the age of 50+
- Providing subsidies for training people at the age of 50+

3) Proposal for the implementation of results of the survey and the pilot verification in the legislation of the Czech Republic

The proposal of legislative measures was discussed during its preparation at common meetings with foreign partners, especially with regard to their operation in practice. The legislative solutions proposed below should improve the position on the labour market to both the categories, i.e. the people at the age of 50+ as well as mothers with children at the age up to 15.


It is recommended to specify in detail the provisions concerning part-time jobs and introducing new types of work. It is recommended to support enabling a part-time job by reducing payments to social security or by another tax allowance.

i. It is recommended to introduce the possibility for the transfer of an employee to a part-time job in case they work for the company at least for the period of 6 months and they ask for such change. For example, this condition in the German Labour Code is subject to the minimum number of employees in the company where at least 15 employees must be employed and the shortening of working hours may not be prevented by organizational or operating reasons and/or by inadequate costs.

ii. In relation to the previous provision, it is recommended to introduce the possibility to shorten working hours within a part of a work week – a so-called "compressed week", e.g. the work duty for 2 or 3 days at 10 working hours a day etc.

iii. The support to the possibility to change over from the part-time work to the full-time work (prolonging the working hours). In case the employer creates a new full-time job position, it shall preferably offer it to a part-time employee who has asked for it. This obligation does not apply if such solution is prevented by operating reasons or requirements of other part-time employees.

iv. The provision of Section 86 (3) states the following:

(3) Where a working hours account is applied, a settlement period may not exceed 52 consecutive weeks.

The original provision of Section 86(3) creates unequal conditions for companies where trade unions do not operate because they may not exceed the duration of the settlement period of 26 weeks. In relation to practice, the settlement period of 52 weeks is reasonable for all the companies where seasonal works are typical, e.g. in the building industry where it is suitable to allocate the work to weeks and months when it is technologically feasible to perform work. The settlement period of 52 weeks would also benefit preventing the grey economy.

v. Specification of conditions and rules for creating a shared job position

A shared job position is created upon agreement of the employer and employees on the distribution of work at a single job position to two or more people. In case one of the employees may not perform the work temporarily due to obstacles to work, the co-worker(s) who agreed with this procedure on the basis of an agreement, substitute them. It is not always possible to enable such agreement in small companies where the accumulation of functions is higher and the employer cannot accept such solution due to operating reasons with regard to a small number of employees.

In case one of the employees terminates the job, the employment contract of the other co-workers is not terminated. The notice of termination given to the other co-workers on the basis of the employment contract termination by one of them only will be considered null and void.

vi. The introduction of "home office", respectively specifying in detail the provisions contained in Section 317 of the Labour Code concerning the labour-law relationships of an employee who does not work at the employer’s workplace but who performs agreed type of work under the laid down conditions within working hours which they organize themselves. It is necessary to remove some disadvantageous conditions in this form of employment, e.g. where such employee is not entitled to compensatory wage or salary (compensatory pay) at other important obstacles to work and the employee is neither entitled to wage or salary or compensatory time off in lieu of overtime work, nor to compensatory wage/salary or overtime premium for work on public holiday.

It is also necessary to regulate conditions under which this form of work can be terminated, e.g. operating or organizational ones, and to assess potential tax allowances for the employer when providing contributions to the wear and tear of equipment or power expenses.
vii. Introducing the institute of "on-call work"

An agreement between the employer and the employee on work performance according to the current employer’s needs for fulfilling the orders of the company. The essential element of the agreement is the determination of the weekly working hours, or in case of seasonal work or fluctuations of company’s economic cycle, the monthly or quarterly working hours. If a daily quota is set, the agreement shall specify the time advance when the employer shall announce work performance so that the employee manages to arrive at the workplace. Work days at the on-call work shall be set several days in advance, however at least three days in advance, on the basis of a written schedule.

b. Social Security Act - introducing discounts on social security payments in selected types of work.

c. Tax legislation - introduce tax allowances for employers enabling the creation of shared job positions.

4) Factors Supporting the Adoption of the Proposed Legislative Measures

When enforcing the amendment to the legislative provisions concerning flexible forms of work, it is possible to use measures proposed by the Government within the National Programme of Reforms for 2014. Measures within the active employment policy lead as a priority to the maximum use of the working potential of older people and preventing the early departure from the labour market.

5) Other Recommendations Following from Questionnaire Surveys and Interviews

Recommendations for EU

For ESF – give higher support to the active employment policy and flexible forms on work within projects with the goal to support employability of people at the age of 50+ and mothers with children at the age up to 15.

Simplify the EU legislation and administration. Set simple procedures and guidelines on what the entities should do if they ask for anything.

Set the EU member states the minimum limit for the amount of contributions to the active employment policy in per cents from the gross domestic product with the goal to support more extensive development of the state aid to the creation of conditions for increasing the rate of employment.

Recommendations for the Government of the Czech Republic

- Tax allowances to employers aimed at employing mothers with children at the age up to 15 and people at the age of 50+.
- Reduce the retirement age limit.
- Prolong the statutory holiday period for mothers with children at the age up to 15 so that they can settle the care for a child during holiday more easily.
- The active employment policy (AEP) is under-financed. (While it is about 1% in most EU countries, this share in the Czech Republic only reaches approximately 0.1% of the gross domestic product). MLSA (2012) mentions re-qualifications, investment incentives, public welfare works, society-purposeful job positions, an in-training allowance, an allowance at the changeover to a new business programme as the main tools of AEP. Besides re-qualification, mothers with children at the age up to 15 do not mention any of these tools in interviews, i.e. they probably do not know them.
- Simplify the legislation of the Czech Republic (do not prepare and adopt a more complicated, more complex and more restrictive regulations than required by EU).

The aforementioned recommendations apply to V4 accordingly.

Recommendations to employers

- Keep an active dialogue with Labour Offices, notify them of comments on active employment policy measures proposed by the Labour Offices and the Government as well as the experience in implemented projects with regard to SMEs.
- Inform them of their needs, including proposals for possible support in the creation of jobs with flexible working hours.
- Use all the forms of employment enables by the Labour Code.
IX. Conclusions

(1) Flexicurity is mainly dealt with by sociologists, economists, lawyers, HR professionals, psychologists, philosophers, and that in relation to all of our target groups. In every field there exist specializations - e.g., in case of economists macroeconomics and business economics, in case of psychologists work psychology, economic psychology, cross-cultural psychology, in case of lawyers legislation, company law, specialists in labour law and commercial law. This fact means that cooperation of all, not only of representatives of various disciplines, or narrow solutions of specific flexicurity implementation aspects is required. Generally spoken, implementation of flexicurity requires a comprehensive solution and use of professional services.

(2) Muffels and Wilthagen (2013) presented the following findings with which we identify:

- There exist major differences in the way by which the social security systems in different countries operate with regard to flexibility (expressed by voluntary work and contractual mobility) and (both income and employee) security (certainty).
- The relationship between flexibility and security is not necessarily represented by something in exchange for something, as suggested by conventional economic thinking: in accordance with the thesis of flexicurity positive results can be achieved, if particular institutions are set up to improve the connection of employees and work by investing in the employability and by simplifying (facilitating) transition to a better job and better working and living conditions.
- A relatively high level of mobility and security can be achieved at the same time, but this can happen only in selected European countries. However, according to the recent development (special seminars on flexicurity implementation in Copenhagen and Brussels in 2014), neither the Danish nor the Dutch model can be implemented in the conditions of Central Europe. Even the Dutchmen, for example, cannot apply - due to differences in social security and to pressure on individual responsibility - the Danish model of flexicurity implementation in the Netherlands.

(3) Flexicurity implementation and cultural and historical development in the Czech lands - in 1948 we ranked among the 10 most advanced industrial countries of the world, the work culture was transmitted from generation to generation, and it remained so even though there did not exist the private sector for 40 years. The previous influence of big enterprises (e.g., Bata Zlín, Škoda Plzeň), as well as the services provided by traders were passing from generation to generation. At present, a strong influence of transnational economies on the flexicurity implementation in the Czech Republic is evident.

(4) The flexicurity implementation at our target groups is mainly characterized by the following attributes:

- lack of labour market flexibility in hiring and firing employees.
- social protection system does not provide mothers with children under 15 years an income and health care security
- low level of mobility - mothers with children under 15 years do not like to change their jobs, they prefer being experts in one area
- increasing workers' qualification is not systemic - it is rather purpose-built (enterprises or state often do not invest in education)
- "right and duty" of the unemployed to participate in the activities contributing to finding a new job is often formal
- active employment policy (AEP) is underfunded. While in most EU countries it is around 1%, in the Czech Republic this share is only around 0.1% of gross domestic product. From among the main instruments of AEP, MLSA names retraining, investment incentives, community work, socially beneficial jobs, contribution to the incorporation, contribution at transition to a new business program.

(5) In the Czech Republic conditions, the flexicurity implementation assumes realization of the following directions:

- to simplify administration and thus minimize regulations of both the EU and public administration in the Czech Republic
- comprehensibility and updating of the regulations
- application of economic efficiency in parallel with individual approaches (incl. psychological services)
- not to manage everything - centralization (at the level of government support) and decentralization (in relation to regions, organizations, specific groups and individuals)

(6) Prospects in connection with flexicurity implementation and with target groups:

- the existing social paradigm ceases to operate in Europe - the elites lose their legitimacy
- due to opaque ownership relations, the economic effects are untrustworthy; the performance of the economy depends on the labour market and workforce incl. the tax system and social benefits as well as on investment in productive capital. The productivity growth (investment into research and development) and the system of education (from colleges to apprenticeship), as well as structural policy, particularly in relation to regions, remain to be the main key in this respect
(c) rapid development of ICT in solving flexicurity implementation is directed to individual on-line communication of both employers and employees
(d) commitment to social consensus assumes dialogue and communication within the tripartite and SMEs
(e) increased demands from employees on the quality of life (incl. work life balance), and on cultivation of values

Generally, this means to get prepared for a new form of Europe socially, economically and by cultivation of values.

(7) The new model of flexicurity implementation for Central Europe (V4 + Austria + Slovenia).

X. Key References


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