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“Implementation of the idea of Flexicurity in the professional practice of employment agents and career consellours” (II – Flex)



**Leonardo da Vinci Partnership Project
2011-2013**

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INTRODUCTION

IDEA:

The concept of flexicurity is a combination of labour market flexibility and social security. Its main idea is to encourage Member States to implement such labour market reforms and social policies that will promote and strengthen the flexible forms of employment and employment security, including the necessity to adapt to the specific institutional conditions and segmentation of the labour market.

Flexicurity aims at enhancing the adaptability of workers as well as entrepreneurs. Ideologically flexicurity is based on the assumption that flexibility and security can go hand in hand, and need not be seen as mutually exclusive ideas. These two assumptions can be mutually supportive and complementary. The main priority in the proper understanding and adaptation of the concept of flexicurity is going beyond the interests of each party of the labour market (employers on the one and employees on the other side). It is vital to seek solutions that will ensure homeostasis of the labour market and benefit of each party. Neither employers nor employees should feel as an underprivileged group. It is therefore important that together with representatives of other countries we have the opportunity to exchange experiences in the foregoing area and collectively look for "good" practices, which can then be disseminated as a transnational model.

AIMS:

The main objective of the project is to develop a European standard for employment agencies services using the idea of "flexicurity" for employment agents and career counsellors of public and private sector.

The specific objectives of the project include:

- creating a manual on how to provide recruitment services combined with the idea of flexicurity,
- performing pilot trainings for employment agents and career counsellors developing skills related to the implementation of flexicurity,
- preparing a European training synopsis regarding the implementation of flexicurity.

The aims and objectives of the project are consistent with the challenges facing the European job market. The priority is to encourage Member States to introduce labour market reforms and social policies promoting flexible forms of employment in order to increase employment of disadvantaged groups. The issues confronted under the project are also key aspects regarding labour market mentioned in the European Union documents:

- equalizing the social and professional life opportunities of the disabled,
- combating social inequalities, exclusion, marginalization and intergenerational transmission of negative social phenomena,
- providing an opportunity to reconcile family and professional duties,

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- developing and transferring training modules to make professional skills compliant with international standards. It is particularly important to integrate the developed training modules with the recognized qualifications to the extent of vocational education and training of people dealing with propagation of LLL professionally.

The measures expected to achieve the formulated objectives include:

- partnership meetings,
- comparative analysis of the already existing data (desk-research) regarding binding legal regulations and flexicurity tools,
- developing training modules and choosing the optimal methods of training,
- pilot trainings,
- in-depth interviews and reports of the project participants,
- creating a manual on the standards of services provided by employment agents and career counsellors incorporating the idea of flexicurity.

The term "flexicurity" describes the combination of labour market flexibility with social security (flexibility+security). In this context it encourages Member States to introduce reforms in the labour market and social policies and promote the idea of flexicurity among employers. These actions are aimed at enhancing the ability of workers and entrepreneurs to adapt to different specific conditions, but most importantly, they are to give a chance to people who are disadvantaged in the labour market (people with disabilities, single parents and caretakers of care-dependent persons). The concept of flexicurity provides an opportunity to reconcile professional duties with a specific life situation and ensures safety.

Flexicurity is also important for the labour market across the European Union as it increases mobility and provides an opportunity to work regardless of the place of residence. The concept of flexicurity includes such forms of employment as teleworking, part-time job and working within the flexi-time system.

Therefore, the project responds to the fundamental challenges posed by flexicurity, i.e.:

- development of professional skills of employment agents and career counsellors of public and private labour market institutions with regard to the knowledge of flexicurity principles, best methods and practices and relevant binding legal and labour market regulations in partner countries,
- disseminating knowledge on flexicurity among employers and the unemployed,
- making all the "actors" in the labour market aware of the benefits that can be derived from practical implementation of the idea of flexicurity,
- creating a complete compendium on various methods of implementation flexicurity in the partner countries.

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PARTNERS INSTITUTIONS:

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ANALYSIS OF ALREADY EXISTING DATA

The five project partner have undertaken different desk researches concerning Flexicurity in the different partner countries by local and regional experts in labour market affairs:

Poland, BOIE

Mrs. Agnieszka Łukomska-Dulaj
Mr. Igor Mertyn

Hungary, NHE

Mr. Csaba Vincze
Mr. Gábor Sasvári

France, Hommes et Savoirs

Mr. Roberto Castillo
Mrs. Patricia Pieters

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Mrs. Lina Kummert
Mr. Roger Schmidtchen

The comparative summary was undertaken in four main topics:

1. Legal basis and active labour market policy
2. Flexible forms of employment-current legislation
3. Flexible forms of worktime organization - current legislation
4. Barriers in using the flexible forms of work

The Summary has the following outcomes:

1. Legal basis and active labour market policy

1.1. Germany:

The legal basis in Germany for Flexicurity are the social law book II (SGB II) for long-time unemployed people (> 12 months unemployed) and the social law book III (SGB III) for short-time unemployed people (< 12 months unemployed) as a result of the labour-market reforms until 2005.

Most popular aids for short-time unemployed people are counseling, training and financial support for the unemployed to be reintegrated in the job-market.

Most popular aids for long-time unemployed people are as well counseling, training programs for soft and hard-skills, programs for catch up the certification, financial

This project has been funded with support from the European Commission under the Lifelong Learning Programme assistance for employers and programs for mobility to find a job abroad in Germany, supporting entrepreneurship.

Involved in the public support process are the so called Labour Agency and the so called JobCenter. The JobCenter are for long-time unemployed people and their families responsible and are in common structures between the labour agencies and the municipalities/counties.

The trainings and most of the programs are running through private training companies.

1.2. Poland:

Legal basis in Poland is the "Act on promotion of employment and labour market institutions".

The active labour market policies (ALMP) are separated in demanded oriented and supply oriented support:

Demanded oriented ALMP: intervention work, public work, socially useful works;

Supply oriented: trainings, practices, professional preparation at the workplace, loans for training, scholarship of learning period, activation allowance.

Partners in the ALMP in Poland are the Public Employment Services, local authorities, Volunteer Work Corps, job agencies, training institutions, social dialogue institutions and local partnership institutions.

1.3. Hungary:

Legal basis in Hungary is the Act IV of 1991, the Employment Act (EA).

Active labour market policies in Hungary are Labour market trainings (2 kinds= "recommended" group - trainings and the "accepted" individual training) , Wage contribution of employment, public utility work, support for unemployed to become entrepreneurs, distance work, Support for people with disabilities, Policies for career beginners.

Partners in the ALMP in Hungary are as well Public Labour Offices, local authorities, private training institutions, social dialogue institutions and local partnership institutions.

1.4. France:

The labour market in France is governed by book IX of Labour Code.

It indicates that support for job seekers is segmented into categories according to criteria of typology path, leading to the unemployed situation (with a difference for people laid off for economic reasons and those dismissed for other reasons):

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- depending on age (youth employment plan until age 25, common law, seniors employment plan from 50 years),
- according to registration date in the employment agency (before and after 12 months of registration at job center),
- according to the type of rights available through the experience before the unemployed situation (beneficiaries or not of the allowance unemployment).

Coaching for job seekers is done internally and/or entrusted to external operators which are public and private training institutions authorized by the State.

Once approved, these training institutions answer to tenders of public market and are contracted for periods ranging from one to three years. There are accompaniments like support services and training activities under professional guidance and training activities leading to a qualification.

2. Flexible forms of employment-current legislation

2.1. Germany:

The incidence of flexible form depends on the business and varied between the different agricultural, industrial and service sectors.

Existing flexible forms are limited contracts, Mini-Jobs, part- time- working, marginal employment, parental leave, self- employment.

2.2. Poland:

The flexible forms of employment are described in the Polish Labour Code (basic Polish act of work relations).

Flexible forms in Poland are:

limited contracts, casual work, work on call, civil contracts (contract work and service contracts), self- employment, part- time- job, work on a replace, temporary job, working at home and job sharing.

2.3. Hungary:

In Hungary exists a quite limited use of flexible work time agreements:

- less than 4% of the Hungarians work on part time basis, mainly older woman,
- during the economic crisis Hungary introduced short- time work arrangements in order to protect employment.

Flexible forms in Hungary are: limited contracts (but over 90% the contracts are open ended), part-time contracts, freelancing.

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2.4. France:

If the most popular contract (and this is the purpose of all employees) is the open-ended contract (CDI), the trend of these last years is the increase of fixed-term contracts -CDD- (82% of the recruitments in 2012).

Actually, the official statistics are based on three indicators:

- permanent jobs (more than 6 months),
- temporary employment (from 1 to 6 months),
- casual (less than a month).

All of these contracts can be full-time (35 hours) or part-time (from 1 hour)

There is a link between use of fixed-term contracts, age (they are majority among young people under 25 who have an average of 6 CDD-limited-term contracts- before reaching their first CDI-permanent contract) and the gender (the majority temporary contracts are held by women).

Moreover, certain job categories have several characteristics (age, gender, global duration, weekly, significant cuts in a working day). Two particular areas respond to this feature: the commercial sector and the private sector for helping people. The temporary work (interim) is a form of flexible work developed in the sectors of industry and construction.

3. Flexible forms of organisation of working time - current legislation

3.1. Germany:

Flexible forms of organization of working time are:

temporary work, home- office, flexible work time, shift work, parental leave, working time accounts.

3.2. Poland:

In Poland flexible form of working time organization are regulated at the Labour Code (basic Polish act of work relations) using of this forms defined mostly in the internal regulations of each company.

Flexible forms in Poland are:

task- time-work, interrupted working time, time equivalent jobs, flexible working hours, variable hours of starting work, individual schedule of work, system of reduced work week, system of weekend jobs, parental leave and working time accounts.

Until End of 2011 the Act on appeasement of the economic crisis towards the employees and the contractors was in duty which contained some special regulations of labour organisation in accordance with the flexicurity idea. Since 2012 the Act is not anymore in turn, but there are ongoing consultations in order to create new legal solutions.

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3.3. Hungary:

Flexible forms of organisation of working time in Hungary are part- time and temporary work.

Social Security forms which were modified under “flexicurity” are:

- shorten payment for child care,
- family benefits only for age till 20,
- increase retirement age from 62 till 64,
- deletion of the 13 month pension.

3.4. France:

There is in France a limitation of the operating life of the fixed-term contract : 18 months maximum for the same employee, this limitation is strengthened by the obligation of the employer to justify the use of a fixed-term contract under certain conditions (exceptional workload, replacing a sick employee, new activity developed by the company from time to time ...). Some areas identified by law may use contracts used, linked to an activity or market unspecified duration.

The development of use of temporary contracts led the legislator, by negotiation with the social partners, in the law of March 2013 concerning the Flexicurity in order to control the evolution of the labour market. This law limits the use of CDD (fixed-term contract) by increasing social contribution for short contracts, by strengthening financing fund career security, by developing the use of permanent contracts intermittent.

4. Barriers in using the flexible forms of work

4.1. Germany:

Flexicurity - nexus has not gained prominence in Germany -> Recent German labour market reforms until 2005 incorporate elements of Flexicurity using different labels. Under these labels Germany has actually a lot of flexible and secure labour market instruments and legal solutions. Because of penalties long-time unemployed has to use these forms. Otherwise public social donations will be reduced. Real barriers to use it are mostly the lower salaries and precarious labour contracts.

4.2. Poland:

In Poland the Flexicurity idea was slowly implemented into the labour system.

Identified barriers for the employees are: less of holidays in case of some flexible work forms, higher costs of obligatory social assurances, lack of self- confidence on the labour market, shorter termination period, high stress level, anxiety about lower care of the employees.

Identified barriers of the employers are: anxiety of dropping down the company’s attractiveness, anxiety about lower identification, motivation and engagement of the

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employees, lack of team- integration, worse relation between the employees, competition between the due to the lack of employment guaranties.

4.3. Hungary:

Flexicurity- nexus has not gained prominence in Hungary, Hungary has focused the labour market policy into the absorption of the consequences of the economic crisis also by using some flexicurity instruments. But many Hungarians are working abroad in neighbourhood countries.

4.4. France :

The novelty of the law does not still allow to clearly identify the barriers to the use of this procedure. The employees remain committed to the security related to CDI (permanent contracts). However, three observations can be made:

- For young people (less than 26 years) passing by recurrent CDD (fixed-term contracts) is well integrated. However, there is a sense of continuity of this form of employment (odd jobs) for unskilled young people, while the qualified young people fall in a future under permanent contract. Skilled youth are also aware that permanent contract does not correspond to their whole professional career and they will have to specialize or qualify on other jobs in that career.
- Seniors are living the use of CDD (fixed-term contract) as a constraint and know that mostly they will be forced to this shape of employment for the remaining time career (they talk about “employment food” and fall little in the work). Only the highly qualified have, after 55 years, access to a second career.
- The professional sectors characterized by a heavy reliance on temporary CDD (commerce and helping people) or occasional (tourism) are those who show the most dynamic forms to frame flexibility, but it is more often the employers than the employees who are in this process.

Short Resume:

In all participating countries forms of Flexicurity are part of the labour and social lawbooks and have a legal basis. The name “Flexicurity” is in some participating countries not well known but the instruments are there and well known in other relations and names.

In all participating countries more or less Flexicurity instruments are regularly used, but not as popular as necessary. The variety of different instruments and the different success of the use of these instruments Flexicurity as „name“ and instrument already not well known, but instruments are existing.

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More individualized instruments and projects should be developed and tested in the next ESF-period 2014-2020.

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IN-DEPTH INTERVIEWS WITH EMPLOYMENT AGENTS AND CAREER COUNSELLORS

1. Introduction

In the project “Implementation of the idea of Flexicurity in the professional practice of employment agents and career counsellors” one of the measures expected to achieve the formulated project objectives is the conducting of in-depth interviews and reports of the project participants. The participants are employment agents and career counsellors (about 15 people per project partner). They are also who take part in the pilot trainings in the partner countries.

All project partners are responsible to participate in conducting the in-depth interviews and preparation of reports on the interviews.

The project partners are:

- **Biuro Obsługi Inicjatyw Europejskich Sp. z o. o.**, Lodz, Poland (project co-ordinator), www.boie.pl
- **Praxis GmbH**, Marburg, German, www.praxisgmbh.de
- **TIBP GmbH**, Erfurt, Germany, www.tibp.eu
- **Nevelők Háza Egyesület (NHE)**, Pécs, Hungary, www.civilhaz-pecs.hu
- **Hommes et Savoirs**, Saint Georges de Didonne, France, www.hommes-et-savoirs.fr

2. Questions of the interviews

The participants - employment agents and career counsellors - were all asked the following questions:

1. What kinds of flexible forms of employment are used on your local labour market?
2. Since when have flexible forms of employment been used in your country?
3. What kinds of flexible forms of employment are usually chosen by employees?
4. What kinds of flexible forms of employment are usually chosen by employers?
5. What is the society’s attitude towards flexible forms of employment? (are they seen as “necessary evil” or an opportunity for professional development?)
6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on ‘standard’ employment contracts?
7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?
8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

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9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

3. Summaries of the reports of the interviews by country

POLAND

Biuro Obsługi Inicjatyw Europejskich Sp. z o. o.

1. What kinds of flexible forms of employment are used on your local labour market?

This case depends on the precise definition of the term "flexible" in the context of forms of employment.

Flexibility can relate to working time, place of work, legal form under which one is employed, remuneration, work organization and work tools.

Taking the above into consideration flexible forms of employment include:

- fixed-term employment contracts (employment contracts for a fixed period of time, employment contracts for the time of completion of a specified task, probationary employment contracts, employment contracts signed for the purposes of a stand-in or replacing the employee and seasonal employment contracts),
- part-time employment,
- employment under the flexible hours of working time (task-based working time, shortened work week, weekend work),
- employee lease agreements,
- civil-law contracts (contracts of mandate, contracts to perform a specified task or work, agency agreements),
- home-based employment,
- telecommuting,
- on-call jobs,
- jobsharing,
- worksharing,
- jobrotation,
- contracts of management,
- self-employment.

Employment Offices offer the following forms of support for the unemployed, which are also considered as flexible forms of employment:

- JOB PLACEMENTS AND INTERNSHIPS - the acquisition by the unemployed person practical skills to perform work-related tasks in the workplace without establishing the employment relationship with the employer.

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- GRANTS FOR STARTING A BUSINESS - the unemployed person intending to start their own business may apply in the County Labour Office for one-time financial support.
- PUBLIC WORKS - employment of the unemployed for the period of no longer than 12 months in the performance of tasks commissioned by municipalities, non-governmental organizations dealing, according to their statutes, with environmental protection, culture, education, sports and tourism, health care, unemployment and social assistance
- INTERVENTION WORKS - the term "intervention works" refers to the employment of an unemployed person as a result of a contract concluded by the employer with the County Labour Office. The County Labour Office covers the costs incurred by the employer for salaries and social insurance premiums for the period of up to 6 months.

The most commonly used flexible forms of employment /answers from participants from different Counties of Lodzkie-Region/:

- Pajęczno-District (Pajęczański): fixed-term employment contracts (employment contracts for a fixed period of time, probationary employment contracts and employment contracts signed for the purposes of a stand-in or replacing the employee), part-time employment, civil-law contracts (contracts of mandate, contracts to perform a specified task or work), intervention and public works and self-employment.
- Rawa Mazowiecka-District (Rawski): employment contracts for the time of completion of a specified task, self-employment and part-time work.
- Opoczno-District (Opoczyński): part-time employment, (e.g. ½ full time equivalent), civil-law contracts (e.g. contracts of mandate or contracts to perform a specified task or work), supported employment, temporary employment contracts.
- Skierniewice-District (Skierniewicki): fixed-term employment contracts (employment contracts for a fixed period of time), part-time employment, temporary employment contracts, self-employment, civil-law contracts.
- Łódź-District (Łódź): fixed-term employment contracts, self-employment, part-time employment, employment under the flexible hours of working time, civil-law contracts, home-based employment, social work and supported employment, intervention and public works.

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2. Since when have flexible forms of employment been used in your country?

It is hard to say, since when flexible forms of employment have been used in Poland.

Most respondents have suggested that the starting date of flexible forms of employment matches the period coming after the political transformation in Poland, i.e. around 1989-91. It is the reason why Polish started thinking about work as a flexible one, gave the boldness to get know something unknown and at the same time enabled introducing in Poland new solutions including flexible forms of employment occurred in different countries. This is because, pointing out the exact date of start of introducing flexible forms of employment in Poland is impossible.

Other have answered that flexible employment is a relatively new idea. The concept of “telecommuting” was entered in the Polish Labour Code in 2007.

3. What kinds of flexible forms of employment are usually chosen by employees?

It is difficult to give an explicit answer to this question because it is very hard to find any studies regarding the issue.

The respondents have indicated following forms which are mostly chosen by employees:

- contracts for part-time work
- civil-law contracts
- contracts for temporary employment
- interventional and public works
- telecommuting

Summarizing: The choice of employees often depends on the situation on the labour market and mainly addresses the needs of the employers. Some respondents have pointed that employees are willing to take any job regardless of the type of employment contract. The

This project has been funded with support from the European Commission under the Lifelong Learning Programme most important thing for them is that work will provide essential support for themselves and their families. Women prefer to telecommuting to join maternal and professional duties together. People with disabilities benefit from the shortened working hours.

4. What kinds of flexible forms of employment are usually chosen by employers?

Employers choose different forms of flexible forms of employment depending to a large extent on the nature of their business activity. Construction businesses for example often use civil-law contracts (contracts of mandate or contracts to perform a specified task or work).

If the employer does not need a permanent staff member they offer part-time agreements (e.g. ½ full-time equivalent). Recently employers have been offering: temporary employment contracts (the work which is commissioned by the employer is performed within a precisely indicated period of time thus giving the job a seasonal character), seasonal employment, employment under civil-law contracts (contracts of mandate, agency agreements), intervention and public works.

5. What is the society's attitude towards flexible forms of employment? (are they seen as "necessary evil" or an opportunity for professional development?)

It is obviously clear that people would prefer to have a permanent job performed under the employment contract signed for an indefinite period of time. This is the key factor taken into account while looking for a job.

The older generation is accustomed to traditional employment contracts for an indefinite period of time and believes such form gives the sense of security. However, the younger generation adapts to the current labour market and understands that mobility is nowadays of great value.

Flexible forms of employment require continuous development, one does not stop at any point in career but can test different professional solutions in search for an ideal job.

6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on 'standard' employment contracts?

Pursuant to the information provided by the Central Statistical Office in Poland for the first quarter of 2012 there were 15,981,000 employed people, 12,413,000 of whom were employed under employment contracts, whereas 3,029,000 were employers themselves or self-employed people. We can divide the group of employed people into those who work under employment contracts for an indefinite and a fixed period of time. The first group represents 9,097,000 persons, while the other 3,316,000 persons. Assuming that a flexible form of employment will include the people employed under a contract of employment for a fixed period of time, the percentage of these people is 36,45% in relation to the persons employed full-time.

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It is not possible to find other data about flexible forms of employment.

7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?

In theory an employee returning to work after maternity leave can ask their employer for a reduction in working hours by the time of a holiday leave, whereas a breastfeeding working mother is entitled to additional breaks at work (for example, when she is nursing one child she is entitled to 2 breaks of 30 minutes each, with more than one child she is entitled to two 45-minutes breaks). However, if the employee is employed for less than four hours a day she does not have the right to breastfeeding breaks. If the working time does not exceed 6 hours per day she can have only one feeding break. The employee may submit a written request to the employer asking for the reduction in working time.

Moreover, pursuant to art 178 of the Labour Code (Act of 26 June 1974 – Journal of Acts No 24, item 141) the employee who is engaged in taking care of a child under the age of 4 must not be asked to work overtime, at night or within interrupted time or outside the normal place of work without their consent.

An employee who raises at least one child under the age of 14 years is entitled to two paid days off during the calendar year.

It is worth to add that there are certain groups of people who are in a special situation, including women who did not take any employment after childbirth, that require special treatment. The persons listed in art.49 of the Act of 20 April 2004 on employment promotion and labour market institutions may be referred to do in-service training, or may be employed at intervention or public works.

The employer is required to allow the employee at the end of maternity leave or parental leave to work at the current position, and if it is not possible, at a position equivalent to this one before the maternity/paternity leave or at a similar position, corresponding to her/his professional qualifications.

8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

Difference in age:

- Persons under 30 years old - about 45%,
- People from 31 to 50 years old - about 20%,
- Persons over 50 years old - about 35%.

Difference in the level of education:

- Basic and vocational schools - about 45%,
- Secondary schools and secondary vocational education - about 30%,
- Higher education - about 20%.

Difference in sex:

- Women - about 30% of the total number of working women,

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- Men - about 25% of the total number of working men.

Flexible forms of employment are most popular among young people having no professional experience (aged between 18-26).

Flexible forms of employment are also often chosen by young mothers combining work and raising a child /children.

Other categories of people that were mentioned by the respondents:

- people with disabilities,
- top specialists (people with higher education pursuing their careers in medicine, law or design),
- people leaving for retirement in the near future.

9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

“As far as I could notice, flexible forms of employment were most frequently used while employing women with the maximum secondary education and disabled people regardless of sex or age”

“In my opinion, flexible forms of employment are a good solution for certain social groups. Frustration, lower quality of work, postponing the time for having a first baby are problems originating from the lack of balance between family life and work. For this reason, non-standard employment is the perfect solution for mothers who want to combine family and professional life providing help in a gradual return to work”

“On the one hand, flexible forms of employment allow an employee to establish work/life balance and improve or/and change qualifications matching the needs of a particular employer. Nevertheless, our society is not mentally prepared for such model of employment”

“In my opinion, the main negative aspects of flexible forms of employment include the following: lack of a sense of security of employment, lack of legal security in salary consistency, limited ability to use (in the case of some flexible employment forms) all employment entitlements (such as: paid holidays, social insurance, social welfare benefits, etc.)”.

“In my opinion the idea of flexicurity is a very interesting solution. It facilitates professional mobilization of the unemployed and sets out good conditions for the creation of new jobs. I hope that the attitude of the employers will be equally enthusiastic.

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GERMANY

The participants from Germany have been interviewed by the two German project partners.

Praxis GmbH

The interview-partners have been 2 Managers of social business, 1 Department-leader of labour agency, 1 Human Resource Director of a big, international company, 1 Secretary of trade-union.

As different the interview partners are, as different were the answers. So it is difficult to make a summary in the sense of the common agreement. We try to show the spectrum of given answers with all the variables of the point of view.

1. What kinds of flexible forms of employment are used on your local labour market?

- Limited contracts
- Marginal employment
- Home-Office
- Parental leave
- Sabbatical
- Time account (work-time or life)
- Down-time
- Flexible worktime
- Work on fee-basis
- Temporary –work

2. Since when have flexible forms of employment been used in your country?

In this question all interview-partners agree:

Flexible work-forms exist a long time, since about 50 years, more since the 80th of last century because of changes in law, and increasing since 2003/2004 because of the HARTZ laws. One of the youngest forms of flexible work is the Sabbatical.

3. What kinds of flexible forms of employment are usually chosen by employees?

Most of the interview partners agreed:

Part-Time-work (if possible or necessary), sometimes Sabbatical.

The HR-Director sees all forms of flexible work interesting for employers, mostly for young experts, who want to get entrepreneurs or go abroad or want to collect different experiences. For temporary-work they demand Equal-Pay and training of the employees from the agencies.

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4. What kinds of flexible forms of employment are usually chosen by employers?

Most of the interview-partners agree: limited contracts. One partner added, that employers want manager to be available 24 hours a day, they have flexible but expanded work-time.

The HR-Director describes, that enterprises wants to make as less allowances as possible: Fulltime instead of part-time when coming back from parental leave, temporary employment or limited contracts as long as possible to achieve as much flexibility as possible.

5. What is the society's attitude towards flexible forms of employment? (are they seen as "necessary evil" or an opportunity for professional development?)

The department –leader of labor agency describes, that the German law is very much fixed on the rights of employees and creates a very secure situation.

But in complete: for the society as a whole it is a necessary evil, it might be a chance only for young people. But in Germany it is a normal situation since several year and can also give motivation to work in a time of demographical change (depends on the form of flexibility).

The HR –Director describes, that also temporary-work is interesting for people working in office-jobs to get more know-how and contacts to different enterprises. There is a high rate of changing into the enterprises, they worked temporarily before.

Minijobs or part-time jobs are welcome as addition to a main-income job of the partner or to a retirement pension.

6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on 'standard' employment contracts?

This question was answered very different because of the different branches of business:

In complete: 25%,

For the training and education sector: 40-50%

For the public sector it is not really countable because of the several different models of flexible work.

For the producing sector (based on the situation of the enterprise of the experts):

20-30% temporary work, all other forms 10 %, with the exception of office jobs because of the higher part-time rate.

Postdocs and other science- assistants: 87% with limited contracts

Trade-sector: increasing of marginal employment

7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?

Most of the interview partners say no, there is no difference, but the HR-Director describes it as a question of supply and demand, which make it easier for high-potentials or people

This project has been funded with support from the European Commission under the Lifelong Learning Programme with good know-how to return, especially if they come back full-time. This situation is often used to get rid of somebody.

The secretary of Trade-Union answers, that less men than women go in parental leave and they go much shorter, so that returning normally is not a problem for men. He describes a lot of difficulties for women, when they want to work part-time, even if it is regulated by law, especially when they are low-educated.

8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

All interview-partners agree to, that women work much more in flexible contracts than men. They have the main responsibility for childcare and care of old family members and so they often prefer Part-Time. Also young people are, for free or not, often working in limited contracts, elder people often in part-time jobs. Different sectors have different forms of flexible work, this creates different target-groups. The decision, if more or less skills are the main-factor is not unanimous, with the exception of marginal work, which is often typical for unskilled or semi-skilled workers.

9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

The interview partners were very different in their opinion.

2 Partners say no, this is wish but no reality.

Two say, it depends on the form of flexible work and the personal situation and the skills.

For the public sector, the department – leader of labor agency describes, that there is high flexibility and high security.

One interview-partner says, flexible work forms, for example temporary-work, give a lot of chances of entrance in a job, also for people who would not have the chance to find directly an employment in the enterprise. If this possibility would not exist, the work would be done by overtime.

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TIBP GmbH

1. What kinds of flexible forms of employment are used on your local labour market?

The most important flexible forms of employment that were used on the German labour market are limited contracts, part- time- working, marginal employment, parental leave, flexible worktime, work- time- accounts and work on fee- basis. The incidence of the used flexible form of employment depends on the business and varied between different industrial sectors.

2. Since when have flexible forms of employment been used in your country?

The most of our interview partners agreed, that flexible work- forms exist for a long time. They mentioned the change in the tarif-based opening clause In the 1980 th in Germany as starting point for more actions on flexibilization. Two interview partner named the labour law from 1994 as starting point and one partner said that flexible forms in Germany are not known for so long.

3. What kinds of flexible forms of employment are usually chosen by employees?

The most of our interview partners said that the choice of which kind of flexible work- form is preferred depends on the industrial sector, the apprenticeship of the employee and the age. Normally low educated persons have chosen flexible work-forms more often than high educated persons, young employees more often than older ones and women more often than men. High educated persons, who are at the beginning of their career, often have to choose limited contracts. Women with small children prefer part- time- jobs and low educated persons must work in partly two or more marginal employments.

4. What kinds of flexible forms of employment are usually chosen by employers?

All interview- partners agreed that the most chosen flexible work- forms by employers are the limited contracts, part- time- working and marginal employments. In Germany the ancillary labour coast are very high so the employers try to make as less allowances as possible. In bigger companies work- time- accounts are very popular.

5. What is the society's attitude towards flexible forms of employment? (are they seen as "necessary evil" or an opportunity for professional development?)

In complete our interview partner agreed that in Germany the full time work is still seen as the normal labour condition. Germany has chosen its own way to enforce the Lissabon strategy on the labour market. The Hartz laws from 2003/2004 are an important milestone and they are discussed very contrary, because they are an important step to the deregulation of the labour market and this has changes and risks. Cause of the demographic

This project has been funded with support from the European Commission under the Lifelong Learning Programme change some social classes, e.g. young and high educated persons can profit from flexible work-forms, they can collect experiences in different enterprises. Two of our interview partner mentioned the generation “traineeship” as a special form of flexible work-forms and predicted and social change during the next generation, because they have learned to be flexible up from school.

6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on ‘standard’ employment contracts?

All of our interview partners had no idea of the exact percentages of people who are employed on flexible contracts. All agreed that it depends on the different branches of business. It is usually the rule that in the trading sector the marginal employment is increasing. In the most other sectors and businesses temporary work, part- time- work and limited contracts are rising up.

7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?

Most of our interview partners say that theoretical there should be no difference, because the parental leave and parents money are guaranteed laws, which facilitate the equalization of men and women and the compatibility of work and family. But practically more women than men are using parental leave.

8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

All interview partners agreed that flexible work- form are at the moment not the typical employment in Germany. Women work more often in flexible forms (especially part- time) than men and young high educated persons work more often in limited contracts than older high educated persons. Also people at the transition from a working- live to the retirement are working in part- time. Two of our interview partners mention the social risks of a growing number of low educated people that work there full working live in marginal employments.

9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

This question was answered very differently. Two of our interview partners agreed and said that flexible forms of employment are the system of the future, which offers a lot of positive sites for employees and employers. Two others mentioned again the risks of a widening gap between fulltime employed and marginal employed persons. One of our interview partner pointed that it is not possible to create in Germany the same flexibility and security than in Denmark or the Netherlands, because the German welfare state has another theoretical base than the others. In Germany the principle of solidarity complicated the region- wide implementation of the Flexicurity - Strategy.

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HUNGARY

Nevelők Háza Egyesület

1. What kinds of flexible forms of employment are used on your local labour market?

Looking at statistics, Hungary demonstrates quite good figures concerning atypical employment forms. However, this is a false figure, since in reality the part-time – mostly physical worker - employees working in the “grey economy” are in reality working 10-12 hours a day, “improving” on paper the otherwise bad situation. In reality the flexible work forms represent a smaller percentage of all employment forms.

Concerning teleworking, the lack of organisation and lack of resource management is typical. In the last 10 and even more in the last 20 years, it is very widespread to be employed for a fixed time, e.g. the duration of a project, especially in art, education and culture. Many companies have been established in this time who lease/hire workforce, especially for multinational organisations (in production and commerce). In the agricultural field, it is growingly popular to be employed in the so-called “simplified employment” form, e.g. in Szabolcs County in Eastern Hungary the number of employees working in this form have doubled in the last 2 years. Seasonality in agriculture is apparent in the annually changing number of fixed-time employed workers.

Generally speaking, the new flexible employment forms are present, but are not able to compensate for the effects of high unemployment in Hungary.

2. Since when have flexible forms of employment been used in your country?

Some forms of atypical employment, such as seasonal work, home working or teleworking have been present in Hungary as early as the 1950’s, e.g. in textile industry (sewing at home). In Hungarian law, nearly all types of employment forms defined by EU labour law are present. In 2008 the economical crisis brought forth the employment of workers in decreased working hours (e.g. part-time, instead of firing them), which was also driven by various state subsidies e.g. salary compensation for part-time workers.

3. What kinds of flexible forms of employment are usually chosen by employees?

The forms of employment chosen by the employees is a result of the individual situation of the employee: geographical features, the size and location of the town s/he lives in, transportation possibilities or rather the lack of them might be orienting someone to look for flexible ways of work, or health status or disability, or family situation . these all influence the choice of the job seeker.

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4. What kinds of flexible forms of employment are usually chosen by employers?

This is formed most of the time by the intention of employers wishing to maximise profit. “Multis” often hire or lease workforce. In the agricultural field “simplified employment” is widespread, which doesn’t prohibit someone from receiving the jobseekers allowance (social benefit). Often prejudice and discrimination (against groups such as mothers, elderly workers, handicapped citizens, Roma/Gipsy ethnicity etc.) block the widespread of flexible employment forms, even when it would be economically reasonable.

5. What is the society’s attitude towards flexible forms of employment? (are they seen as “necessary evil” or an opportunity for professional development?)

Work lease has a very bad reputation in public opinion, mostly because leased, “outsider” employees receive much fewer benefits than “normal” workers. Situation is better in positions requiring high level of qualifications, where many young entrant workers are happy with them, regarding them as a possibility to demonstrate their skills.

Many defects in the Hungarian labour market come from the uneven access to work possibilities and from discrimination by the employers.

6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on ‘standard’ employment contracts?

No exact data are known. The experts estimate this figure around 10-20% of all employment figures.

7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?

Legally both parents are equal. In Hungary nowadays still much less fathers go on maternity (fraternity) leave than mothers do. Those who do might do this to protect the well-paid job of the mother, who goes on maternity leave the shortest time possible, and then the father “takes over”. This can be observed in not so well-to-do families, as one expert reported. The classical family model is more widespread in Hungary, with the mother performing “mothers’ duties” i.e. staying with young children on maternity leave, and the father trying to make the income of the family. It is much harder for women to return to work and get accustomed after staying home with children, than for men. Sometimes they are taken back, only to be fired in a question of days or weeks. Discrimination against women can be observed.

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8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

Most experts found an equal distribution of sexes. For student work: students evidently are employed. For leased positions, low qualified, young males are more likely to be found. For part-time work, middle age employees are represented in greater number of both sexes. For some occasions, young mothers are usually those who get engaged.

9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

Some experts say flexible/atypical form of employment in Hungary are less safe than normal positions. On the other hand, any type of employment is better / safer, than unemployment... Flexible forms could mean independence and provide a wider range of possibilities for workers.

The aim would be to increase the number of flexible employment possibilities, but by creating new jobs, and not by transforming other types of employment to be flexible... The aim is: give more people work, and not that the same number of workers work in different employment forms.

FRANCE

Hommes et Savoirs

1. What kinds of flexible forms of employment are used on your local labour market?

Two types of flexibilities are developed on the territory. These forms are related to the type of employment.

The commercial and construction sectors are the principal users of temporary employment whereas the sector of tourism and mainly that of hotel trade restoration are based on the seasonal contracts or rather on the long term limited time contracts.

2. Since when have flexible forms of employment been used in your country?

On the littoral area, an ancient culture of seasonal work exists, which form of employment is very developed. It allows workers without qualification but with a competence built by experience to build courses combining the seasonal uses of the sector of shellfish farming and agriculture with employment related to the tourist season.

This culture of self-managed seasonal employment was gradually pushed back by the development of the techniques and mechanization on the one hand, by the introduction of standards and procedures on the other hand. Employment gradually became more qualified. That impacted the processes before impacting the cultures, which made professional transitions difficult.

This project has been funded with support from the European Commission under the Lifelong Learning Programme. Today this flexibility is subject to important organisational constraints and it is mainly controlled by organizations of accompaniment (Pôle Employment, Agency of Interim in particular), even if it is generally for low qualified employment.

3. What kinds of flexible forms of employment are usually chosen by employees?

A small percentage of employees make the choice of temporary work. For them, it is sometimes synonymous with freedom, but the majority of the employees use the interim in ultimate recourse, not being able to reach conclude an undetermined duration contract.

In the sector of tourism, one notes that many employees leave the profession after one duration of employment ranging between five and ten years and are reoriented towards another professional sector not being able to find employment in the sector of tourism or to be able to associate their employment with family life, seasonal employment being very demanding, for one short time, in term of time amplitude, which represents a strong constraint for women, in particular for young mothers.

4. What kinds of flexible forms of employment are usually chosen by employers?

In this area, employers use limited time contracts of short duration (oyster culture, gathering of fruits) or longer limited time contracts (from four to eight months) in the sector of tourism or truck sector.

The commercial sector uses part-time interim or limited time contracts, then it transforms part of these in permanent contracts after a short period but generally by maintaining part time employment.

There is little industry in the area. Principal industry is agribusiness industry and it is also strongly impacted by seasonal variation, it uses interim workers for the strongly mechanized uses of production.

There is no social debate to this date on this question, undoubtedly due to lack of communication about this form of employment. Only the trade unions approach this question with the preparation of the law planned for the end of 2012. This point is very shared and centered on an issue that is more than flexibility (organizations of employers) and more than safety (paid organizations). This debate is the object of confrontations in the very specialized milieu of the work world. The sector of vocational training does not seize this question yet.

5. What is the society's attitude towards flexible forms of employment? (are they seen as "necessary evil" or an opportunity for professional development?)

The investigation of seasonal workers inform us, if we analyse the answers given to the question "for which reason does somebody take the season", and while taking in account the answers of only the job-seekers, on the methods of use of this form of employment by the employees:

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- 2% job-seekers have a seasonal activity to finance a project study,
- 15% to finance a personal project,
- 28% because it is the only employment appropriate which is available for them,
- 14% because it is a lifestyle which is appropriate for them,
- 17% to improve their income,
- 8% to reach a first professional experience,
- 16% to build or continue a community project.

All in all, the answer is rather directed towards a necessary evil and only 14% affirm that this kind of employment is appropriate to them. 24% use this activity like one professional period of transition and aim at a better employability in the short and medium term whereas more than 28% consider that it is the only form of employment which is accessible for them.

After a period of seasonal work, the youngest employees wish to continue or resume studies. One observes the tendencies hereafter:

- 22% of the seasonal workers of less than 36 years wish to reach a permanent contract whereas this proportion amounts to 38% for the older employees.
- 17% of the seasonal workers of less than 36 years wish to take a new season in the same employment against 33% of the older seasonal workers thus showing the request for stronger stability in this age range.
- Respectively 7 and 8% wish to follow a vocational training.
- And 55% of the seasonal workers would be interested by an internal training or of adaptation to the work station to prepare the next season.

The whole of these figures show a strong demand of tools of security of the courses.

Only 7% of less than 36 years and 4% of older seasonal workers wish to make one season in another area. This ratio is respectively of 5 and 6% to make another season in the department.

3% of paid workers of less than 36 years and 6% of the older seasonal workers plan to create or take again a company.

6. What percentage of people are employed on flexible contracts in relation to the percentage of people employed on 'standard' employment contracts?

There is on the whole department 123,822 employees with salaries. The first sector provider of employment is that of the tertiary sector with 89,293 employed; the second is composed of 20,172 employees in the sector of industry. Finally the sector of construction represents 14,357 paid employees.

In Charente Maritime, the paid employees (available data at the time of the investigation: 4th quarter 2011) drops by 1% is a loss of 1202 positions. The paid employees in industry remain stable (6 positions less) after three quarters of rise (respectively +2% in the first

This project has been funded with support from the European Commission under the Lifelong Learning Programme (first quarter, +0.7% with the second and +0.3% with the third). For the consecutive second quarters, the evolution in the construction industry is downwards; it also regresses in the tertiary sector at the fourth quarters of 1.3% it is 1186 positions.

In the first quarter of 2012, the rate of recourse to the interim is of 4% of employment. It is the weakest in Poitou-Charentes region, the three principal branches of industry are directed downwards in Charente Maritime (mainly in industry with -5.8% and more slightly in the sector of the tertiary sector and construction).

The recourse of the employers to temporary contracts (from one to 6 months) is of 56% over one year.

The number of job offers collected by Pôle Employment was in December 2011 of 818 durable job offers (6 months or more) either 32.57% and of 1693 nondurable job offers (less than 6 months) or 67.42%, for 27,678 job-seekers of category A.

On the territory of the basin of Atlantic Royan, there are 75,868 inhabitants with permanent residency. 24% are less than 30 years and 40% are older than sixty years. During the summer period, one counts on this same territory approximately 450,000 inhabitants, which is six times more inhabitants for the tourist period than of permanent residents.

These demographic data induce a kind of seasonal employment related to the attractiveness of the territory.

The economic situation, and in particular the data of the demography of the companies confirm this tendency. The companies of more than 50 Wages-earner are concentrated in the public sector (the Community D urban area, cities centers district, hospital and private clinics) and in the sector of large distribution (very gone).

Apart from these large companies, one counts:

- 1202 companies in the sector of agriculture with annually 2508 recruitings is approximately 2 employees per company,
- 1282 companies in the sector of the construction which is that which has an activity directed downwards with 927 recruitings.
- the sector of industry understands 587 companies and recruiting 1081 people,
- Finally the tertiary sector means 10,974 companies and represents 35633 recruitings which counts for more than three employees per company.

There is on this sector, a stock of approximately 4300 job-seekers (4327 on average annual for the year 2011 and 4442 job-seekers of category A in January 2012). 15.30 of these job-seekers are less than 25 years old, 58.85 between 26 and 49 years, 25.84% job-seekers are more than 50 years. The share of women and 50+ are 40% of the whole.

The economic activity of the territory represented 5168 offers collected by Pôle Employment of which 71% were job offers from 1 to 6 months.

In the first quarter 2011, the number of Single Declarations of Recruiting (obligatory formality of administrative declaration at the URSSAF for any declaration of employment

This project has been funded with support from the European Commission under the Lifelong Learning Programme (whatever its duration) was of 6000 and 12000 with the third quarters. The whole of these data confirms the seasonal and temporary character employment on this territory.

In the sector of employment seasonal workers, the majority of the contracts last two month (47%), the share of 4 to 6 months long ones is of 24%, that of the contracts of more than six months is of 13%.

The uses of one-two months duration (44% job-seekers) is strongly represented in the sector of large distribution (59%), then in the sector of the retail selling (54%) of 40% for the restoration and 37% for the camp-sites and vacation villages.

The contracts from 4 to 6 months are primarily taken by the job-seekers (62%) of more than 35 years and having a qualification of level V (CAP-BEP) or a successful experience in this sector, mainly in the uses of cooks and receptionists in hotel trade.

7. Are mothers and fathers on maternity leaves or returning to work after maternity leaves treated differently?

No data known on this question.

8. Who is usually employed on flexible contracts? (age, education and gender differentiation)

According to the sectors, employment corresponds to typologies of population.

We centered our investigation on the question of the seasonal employment which is very important on the littoral zone of the department of Charente Maritime. This sector is understood in the data of use of one duration lower than 6 months and corresponds to 67.42% of the offers in the department, we recall that it is of 71% in our sector of intervention.

The share of 18-25 year olds accounts for 65% of the seasonal workers and one counts in this age range, for the 1085 questionnaires exploited in the investigation directed by the Department of Seasonal Employment, 379 women and 317 men.

The share of older than 35 year olds is of 16.5% including 95 women and 74 men.

37% of the seasonal workers have a level higher than the Baccalaureat (level IV equivalent at the end of the secondary cycle of mainstream education in France, end of studies at the 18 years age for a standard course) and 35% have a Bac. level. 28% of the seasonal workers thus have a level lower than the Baccalaureat.

Women generally have higher education than men.

These figures are to be balanced by the fact that 35% of the seasonal workers are students and 6% of the high-school pupils corresponding to the manpower of seasonal workers of less than 18 years.

What is confirmed in the study of the situation of the seasonal workers except tourist working life which shows that in addition to studied manpower, we meet 39% job-seekers, 7% from temporary workers and 6% of permanent seasonal workers (season of summer and

This project has been funded with support from the European Commission under the Lifelong Learning Programme season of winter within the framework of the main activity, seasons in different employment (oyster farming and tourism).

The seasonal employment survey shows that, for the ten most quoted employment types, one observes the following distribution:

- 23% women and 77% men in the trades of the monitoring and safety,
- 48% women and 52% men in the service sector in restoration,
- 70% women and 30% men in the wholesale,
- 44% women and 56% men in the sector of catering,
- 89% women and 11% men in the trades of reception,
- 59% women and 41% men in the sector of animation,
- 67% women and 33% men in the trade of maintenance,
- 18% women and 82% women in the sector of maintenance
- 90% women and 10% men in the trades of the retail selling,
- 95% women and 5% men in the sector of the hotel services.

9. What is your opinion about the flexible forms of employment? (is it true that one really can feel safe while employed in terms of flexible forms of employment?)

All in all, it is noted that the only entry existing on the question of the flexibility and that of the security leading to “flexicurity” is the existence or not of a piloting on the territory of a mission of Management planning of Employment and Competences, shared between the actors of employment, the economic actors and the elected officials.

The meetings enabled us to measure the difficulties of the implementation of the GPECT and the security of the professional paths of the paid credits or job-seekers.

This device makes it possible to identify existing competences company by company and deduction, to make the inventory of missing competences. A bank of resources could then be made up to pool, on the territory, the data of investigation according to two axes: to list existing competences, to avoid competition and to identify the requirements in new competences.

Known the studied territories (littoral of the Maritime Department of Charente) there exists a bond between Management planning of the Uses and Competences and the seasonal variation of employment. It is a question of coordinating the complementarity between the various working lives and of working on competences to build to be able to meet the various needs, either in term of multi employers, or in term of multi-activity.

These territorial studies aim to seek the possible office pluralities between various requirement and working lives various in competences of the companies.

The question of the population test is for the implementation of a program of the Flexicurity is that it will be necessary - as the starting of the action - to be able to make sure of the participation of the unit of the long-term actors.

If one takes as another example that of the offer of FAFIH (OPCA of Hotel trade, the Restoration and the Leisures), the actions suggested are interesting but their range remains

This project has been funded with support from the European Commission under the Lifelong Learning Programme confidential. It relates to one three days average duration short modules and which are not cumulable. It is about action of adaptation to the work station, proposed upstream season.

To develop this action, a Local Agency for Employment set up talks at two periods of seasonal employment: at the end of the season and at the time of the re-registration or monthly follow-up. It was a question of proposing modules of formation during out of season times (the time of nonemployment). Adhesion is difficult to obtain, there were 25 job-seekers who adhered to the service suggested on 5000 registered job-seekers of which 25% concern the sector of the hotel trade-restoration.

One of the solutions possible would be the development of the groupings of employers who can have the financial capacity of trust the people because they are their single employer.

The main difficulty is represented by the complexity of the assembly of request files of financings of the formation which answers different criteria according to the people and who are relating to the inscription like job-seeker, the seniority of this inscription, the type of perceived allowance or the no payment, the statutes, the sex, the age, the type of companies and the duration and with the type of employment, with the existence or not of industry-wide agreements, an extremely precise knowledge of the devices of assistance, devices of opening of rights, of right to remuneration, rights to the social coverage, rights to the formation.

The measurement of preparation to the employment of the seasonal workers being more one measurement of adaptation to the work station that a real measurement of management of the flexicurity.

Since 2009, a device managed by the Area Poitou Charentes, named Public service Régional de Formation (SPRF), makes it possible to organize a security of the courses of formation (and not of employment).

This device makes it possible to accommodate, without selection of starting prerequisite, any person wishing to profit from a formation remunerated for a one 24 months maximum duration course. During this period, the person can reach modules of formation (general modules of key competences and technical modules of trade employment) giving access a first qualification level. The person in course on device SPRF can alternate these modules of formation with employment periods, even a suspension of course for availability personal, each phase of alternation except formation lasting two month maximum.

The formation is organized by professional sector called Groupe Formation Employment.

This formation suggested by the service formation of the Region Poitou-Charentes can be open to employees. This system, although centered on the security of the courses of formation can also be a field of reflection to continue the work of development of the project of “flexicurity” in the direction of all the credits for a security of the professional paths.

It is what the area in its project seeks to implement.

CONDUCTED TRAININGS

Introduction:

At the application stage we assumed that the pilot training programme would be the same for all the partners. We assumed that all institutions would carry out the training under the same programme. In practice it was clear that the level of implementation of flexicurity in partner countries was highly diversified. We decided to conduct a pilot training based not on the identical programme but a variety of programmes, which included, however, many common elements, which means that the pilot training carried out by partner institutions was based on similar programmes, but differed in the details tailored to the scope of the implementation of flexicurity in the country and to flexible forms of employment that occur there.

Summaries of conducted trainings:

BOIE, Poland

Training: „Implementation of the idea of Flexicurity in the professional practice of employment agents and career counselors”

Participants: career counsellors and employment agents – 14 persons

Duration: one-day training, 8 hours

Date: 25th of February 2013

Programme:

- I. Flexible forms of employment in Poland /2 hour/
 1. Kinds of flexible employment forms in the country
 2. Advantages and disadvantages of flexible forms of employment
 3. Law regulations for flexible forms of employment
- II. The development of soft skills necessary to implement the idea of flexicurity /5 hours/
 1. Working with a client (employers, employees)
 - a) Establishing a relationship with a client
 - b) Responding to clients concerns
 - c) Assertive behavior (defense against criticism, assertive putting limits)
 2. Process of informing clients about flexible forms of employment
 - a) Advantages and disadvantages of working in flexible form of employment
 - b) Advantages and disadvantages of hiring employees in flexible form of employment
- III. Good examples/ good practice of working and hiring in flexible forms in Poland /1 hour/

This project has been funded with support from the European Commission under the Lifelong Learning Programme

What were participants' expectations regarding the pilot training?

Participant rated questions using the scale:

5 = EXTREMELY

4 = VERY

3 = MODERATELY

2 = SLIGHTLY

1 = NOT AT ALL

- acquiring knowledge about advantages and disadvantages of flexible forms of employment (in employee's and employer's point of view) - average ratings 4,77
- acquiring knowledge about legal regulations concerning flexible forms of employment - average ratings 4,85
- acquiring knowledge about techniques for working with clients, regarding implementation of Flexicurity - average ratings 4,54
- developing assertive communication skills - average ratings 4,58
- acquiring knowledge about ways of showing unemployed persons advantages and disadvantages of flexible working - average ratings 4,69
- acquiring knowledge about ways of showing employers advantages and disadvantages of flexible working - average ratings 4,85
- acquiring knowledge about best practices of working and employing based on the Flexicurity idea - average ratings 4,54

Were participants' expectations regarding the pilot training fulfilled? To what degree?

Participant rated questions using the scale:

5 = EXTREMELY

4 = VERY

3 = MODERATELY

2 = SLIGHTLY

1 = NOT AT ALL

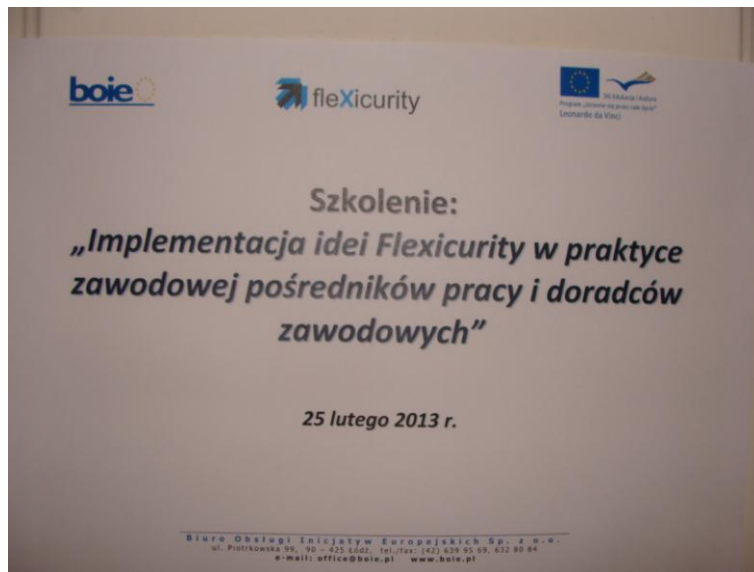
- acquiring knowledge about advantages and disadvantages of flexible forms of employment (in employee's and employer's point of view) - average ratings 4,85
- acquiring knowledge about legal regulations concerning flexible forms of employment - average ratings 4,54
- acquiring knowledge about techniques for working with clients, regarding implementation of Flexicurity - average ratings 4,69
- developing assertive communication skills - average ratings 4,69
- acquiring knowledge about ways of showing unemployed persons advantages and disadvantages of flexible working - average ratings 4,85
- acquiring knowledge about ways of showing employers advantages and disadvantages of flexible working - average ratings 4,85
- acquiring knowledge about best practices of working and employing based on the Flexicurity idea - average ratings 4,69

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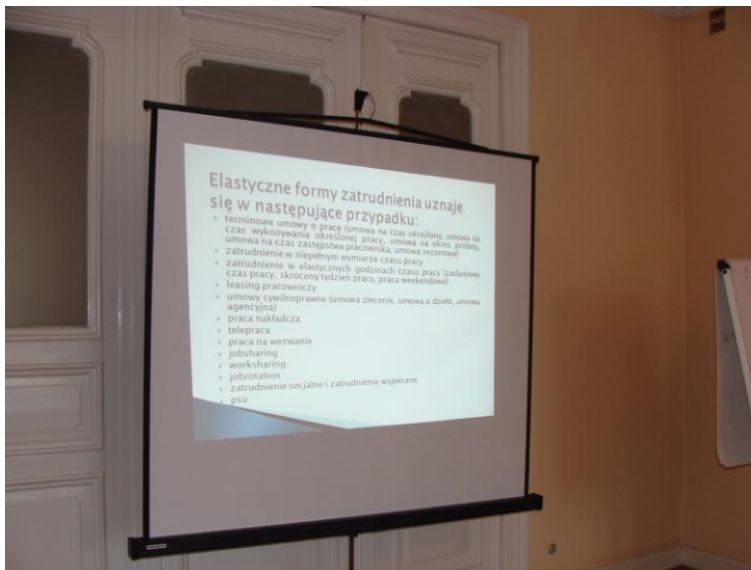
Conclusions:

- Participants' expectations regarding the pilot training were fulfilled.
- We should only make some changes regarding the programme point „legal regulations concerning flexible forms of employment” – expectations of participants were higher before the training.

Gallery:



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Praxis GmbH, Germany

Training: Regarding flexible working conditions in the counseling process. Handout for the training of professional counselors

Target group: Members of JobCenters, Employment agencies, Placement officer, Carrier agents in private organizations etc.

Target: Transport the idea of flexicurity in the counseling process, support clients to find the right decision and clear all aspects and needs.

Date: 7 March 2013

Contents: Information of flexible working conditions, practice of counseling

Setting: Room with different workspaces, Laptop, Beamer

Number of Participants: 10-15

Staff: facilitator, lawyer, manager of enterprises, trainer

Programme:

Part 1: Introduction

- Own experiences with flexible working conditions – Group discussion
- Did you have own working experiences?
- What conditions did you have?
- Did you have the choice?
- How did you think/feel about?
- What happened?

Part 2: Definition of flexicurity

Flexicurity should in essence be regarded as a combination of flexible labour markets and a high level of social security. These two elements, flexibility and social security, need to be brought into a balanced relationship, because you cannot demand world-class flexibility unless you provide employees with world-class social security.

Discussion of the European/ global context

Different types of flexible working forms

- Limited contracts
- Marginal employment
- Home-Office
- Parental leave
- Sabbatical

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- Time account (work-time or life)
- Down-time
- Flexible worktime
- Work on fee-basis
- Temporary -work

Different aspects of security

- Job to Job Matching, contact before the end of the contract
- Combined seasonal working stations
- Combined working contracts (one contract, different enterprises)
- Social security (social benefits, insurance, retirement arrangements)

Discussion of frame conditions of the regional labour-market

Part 3: Legal situation

Laws which regulate flexible working conditions (specialized lawyer for employment law)

- History of legal regulation of flexible work forms
- Actual situation, rights of employers and employees?
- What aspects should be regarded in a contract?
- What arrangements are legal/illegal?
- Which concrete case examples are known?
- What leading decisions exist?

Time for questions

Part 4: Good practice

3-4 Manager of regional enterprises answer following questions:

- What kind of flexible work conditions do you have in your enterprises?
- What are your profits?
- What are the profits for your staff?
- What do you expect from candidates concerning flexibility?
- What security can you offer?

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- What are the problems?
- Do you think, the legal regulations are satisfying?
- What should policy do to change situation?
- What could be the trend in the future?

Discussion

Part 5: MiniMax Intervention (Theory)

Minimal Intervention with maximum effects.

Idea: using methods of systemic counseling to clear the experiences, competences, fears, targets and possibilities of a client (not of the counselor), lead him/her to a decision about accepting a flexible job and help him to arrange maximum security.

Main rules with examples:

- Changing the future by looking in the past. Until now (I could not motivate myself to look for a job)
- Don't ask "if" (I would like to know if you really want to find a job...) Better: how, what, which?
- Don't ask for things, which are not wanted, ask for targets. Ask: instead (of being unemployed, what do you want to do?)
- Always is never real (I have always bad luck with my jobs). In my last job I had bad luck, but in two other jobs it was good).
- Use images: Finding a job is like a marathon: Training, effort and a target.
- Think positive: I hope I will succeed (not: I hope, nothing goes wrong)
- Use w-questions: When did you succeed? What was different? Which idea you have?
- Small steps (first I will optimize my CV, after I will call the enterprise....)
- How would you do it (if you would start looking for a job, would you call an enterprise or send a CV?) Ask for the idea of the client, give him alternative instead of telling him, what he has to do.
- Imagine, you would have an interview. What would you say? (Roleplaying)

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- You think, you are not able (to find a job). But this is only your imagination, there are competences in yourself, you don't show until now.
- You don't need to believe me, that a good picture is important. But perhaps you like to have a good picture of yourself. (to provide resistance)
- Speak the speech of your client (if you can do it authentic)
- Paradox intervention: you will surely never send an application to an enterprise like this. (with very difficult clients).
- Never blame somebody: tell wishes (I wish you would allow me to help you to write an application, not: you never write an application).

Manfred Prior: MiniMax for teachers, Beltz Verlag, Weinheim und Basel 2009

Part 5: Counseling Training

Roleplaying

Use MiniMax methods in counseling praxis:

A client needs help to decide, if he wants to do an application for a part time job.

A client needs help, because his temporary work ends soon.

A client wants to know, what he can do to secure his social situation in a job on fee-basis.

8 ³⁰ – 9 ⁰⁰ Uhr	Come in – Expectation of the participants (questionnaire)
9 ⁰⁰ – 9 ³⁰ Uhr	Introduction Alexandra Mora, Praxis GmbH
9 ³⁰ – 10 ³⁰ Uhr	Laws which regulate flexible modes of working in Germany (Europe) Thomas Kelz, specialized lawyer for employment law
10 ³⁰ – 11 ⁰⁰ Uhr	Coffe-break
11 ⁰⁰ – 12 ³⁰ Uhr	Good practice – reports from regional companies Karin Batz, inosoft Marburg Frau Brinkmann, TEKA Marburg (angefragt) Peter Gleissner, Sparkasse Marburg-Biedenkopf
12 ³⁰ – 13 ³⁰ Uhr	Lunch-break
13 ³⁰ – 15 ³⁰ Uhr	Introduction to the method of systemic solutions – MiniMax Intervention Wiebke Buff, Liehrhof-Akademie für SystemIntegrative Therapie
15 ³⁰ – 15 ⁴⁵ Uhr	Coffe-break
15 ⁴⁵ – 17 ⁰⁰ Uhr	Exercises with concrete briefing situations of employers and employees Wiebke Buff, Liehrhof-Akademie für SystemIntegrative Therapie
17 ⁰⁰ – 17 ³⁰ Uhr	Feedback

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Gallery:



Presentation and Discussion:

- Forms of flexible work
- Security aspects
- Own experiences
- Benefits for the employee

Lawyer Kelz

Flexicurity: legal provisions

- Part-time and limited Jobs Act
- Forms of limitation
- Parental Leave Act
- Care-time Act
- Time-account arrangements

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Regarding flexible models of working in the consulting process

Seminar for employment–consultants and trainers (one day)

7th March 2013



Herr Gleisner – Sparkasse Marburg-Biedenkopf –Director Human Resources 900 Employees– 380 in part-time jobs

Flexicurity: Benefits for the employer

- Jobsharing
- Part-time for elder
- Parentel leave
- Personnel Selection criteria

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Frau Wiebke Buff, Liehrhof Academie

MiniMax Intervention, based on systemic consulting

- integrate professional aspects and soft skills in the consulting process
- Focus on the client's needs and targets

Feedback:

- Too much for one day – more time for practical exercises
- More about flexible workforms
- Clarify the connection between Flexicurity and consulting methods.
- Every part was very good.
- Useful for Case-manager

NHE, Hungary

Training: Competency development of employment agents and career counsellors in the sphere of supporting the implementation of flexicurity

Target group: Direct target groups of the training: employment agents and career counselors; indirect target groups of the training: employers and employees

Date: 26.06.2013

Duration: one-day training 8 hours

Direct aim of the training: Providing knowledge and skills, required for supporting to spread working types according to the principles of flexicurity (flexibility and security at the same time) for the members of the target group.

Setting: Room with different workspaces, Laptop, Beamer

Number of Participants: 15 (social workers as career counselors in labour market projects, employers, invited agents of labour agency could take part)

Indirect aim of the training is to support the social partners in the following fields: promoting social dialogue in connection with the principles and implementation of flexicurity, promoting, that the principles and implementation methods of flexicurity are integrating in the knowledge of the social partners and in the weighed decisions,

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This project has been funded with support from the European Commission under the Lifelong Learning Programme empowering employees to weigh up prepared the aspects of the secure and flexible work in their HR activity and to make the appropriate decisions, enabling the employers to weigh up prepared and conscious the flexible and secure aspects of the not typical forms of work and to develop the most appropriate private strategies.

Contents of the training

General contents:

- Reconciliation of the principles of flexicurity, flexibility and security.
- Content of the different forms of work and their legal and economic environment.

Contents aiming to support the employees:

- Weighing up the aspects of practising flexicurity (relationship between flexibility and security, reconciling work and private life, etc.) Adaptation of the competences of work in the frames of flexicurity.
- Private competency development, needed for using flexicurity (planning the walk of life, reconciling the work and private life etc.).
- Negotiation and bargaining: vindicating flexibility and security in the labour market.

Contents aiming to support the employers:

- Economic and management aspects of using flexicurity (cost-benefit, public benefits, social responsibility, etc.) Organization of work in terms of flexicurity.
- Competency development of professional and organizational skills, needed for flexicurity. Applying the aspects of flexibility and security in the HR activity.
- Negotiation and bargaining: operative aspects of negotiation with the employee.

Programme and agenda:

- 9.00-9.15: *Welcome and introduction*
- 9.15-10.00: **The EU model of future work is „flexicurity”**
dr. Szöllősi Gábor, social politician, The University of Pécs, Faculty of Social Work and Social Politics
- 10.00-10.45: **Prezentation of practical „flexicurity” in the EU and possibilities of realization in Hungary**
Vojtek Éva, social politician, The University of Pécs, Faculty of Social Work and Social Politics
- 10.45-11.00: **Questions and answers**
- 11.00-11.15: *Break*

Presentations for debate:

- 11.15-12.00: **The future of „flexicurity” in Hungary – from the employee’s point of view**
Kulinyi Márton, managing director, Budapest Chance Nonprofit Ltd.
- 12.00-12.45: **The future of „flexicurity” in Hungary – from the employer’s point of view**

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Vincze Csaba, managing director, Primasoft Ltd.

- 12.45-13.00: **Questions and answers (creation of workshop groups)**
- 13.00-13.15 - Break
- 13.15-15.00: **Workshopok (In the topics of the themes of the debate presentations):**
- 15.00-15.30: *Questions, reflexions, closing*

Evaluation – feedback:

- New aspects of employment learnt
- Flexicurity as instrument now better aware
- Got new skills for the counseling process

Gallery:



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TIBP, Germany

Participants: project participants (career counselors, socialworker)

Duration: one-day training, 6 hours

Date: 08th July 2013

Programme:

- I. Flexible forms of employment in Germany /2 hour/ by Roger Schmidtchen
 1. Kinds of flexible employment forms in the country
 2. Advantages and disadvantages of flexible forms of employment
 3. Law regulations for flexible forms of employment
- II. The development of soft skills necessary to implement the idea of flexicurity /3 hours/ by Lina Kummetz
 1. Working with a client (employers, employees)
 - a) Establishing a relationship with a client
 - b) Responding to clients concerns

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- c) Assertive behavior (defense against criticism, assertive putting limits)
2. Process of informing clients about flexible forms of employment
 - a) Advantages and disadvantages of working in flexible form of employment
 - b) Advantages and disadvantages of hiring employees in flexible form of employment
- III. Good examples/ good practice of working and hiring in flexible forms in Poland /1 hour/ by Roger Schmidtchen

Evaluation:

Facts:

- 10 participants
- Social worker as career counselor in labour market projects
- Invited agents of labour agency couldn't take part

Feedback:

- New aspects of employment learnt
- Flexicurity as instrument now better aware
- Got new skills for the counseling process
- Totally worth of time

Gallery:



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TRAINING PROGRAMME

The feedback received after the completed pilot training allowed us to develop a common training programme for employment agents and career counselors with the acknowledgement of the fact that some elements of the training can be further developed by adding aspects necessary for the target group in the specific labor market.

Training:

„Implementation of the idea of Flexicurity in the professional practice of employment agents and career counselors”

Participants: career counsellors and employment agents

Duration: two-days training, 12 hours

Participants: group of 10-15 people

Programme:

I. Flexible forms of employment /4 hour/

1. Kinds of flexible employment forms in the country and in some European countries (similarities and differences)
2. Advantages and disadvantages of flexible forms of employment
3. Law regulations for flexible forms of employment:
 - *History of legal regulation of flexible work forms*
 - *Actual situation, rights of employers and employees?*
 - *What aspects should be regarded in a contract?*
 - *What arrangements are legal/illegal?*
 - *Which concrete case examples are known?*
 - *What leading decisions exist?*

II. The development of soft skills necessary to implement the idea of flexicurity /5 hours/

1. Working with a client (employers, employees)
 - a) Establishing a relationship with a client
 - b) Responding to clients concerns
 - c) Assertive behavior (defense against criticism, assertive putting limits)
2. Process of informing clients about flexible forms of employment
 - a) Advantages and disadvantages of working in flexible form of employment
 - *Weighing up the aspects of practising flexicurity (relationship between flexibility and security, reconciling work and private life, etc.) Adaptation of the competences of work in the frames of flexicurity.*

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- *Private competency development, needed for using flexicurity (planning the walk of life, reconciling the work and private life etc.).*
- *Negotiation and bargaining: vindicating flexibility and security in the labour market.*

b) Advantages and disadvantages of hiring employees in flexible form of employment

- *Economic and management aspects of using flexicurity (cost-benefit, public benefits, social responsibility, etc.) Organization of work in terms of flexicurity.*
- *Competency development of professional and organizational skills, needed for flexicurity. Applying the aspects of flexibility and security in the HR activity.*
- *Negotiation and bargaining: operative aspects of negotiation with the employee.*

III. Good examples/good practice of working and hiring in flexible forms (national and European point of view) /2 hour/

IV. The future of „flexicurity“– from the employees’ and employers’ point of view /1 hour/

Trainings methods: lecture, workshop, group work, case study, role playing

Training materials: scripts, exercises, tests, PowerPoint presentation

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THE IDEA OF FLEXICURITY – CONCLUSIONS

The concept of flexicurity is a combination of labour market flexibility and social security. Its main idea is to encourage Member States to implement such labour market reforms and social policies that will promote and strengthen the flexible forms of employment and employment security, including the necessity to adapt to the specific institutional conditions and segmentation of the labour market.

Flexicurity is recognized by The European Union as one of the most important models to be realized within the modern labour market policy. Flexicurity is still an innovative solution on the labour market in some European countries. Therefore, both the employers and people seeking job, are still just observing rather than putting it into practice. Experience of other EU countries shows that making labour market more flexible on the one hand, and improving the employment security on the other hand, are both effective solutions. The second thing is really important for people facing a difficult situation, who belong to the unfavoured groups – elderly persons who wish to remain active on the labour market, disabled persons whose health issues can be an obstacle for finding employment or young mothers who have difficulties returning onto the job market after a break caused giving birth or raising a child. Models of flexible forms of employment promoted within the flexicurity idea enable those groups to operate on the labour market to the normal extent.