

Target groups were defined as follows:

### 1. TARGET GROUP EMPLOYERS:

For the purposes of our survey, as employer is considered the owner, executive director and top manager of the enterprise and, further on, employees representing the enterprise towards other employees (e.g. head of economic or human resources department and other members of management).

### 2. TARGET GROUP MOTHERS WITH CHILDREN UNDER 15 YEARS:

This target group included both employed and unemployed women caring about at least one child under 15 years.

### 3. TARGET GROUP PERSONS 50+:

This target group included persons older than 50 years, both employed and unemployed, men and women.

In the course of the survey performed by questionnaires, individual interviews and focus groups, information has been collected from a total of 240 persons, of whom there were:

- 60 employers,
- 66 persons 50+,
- 78 mothers with children under 15 years,
- then 36 unemployed mothers with children under 15 years and persons 50+

The period of data collection: 3/2014-12/2014

The project outcomes on the basis of further pilot verification in enterprises are the **methodology** and **legislative measures**.

Paradigm of flexicurity, by means which we have in 2012 set the process of solving our project of flexicurity implementation, respected in the time:

- documents available on the EU strategy 2020,
- legislation in the EU, the Czech Republic and Poland and in counties / regions concerned
- updating of documents from the EU, Poland and the Czech Republic (including NUTS2 regions).

Our added value was the definition of areas we have included into the solving:

- socio-economic context in relation to the activities of AMSP CR
- social psychological approaches (which have not yet been applied in any project of flexicurity implementation neither in the EU nor in the Czech Republic)
- qualitative methodology of finding and evaluation of data.

The concept and objectives of flexicurity are defined as follows: The concept "flexicurity" is composed of English words "FLEXibility" and "seCURITY", i.e. flexibility and safety. The aim is to improve flexibility and reliability of the relationship between employer and employee and to motivate them to active, not passive behavior of citizen and employer.

In all our target groups, the implementation of flexicurity in SMEs in the Czech Republic must comply with:

- balance of flexibility (flexibility and security),
- motivation to sole the processes of flexicurity implementation,
- cooperation with state authorities, regions and employment offices.



ASSOCIATION OF SMALL AND MEDIUM-SIZED ENTERPRISES AND CRAFTS OF THE CZECH REPUBLIC



# 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)

Realization of the project:  
1st August 2012 – 28th February 2015

[WWW.FLEXICURITY.CZ](http://WWW.FLEXICURITY.CZ)

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## Main findings in the target group

### **EMPLOYERS:**

- 80% of the interviewed employers would welcome a moving fund of working hours.
- All respondents from among the employers are interested in education, training or retraining.
- Most of the interviewed employers have never heard about the concept of flexicurity, yet in small and medium-sized enterprises some issues and approaches of flexicurity are – according to the possibilities – intuitively implemented (usually in form of personal approach, of possible individual agreements and “goodwill”).
- The employers of SME state that they would often need to hire more employees, but they ponder greatly about it with regard to the fact that later they might not have enough work for them and they would not be able to dismiss them; which would become liquidating for the enterprise.
- Some employers perceive that mothers after maternity/parental leave are more responsible.
- Successful employers recognize that good and fair treatment towards the employees is the best way to maintain good employees.

## Main findings in the target group

### **PERSONS 50+:**

- 85% of the respondents prefer a full-time job. They do not seek a part-time work.
- To maintain employment, 75% of respondents are ready to accept modification or reduction of benefits.
- Up to 32% of interviewed persons are not prepared for the change of working position.
- 83% of respondents are interested in adjust their working hours according to individual needs; to 76% a moving fund of working hours would suit.
- For persons 50+ it is important that the enterprise thrives and evolves, than the wages.
- Persons 50+ care about the quality of the work done and prefer meaningful activity and self-development to the financial aspect. Employment gives them sense of self-confidence and usefulness.
- Taking up a job before retirement with a lower salary affects the reduction of their future retirement, this becomes an essential reason why some unemployed persons 50+ are not looking for work.

## Main findings in the target group

### **MOTHERS WITH CHILDREN UNDER 15 YEARS:**

- Mothers with children under 15 years tend to prefer a full-time work (54%). Part-time job is less sought.
- Almost all the respondents from the target group Mothers with children under 15 years preferred individual adjustments of work time.
- Generally, mothers with children under 15 years show very positive attitudes towards their employment, they are grateful for the fact that they were allowed to return to work for at least e.g., part-time.
- In case of child’s illness, many of the interviewed women refuse to take “paragraph” on caring about person entrusted to their care: their income would be reduced so that they would not be able to work out financially. In addition, they would still have to do the work after returning to job, but the salary would be disadvantageous.
- The interviewed women themselves admit and point out that they have lot of exceptions due to motherhood.
- The interviewed women appreciate if their employer is interested in whether they have achieved their tasks, and not too much in when and where and under what circumstances they did the work.