



MoPAct – Mobilising the Potential of Active Ageing in Europe Extending Working Lives and Lifelong Learning Final Country Report: Czech Republic

Based on (in chronological order):

- **Vidovičová, Lucie (2013):** National report for the conceptual framework on innovative, effective, sustainable and transferable strategies to enhance the extension of working life and lifelong learning. Country: Czech Republic.
- **Vidovičová, Lucie; Khýrová, Veronika (2015):** Czech Republic. In: Barslund, Mikkel/Bauknecht, Jürgen/Cebulla, Andreas/Gasior, Katrin/Kadarik, Ingel/Khyrova, Veronika/Krumina, Marija/Linnenschmidt, Katja/Martellucci, Elisa/Moskvina, Julija/Naegele, Gerd/Osila, Lina/Principi, Andrea/Rincon-Aznar, Ana/Socci, Marco/Styczyńska, Izabela/ Vidovičová, Lucie/Wilkinson, David/ Zólyomi, Eszter (2015): Best Practice Cases. MoPAct WP3
- **Bauknecht, Jürgen; Vidovičová, Lucie & Khýrová, Veronika (2015):** National Policy Report Czech Republic. In: Naegele, G. and Bauknecht, J. (eds. 2015): National Policy Report. MoPAct WP3, 77-87.
- **Vidovičová, Lucie & Wija, Petr (2016):** Identifying and assessing structural drivers of and barriers to innovative, sustainable strategies for extending working lives and lifelong learning on the demand and supply side. National Report Czech Republic.

And comments by Jürgen Bauknecht and Gerhard Naegele.

Composed and structured by **Vera Gerling**

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Reading Guidance

This final country report on the case of the Czech Republic is a composition of several documents that were written in the context of the EU-project for MoPACT – Mobilising the Potential of Active Ageing in Europe. MoPACT is a four years project funded by the European Commission under the 7th Framework Program. More specifically, the different chapters of this report are based on a series of papers as well as on additional research.

1. Summary

The summary is written by Vera Gerling and is based on all parts of the following text.

2. Basic Demographic Information

This chapter combines additional research carried out by Vera Gerling (2.1 – 2.5) with the national report on “the conceptual framework on innovative, effective, sustainable and transferable strategies to enhance the extension of working life and lifelong learning; Country: the Czech Republic” written by Lucie Vidovičová in 2013 (as result of Work Package 3 Task 1) (2.6).

3. Extending Working Lives and Lifelong Learning: National Policies

3.1 (Introduction) is also based on the national report on “the conceptual framework on innovative, effective, sustainable and transferable strategies to enhance the extension of working life and lifelong learning; Country: The Czech Republic” written by Lucie Vidovičová in 2013 (as result of Work Package 3 Task 1).

The following sections are an extract of the “National Policy Report” written by Jürgen Bauknecht, Lucie Vidovičová and Veronika Khýrová in February 2015 (as a result of Work Package 3 Task 2). Where possible, updates are made by the latest report written by Lucie Vidovičová and Petr Wija in 2016.

4. Extending Working Lives and Lifelong Learning: Selected Innovative and Sustainable Approaches

The models of good practice have been identified by Lucie Vidovičová and Veronika Khyrova and comprise good practice examples both on the sides of labour supply and labour demand. The text stems from the “National Policy Report” written by Gerd Naegele and Jürgen Bauknecht in February 2015 (as a result of Work Package 3 Task 2).

The models of good practice themselves are drawn from the report of Mikkel Barslund et al. written in February 2015, entitled “Extended Working Lives - Good Practice Cases”, MOPACT project, Work Package 3 Task 2.

5. Extending Working Lives and Lifelong Learning: Drivers and Barriers

This chapter is based on the “National Report The Czech Republic” written by Lucie Vidovičová and Petr Wija identifying and assessing structural drivers of and barriers to innovative, sustainable strategies for extending working lives and lifelong learning on the demand and supply side as a result of Work Package 3 Task 4.

1. Summary

Basic Demographic and Labour Information

In 2014, the Czech Republic had a population of 10.5 million people, of which 5.1 million were men and 5.4 million women.

In 2014, 17.6 % were aged 65 and over. From 1.8 million older people aged 65 years and more 765.000 were males and 1.0 million females. (OECD 2016b)

In the Czech Republic, in 2014, life expectancy for a new born male child was 75.8 years and for a female child 82 years (in average 78.9 years). (OECD 2016c)

In 2014, the unemployment rate was 5,7 % of the total labour force, being 4.9 for men and 6.8 for women. (OECD 2016f)

The long-term unemployment rate was 44.5 % in 2014. (OECD 2016g)

In the case of older employees there is not a high level of specific unemployment, it actually does not differ from other age groups. There is a low level of unemployment, which is the consequence of taking up retirement (or early retirement) and incapacity benefits mainly as a consequence of a worsening position on the labour market and an effort to find alternative security/deal with the impossibility of finding work.

Older employees are the most threatened group when it comes to employers taking redundancy measures. They often involve experienced employees with higher salaries and hence they generate greater savings on personnel costs. In terms of social security, this group is in the “best position” due to higher severance pay, the duration of unemployment benefits and entitlement to old-age pension.

In 2001 the employment rate for men aged between 55 and 59 was 73.8 % and for women 31.9 % thus the difference between them was almost 42 percentage points. In eight years, by 2009, the difference decreased to 24.2 percentage points. In the 60 - 64 age group the comparison works the other way around. Men continue to have higher employment rates, in 2005 the rate was 25.4 % and grew to 36.5% by 2009 while in the case of women it increased from 12.3 % to 14.6 %. Hence men’s employment rate grew faster (by 11 percentage points) than that of women (by 2.4 percentage points) and the difference in the employment rate of the two sexes grew from 13.1 percentage points (2001) to 21.9 (2009).

Classification as “Early” or “Late Mover”

When compared with other European countries, the Czech Republic is a “late mover” in terms of willingness and ability to manage the older workforce both at the macro and the meso levels, and of promoting age management policies, employability and workability of older workers.

Predominant Concept of Active Ageing

In February 2013 the Czech government approved the National Action Plan Supporting Positive Ageing (NAPSPA) for 2013 – 2017 which includes, among other, the following areas: Life-long learning; Employment of older workforce in relation to the pension system; Volunteering and inter-generational co-operation; Healthy ageing. This is already the third Plan that the

Czech government approved, however, in some respects it is different from the previous two (approved for periods 2003 – 2007 and 2008 – 2012). First of all, it was created as a consultation document in a series of meetings of thematic groups and it was made available to the general public for comments prior to submission to the government. Secondly, the implementation of the plan should be measured on the basis of concrete monitoring indicators. It is above all these two aspects and also the subsequent work of working groups on individual key areas that raise great expectations about the implementation of the plan. It is also given as an example of good practice by interviewed experts, as a measure with a great potential in solving the problem of the employment of older workforce.

In respect of active ageing in the employment NAPSPA stands on following general goals: revision of pension system for increasing motivation for longer employment of pre-retirees; support the interest of unemployed for self-employment with necessary help and support; implementation of age-management strategies on different levels; and support to occupational medicine.

Predominant Concept of Social Innovation

Experts define social innovation as a new approach to meeting social needs, it should create an added value for individuals as well as society and in the context of employment it is understood mainly as new approaches to the employment and the training of specific target groups.

Public Pension and Retirement Policies

Due to recent reforms, since 2012 the retirement age was at 63 for men and 59-63 for women, depending on their number of children. Another reform increased the retirement age to 65 for men, women with no children and women with one child and to 62-64 for women with more than one child, depending on the number of children. According to a 2011 reform, the retirement age will be 67 from 2044 onwards and still rising, so that those born in 2012 will have a legal retirement age of 72 years and 10 months. Further, special treatment of mothers will be abolished. However, discussion on introducing the fixed retirement age of 65 has been opened again in recent years.

Another reform stepwise increases the number of necessary contribution years to receive old-age pension benefits from 25 (2009) to 35 (2019)

Partial Retirement / Partial Pension Policies

Early retirement has been possible 3 years before the legal retirement age. At the same time as the new retirement age is introduced, this time span is increased to 5 years, yet with higher deductions. Deductions are at 0.9% for each 90 days (i.e. 3.6% per year) for the first two years of early retirement and 1.5% per year for the time over 2 years.

Promoting Work after Retirement

After January 2010 it is allowed to work after retirement age and draw pension benefits fully or the half amount, accompanied with an increase of 0.4% of the pension calculation base for every year additional year worked in case of full pension receipt or 1.5% for every six months in case of half pension receipt (i.e. 3% per year)

Promoting Self-Employment

There is no other country in the European Union in which small businesses have such an influence on the economy as in the Czech Republic. Companies that employ between one and nine staff make up more than 95% of all companies in the Czech Republic and they are the biggest employer, employing more than a third of all employees. However, the self-employed may in the future become a sizeable group dependent on social benefits because the minimum social security contributions that they pay entitle them only to a basic state pension which will be insufficient to cover their needs in old age.

Unemployment Policies and Employment Protection

The strategic documents "Europe 2020" and follow up national strategy "National programme of reforms in the Czech Republic" lists the issue of unemployment as one of the key priorities. In these documents the goals of increasing employment of 20 to 64 age group to 75 %, and age group of 55 to 64 years to 55 %, are set. The Employment Act No.435/2004 defines active policy measures to increase the overall employment. The active employment policy measures include tools such as subsidies for up skilling, subsidises for work centres (sheltered workshops), counselling, but also investment incentives for employers, and others. Wage subsidies are considered the most effective tools to re-employ older job seekers. Socially useful jobs and community services are two examples where the wage subsidies are used.

Health Protection and Promotion, Prevention of Disability

EU membership brought along the implementation of health and social policy aspects as advocated by the European Commission (EC) and other organisations, e.g. the Healthy Ageing project funded by the Public Health Programme of the EC.

Czech disability pension has been changed from full disability pension and partial disability pension to one disability pension at three different levels.

Other Policy Approaches

Czech law introduced in 2009 bans discrimination based on age. This Anti-discrimination Law (198/2009) states that an employee who has been discriminated against or whose rights to equal treatment have been harmed is entitled to demand that the employer desist, provide rectification of the consequences and provide appropriate satisfaction. If an employee's dignity or reputation at the workplace is substantially harmed, he/she may claim monetary compensation.

Extending Working Lives and Lifelong Learning: Selected Innovative and Sustainable Approaches

Approaches towards mobilizing the potential of active ageing in Czech Republic have some distinct characteristics that allow us to summarize the tendencies of these efforts.

Some topics and methods are presented.

Counselling centres and services are in various approaches identified as a key factor in increasing motivation and interest of target group in active engagement in labour market.

Training and education of target group are frequently included in the programs.

Many approaches also reflected the possibility and capability of implementers to introduce **foreign good practice** in the field of mobilizing older workers in Czech conditions both on the demand and the supply side.

The approaches are often concerned with implementing the method of **mentoring** as a way of increasing active involvement of ageing target group.

The conditions of the target group of older workers are frequently addressed in **combination** with the issues of the target group of young, unexperienced workers. This is often connected to the mentoring method.

Special attention is given to **women over 50** as a part of target group that has specific needs for better engagement in the labour market. This topic is being dealt with both on the demand side by emphasizing the potential of older women as workers, and on the supply side by showing women their opportunities on the labour market.

The approaches deal with mobilizing elderly workers both on **local and national level**.

Some areas and dimensions of approaches are often neglected. The topic of **work after retirement** ("silver work") is not sufficiently reflected. Approaches usually do not offer any **over-arching dimension**, such as gender equality, topics of immigration, handicapped workers, inequality or solidarity. Approaches on the supply side frequently neglect the issues of **health, quality of work and life course orientation**.

As always, money is an important topic in implementing programs. The overview has shown that majority of the approaches uses funding from European Social Fund. For bigger companies, such as ČEZ or ŠKODA AUTO, public funding is not the key factor for implementing their approaches.

The some representative approaches for demand side of mobilizing the potential of active ageing in Czech Republic:

GENERAČNÍ TANDEM - The aim of the project is to provide generational change and support intergenerational solidarity on the labour market by sustaining employees in pre - retirement age at work and providing qualified training to people entering the labour market. The mentoring capacity of employees in pre-retirement age will prolong their employability (in the course of the project by wage incentives for the employee) and benefit all parties (employee, labour newcomers and themselves).

GO50GO - This initiative is based on job demand of target group of people older than 50 years that was not met. Job applications of this target group are continually rejected and not even considered for job interview. Human resources agency Fala decided to create an approach that gives voice to elderly job applicants. Target group is provided with pro bono personal counselling and aim of this approach is to create club for meetings and discussions among elderly workers, business managers, and employees. Open public discussion is considered as a best starting point for a change in current situation of elderly job applicants.

The some representative approaches for supply side of mobilizing the potential of active ageing in Czech Republic:

Podnikáme SPOLU - The aim of this approach is to support the return of target groups back to the labour market, including the form of self-employment. The target groups for this project are women older than 50 years, women on maternity leave or caring about dependent family member. Target groups will be educated and individually supported in created co-working centre to pursue their own career as self-employed businesswomen.

Trojústek – This approach follows the experience of Austrian service Oma Dienst. The purpose of this approach is to apply foreign experience in Czech environment. The service mediates contact among surrogate grandmothers and families with children. The aim of this approach is to make the return to labour market easier for parents and creating new work opportunities for unemployed women as well. Surrogate grandmothers will be provided with free training in personal and family skills. Parents will create friendly and personal connection with surrogate grandmothers. Grandmothers will get paid, but the fee will be lower than in commercial sphere of babysitting.

SENIORITY - Program SENIORITY is based on collective agreement between employer and employees and is intended for employees who are in an employment contract for at least 30 years. The collective agreement guarantees senior workers various securities and provides them with the most complex care and service of all included approaches

Extending Working Lives and Lifelong Learning: Drivers and Barriers

The Czech Republic has a lowest unemployment rate in EU comparison. It was around 5,4% in May 2016, which represents 395 thousands of unemployed persons, the lowest share since 2009.

Workability / Employability: Motivation

At the meso level the projects carried out by Age management z.s. should be mentioned. Age management z.s. is a NGO which is very active in raising awareness in the field of age management, in bringing the Finish concept of Work-ability index in to Czech Republic, and in implementing the principles of age management and workability as a lifelong, but sector specific processes. Age management z.s. is offering various types of educational programs for both educators and employers and HR personnel in the field of age management.

Health

Macro Level: The Czech Ministry of Labour and Social Affairs (MoLSA) supports awareness raising campaigns on age-management and healthy ageing. Among the specific goals of the National Action Plan for Positive Ageing for the Period 2013–2017 ([link](#)) is “to increase awareness of Age Management, primarily among physicians”.

The National Institute of Public Health (NIPH) is responsible for national health promotion strategies in the workplace and representing the Czech Republic in the European Network For Workplace Health Promotion (ENWHP). The NIPH participated in the eCAPACIT8 project focused on strengthening occupational health professionals' capacities to improve the health of

the ageing workforce. The project was realized from February 2013 to May 2016 and included the survey on the opinions on measures which would successfully prolong working life.

Meso Level: The car maker ŠKODA AUTO a.s. is most often quoted as an example of inspiring good practice. Its involvement in a variety of projects (such as “Third Career”), personnel programmes (e.g. “Programme for long-term employment 50+”) as well as “Workplaces for all ages” that proposes to keep employees in active employment, to maintain key competences in the company, to cultivate know-how and finally also to strengthen the company’s social responsibility in supporting the employment of people with reduced functional ability.

Care

The employment of women in the Czech Republic is exceptionally strongly reflected by motherhood. The employment rate of women with children over the age of 11 in the Czech Republic is the highest in the EU. While the employment rate of women with children over the age of 11 in the Czech Republic is the highest in the EU, the economic activity rate for women with young children is one of the lowest and continued to decline during the last two decades. The “traditional family model” prevailing poses women into position of a caregiver, limiting career development for women whose salaries stagnate after childbearing.

Creating better conditions for reconciliation of care for children and / or older parents and close persons through more available flexible work conditions, care and support services, and support of family carers, including care leave is the goal of new national family strategy, which is in the process of preparation (June, 2016). As part of the family strategy, the care leave paid from sickness insurance for 3 months has been prepared.

Macro Level: Flexible working conditions include flexible work schedule, part-time jobs, job sharing and unpaid leave etc. There is one of the lowest proportions of part-time jobs in among the EU countries in the Czech Republic. In 2014, only 10.4% of women were working part-time in the Czech Republic, while the EU average was 32.8%, and for example in the Netherlands three-quarters of women were employed in part-time jobs in 2014 according to the Eurostat data from Labour Force Survey.

One of the measures discussed and proposed by the Ministry of Labour and Social Affairs is to support flexible forms of employment by financial bonus to employers provided through lower obligatory social insurance fees (premiums) or other ways such as subsidies, tax-based relief etc.

New “carer’s leave” as a part of new “pro-family package” should be introduced, which includes also changes in parental leave and introduces the leave for fathers after the child is born.

Meso Level: At the meso level, there are growing numbers of examples of good practice in work – life – care balance, but only in the context of parents earlier in the work life course.

Informal Work

The share of volunteering among the Czech population is very low in comparison to EU, and especially so in the higher age groups. The corporate volunteering is recognised and supported by the NGO’s helping to develop the social corporate responsibility, but these opportunities are usually not directed specifically to older employees.

Lifelong Learning

Macro Level: The life-long learning is considered an important feature of work longevity; at the same time many authors agree that the involvement in the further adult education is generally low in the Czech Republic and very low in older workers. The cumulative dis/advantage hypothesis applies, as mainly those already skilled and educated tend to participate on further education and training more.

Meso Level: Good practice example: Ministry for regional development can be quoted among the good practice among the employers as it claims to stick with the main principles of equal treatment and non-discrimination in all HR policies.

(Sustainable, real) Self-Employment

Macro Level: There are no reliable statistical data, but it is expected that both main reasons for new businesses and self-employment, i.e. previous unemployment and voluntary change in career, are represented among the new business-persons 50+. Older businesspersons are mostly leading their own business in building or services, especially consulting. In 2014 was almost 10 % out of total amount 11 000 new businessmen in Czechia 50 years and older. This situation isn't usual, so we can observe a new trend of elderly businessmen, or better to say businesswomen, as over 90 % from all fresh businessmen were women (nearly 10.000).

Meso Level: As women represent the ever growing segment of the new (self-)employment, there are also some projects and web based tools for education, training and peer to peer mentoring, aiming specifically at women.

Work beyond Legal Retirement Age

Macro Level: The share of older worker working beyond the legal retirement age is rather small in the Czech Republic.

Demand Side: Public Financial Incentives for the Employment of Older Worker

Many of the projects covered also in previous reports have included the wage subsidies, which are often considered as a key for the project success. The project can create a work position and the employer can "test" the new employee, which she / he would maybe not consider otherwise.

An example of a success story including the wage subsidies is Generation tandem, currently running in Central Bohemian region. Employers have now the possibility to apply for a contribution on wage for their employees. This opportunity is open for the new employees under 30 years and for the current employees in pre-retirement age. The purpose of this project is to secure the generation exchange on one certain work position.

Demand Side: Public Non-Financial Incentives for the Employment of Older Worker

The National Plan for Positive Ageing for period 2013- 2017 (NAPPA) has an extensive section on employment and lifelong learning. Within this document points of action for various stakeholders are defined sending clear messages on the priorities within these general policies areas. As action on these points is periodically reported to the Government, the stakeholders are urged to act within given areas towards defined goals.

2. Basic Demographic and Labour Information

The following information is mostly drawn from OECD statistics.

2.1 Population and age structure

In 2014, the Czech Republic had a population of 10.5 million people, of which 5.1 million were men and 5.4 million women.

In 2014, 17.6 % were aged 65 and over. From 1.8 million older people aged 65 years and more 765.000 were males and 1.0 million females. (OECD 2016b)

The elderly dependency rate (64 +) in the Czech Republic was 26.2% in 2014. (OECD 2016i)

2.2 Life Expectancy

In the Czech Republic, in 2014, life expectancy for a new born male child¹ was 75.8 years and for a female child 82 years (in average 78.9 years). (OECD 2016c)

Life expectancy at 65² was 16.1 years for men and 19.8 years for women. (OECD 2016d)

2.3 Fertility Rate

The fertility rate in the Czech Republic was 1.5 in 2014. (OECD 2016e)

2.4 Unemployment Rates

In 2014, the unemployment rate³ was 5,7 % of the total labour force, being 4.9 for men and 6.8 for women. (OECD 2016f)

The long-term unemployment rate⁴ was 44.5 % in 2014. (OECD 2016g)

2.5 Self-Employment Rate

The self-employment rate in the Czech Republic was 18.0% in 2014. (OECD 2016h)

2.6 Older Worker Employments / Unemployment Rates

¹ Life expectancy at birth is defined as how long, on average, a newborn can expect to live, if current death rates do not change. However, the actual age-specific death rate of any particular birth cohort cannot be known in advance.

² Life expectancy at age 65 years old is the average number of years that a person at that age can be expected to live, assuming that age-specific mortality levels remain constant.

³ Unemployment rate is the number of unemployed people as a percentage of the labour force, where the latter consists of the unemployed plus those in paid or self-employment. Unemployed people are those who report that they are without work, that they are available for work and that they have taken active steps to find work in the last four weeks.

⁴ Long-term unemployment refers to people who have been unemployed for 12 months or more. The long-term unemployment rate shows the proportion of these long-term unemployed among all unemployed.

In the Czech Republic, there is thus the combination of a low performance economy influenced by political instability, low purchasing power of households and stagnating business. As a consequence, companies do not sell, they do not need to expand production and hence do not create new jobs and – if they do not reduce staff numbers – they attempt to get the maximum out of their current employees. In their consequence these conditions are actually negative for older employees: they are first to face redundancies, there are no new jobs and even if there are, these are out of their reach due to age discrimination or competition from unemployed graduates. Even if older employees manage to stay in employment, they have to invest more power and energy than before. We encounter references to a so-called “gilded cage” when the contributions of older employees are acknowledged but they have to resist pressure from younger colleagues and at the same time are aware that they cannot resign as they would not gain other employment due to their age (Seifert 2012). This can have a negative impact on health and decrease the availability of attractive benefits such as further education which leads to a vicious circle ending in either unemployment benefits or a (often permanently reduced) old-age pension.

In the case of older employees we do not find so much of a high level of specific unemployment, it actually does not differ from other age groups. We find a low level of unemployment, which is the consequence of taking up retirement (or early retirement) and incapacity benefits mainly as a consequence of a worsening position on the labour market and an effort to find alternative security/deal with the impossibility of finding work.

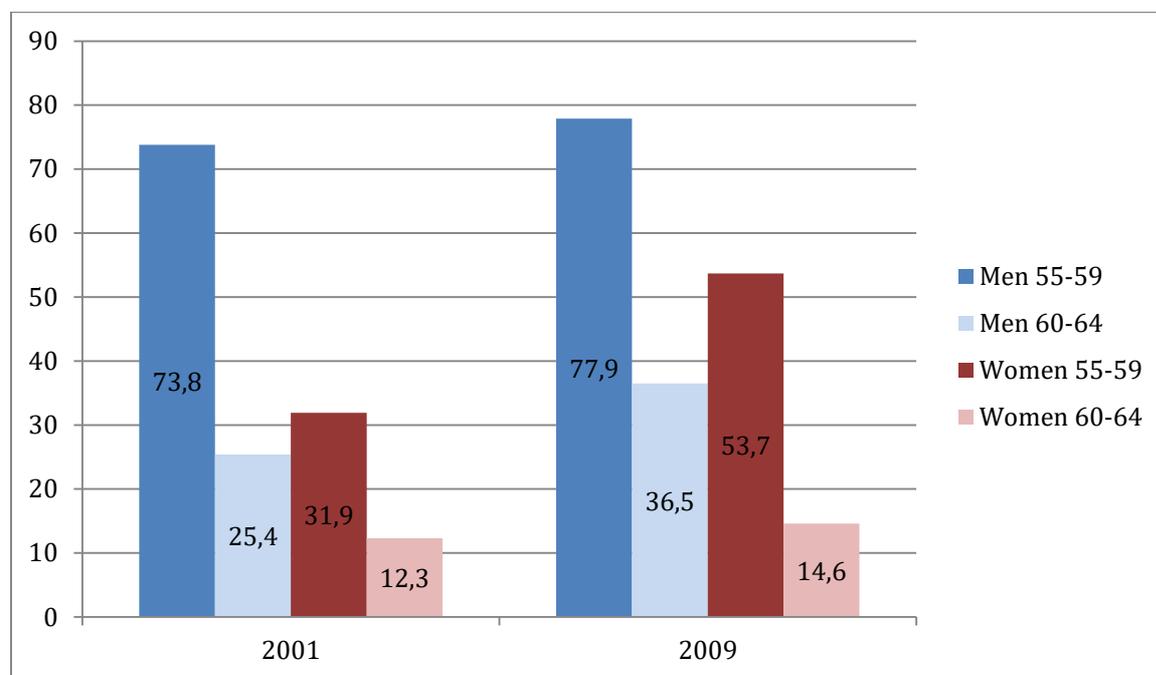
Older employees are the most threatened group when it comes to employers taking redundancy measures. They often involve experienced employees with higher salaries and hence they generate greater savings on personnel costs. In terms of social security, this group is in the “best position” due to higher severance pay, the duration of unemployment benefits and entitlement to old-age pension.

The involvement of state administration is understood as inadequate and there is also a lack of non-governmental organizations that would be engaged in supporting the employment of the elderly, for example, in co-operation with employers (FG; for the overview of the critique see also Munich, Jurajda (2012)). So far the biggest role in prolonging the employment of older workers could be ascribed to changes in pension provision rules, namely closing down the easy option of early retirement (now available only with permanently deduced pension benefit), gradually postponing age threshold and prolonging the period of insurance needed.

These following numbers from Czech Statistical Office illustrate well the situation. Between 2001 and 2009 the employment rate of individuals aged 55 to 64 grew from 52.1 to 65.5 %, i.e. by 13.4 percentage points. This was the fastest growth among all age groups above 15 years. Compared to the previous period of 2001 to 2004 the growth in employment slowed down between 2005 and 2009 and in 2009 – as a consequence of economic recession – the year-on-year employment rate decreased and that in both five-year groups. Also, the decrease was faster than the average decrease in the employment of the total population of 15+. This clearly indicates the relatively greater vulnerability of those aged 55 to 64 and it also applies in relation to the development of the degree of economic activity of people in this age group. The degree of economic activity denotes the ratio of workforce (employed and unemployed)

to the total population of those aged 15+. In this period the degree of economic activity of men aged 55 to 59 decreased by 0.9 percentage points and by 1.3 percentage points for men aged 60 to 64. In contrast, it grew or in the worst case stagnated for other age groups. (Zaměstnanost... 2010)

Graph 1: Employment rates for men and women



Source: Zaměstnanost... 2010.

In 2001 the employment rate for men aged between 55 and 59 was 73.8 % and for women 31.9 % thus the difference between them was almost 42 percentage points. In eight years, by 2009, the difference decreased to 24.2 percentage points. In the 60 - 64 age group the comparison works the other way around. Men continue to have higher employment rates, in 2005 the rate was 25.4 % and grew to 36.5% by 2009 while in the case of women it increased from 12.3 % to 14.6 %. Hence men's employment rate grew faster (by 11 percentage points) than that of women (by 2.4 percentage points) and the difference in the employment rate of the two sexes grew from 13.1 percentage points (2001) to 21.9 (2009) (Zaměstnanost... 2010).

In general comparison with the 27 EU members, the Czech Republic occupies the twelfth place with slightly above average intensity of employment (in the 15-64 age group it is 65.2% compared with the EU average of 64.8%). The employment of women is below average (56.5 % compared to 58.7 %). The Czech employment rate for women aged 55 – 64 falls even further below average (34.8 % compared to the EU average of 37.9 %). In contrast, men's employment is above average. The share of economically active people aged 60 – 64 and of university students are also below the EU average. Although there are significant differences between individual countries by gender, age, education etc., it is clear that compared to the EU average the Czech Republic has a smaller share of part-time employees and that again mainly in the

case of women.⁵

Despite this or maybe because of this, the number of people working part-time is growing fast in the Czech Republic. According to a CSO survey, their number grew by about a quarter since 2011. Apparently, due to a long tradition Czech employers continue to create full-time positions. Employers' flexibility in hiring is ensured not through part-time positions but rather through short-term contracts. At the moment the largest supply of part-time jobs is in public administration and business. They are commonly available for call centre staff, IT programmers, cashiers, financial advisers or phone sales people. *"The overall growth in employment in the last year is due to a growth in part-time positions, the number of full-time positions has not grown significantly."*⁶

According to a PwC survey only a third of CEOs of important Czech companies who were surveyed (N= 109) plan to hire new employees in 2013, approximately another third would like to maintain the status quo and another third plans redundancies. However, despite the high rate of unemployment the CEOs (37 %) express a worry about the lack of key competences that should further stress the importance of learning and training for current employees, including their ageing workforce.

(Source: Lucie Vidovičová, National Report, WP 1)

⁵ Source: http://www.czso.cz/csu/tz.nsf/i/vydelava_mene_nez_polovina_obyvatek

⁶ Source: <http://www.mpsv.cz/cs/16054>

3. Extending Working Lives and Lifelong Learning: National Policies

3.1. Introduction

Classification as “Early” or “Late Mover”

When compared with other European countries, the Czech Republic is a “late mover” in terms of willingness and ability to manage the older workforce both at the macro and the meso levels, and of promoting age management policies, employability and workability of older workers.

Predominant Concept of Active Ageing

The principle of inter-generational understanding based, for example, on shared generational experiences means that in order for companies and institutions to adequately react to demands of ageing customers and clients, it is beneficial for them to have the elderly among their staff. In other words diversity of employees leads to gaining a wider segment of the market. It is possible that this principle is weakened by the dynamic post-1989 developments which resulted in significant social differentiation and to some extent replaced shared generational experiences with new social differences that are not dependent on chronological age.

The situation is somewhat different for big employers who have a certain corporate policy and philosophy and for smaller companies. However, in the end, even in a big company it depends on individual managers at various levels whether they approach each employer in an individual manner, whether they look for his/her strengths and ways of engaging him/her in team work.

However, employers’ attitudes can differ – as a participant summarized her impressions from the focus group, concentrating above all on the role overload as a significant obstacle for active ageing in employment: *“I think we agreed that employment should not be extended to advanced age. Women argued that this was due to the physical and psychological condition in which women around 60 find themselves, they often look after grandchildren and in addition also their old parents. Also, it is impossible to find employment after 50 and the fact that young people need work in order to look after themselves and their young families and also to acquire work habits. The moment they “get used to” being at home and not doing anything, is tragic for the whole society and from this point of view it looks weird if young don’t work and a woman aged around 60 does. She has a number of roles, from housewife to carer and grandmother and she should also run to work although she herself has numerous health problems.”*

Political climate and National action plan

In February 2013 the Czech government approved the National Action Plan Supporting Positive Ageing (NAPSPA) for 2013 – 2017 which includes, among other, the following areas: Lifelong learning; Employment of older workforce in relation to the pension system; Volunteering and inter-generational co-operation; Healthy ageing. This is already the third Plan that the Czech government approved, however, in some respects it is different from the previous two (approved for periods 2003 – 2007 and 2008 – 2012). First of all, it was created as a consultation document in a series of meetings of thematic groups and it was made available to the general public for comments prior to submission to the government. Secondly, the implementation of the plan should be measured on the basis of concrete monitoring indicators. It is above all these two aspects and also the subsequent work of working groups on individual key areas

that raise great expectations about the implementation of the plan. It is also given as an example of good practice by interviewed experts, as a measure with a great potential in solving the problem of the employment of older workforce.

In respect of active ageing in the employment NAPSPA stands on following general goals: revision of pension system for increasing motivation for longer employment of pre-retirees; support the interest of unemployed for self-employment with necessary help and support; implementation of age-management strategies on different levels; and support to occupational medicine.

Predominant Concept of Social Innovation

Experts define social innovation as a new approach to meeting social needs, it should create an added value for individuals as well as society and in the context of employment it is understood mainly as new approaches to the employment and the training of specific target groups.

Concrete examples referred to identifiable procedures and practices:

- Training managers for work with heterogeneous groups.
- Training for human resources specialists: *The development of human resources must always be ahead of everyday practices in the company. If you have an experienced, even sixty-year-old applicant, the staff at the agency must be able to explain to a potential employer why it is exactly this almost senior who will be of greatest benefit for the company.*
- Training for managers and human resources personnel in implementing age management.
- (Financial) incentives to employers as an alternative to pension payments or social benefits – effective particularly with ESF resources, there is, however, the question of cost effectiveness (particularly taking into account the invested resources versus the number of created/maintained jobs) and its assessment.
- Increased user-friendliness of technologies meets older people “half-way”, it makes their adjustment to technological developments more manageable, easier to learn skills.
- The involvement of universities in these topics, their popularization among students in various fields can be considered a good practice leading to social innovation.

In focus group discussion and expert interviews two examples of good practice how to empower older workers to (re)join labour force and gain new skills while also creating an added value were mentioned. First was the project “Auntie at Our Place” implemented by the city of Neratovice in co-operation with city’s day care services. This programme aims to help young families in crisis. “Aunties” are women aged over 50 who find it difficult to get employment. It is a condition that they have experience of child rearing and can thus act as mentors. They can find fulfilment in the project, they feel useful and help others.

3.2 Public Pension and Retirement Policies

A reform in 1996 increased the retirement age to 63 for both men and women, scheduled to be fully implemented in 2016 (men) and 2019 (women) (Schneider 2009: 21). Due to recent reforms, since 2012 the retirement age was at 63 for men and 59-63 for women, depending on their number of children (Doleželová (2007: 2). Another reform increased the retirement age to 65 for men, women with no children and women with one child and to 62-64 for women with more than one child, depending on the number of children (Holub 2011: 10, Corsi/Lodovici 2010: 61, Šimák 2010: 35, Botti et al. 2011: 5). According to a 2011 reform, the retirement age will be 67 from 2044 onwards and still rising, so that those born in 2012 will have a legal retirement age of 72 years and 10 months. Further, special treatment of mothers will be abolished (Loužek 2014: 94, whereas those born on 2012 will be 72 years old in 2084, so probably until then there will be some more reforms).

Another reform stepwise increases the number of necessary contribution years to receive old-age pension benefits from 25 (2009) to 35 (2019) (Corsi/Lodovici 2010: 61, Šimák 2010: 35, Botti et al. 2011: 5).

In 2011 government lowered pensions slightly (Loužek 2014: 93f: Those with high incomes get higher pension, those with low income are unaffected and the 70% of pensioners in the middle get lower pensions). Calculation of pensions will be raised from currently 30 years to the whole lifetime income (Loužek 2014: 94).

In the 2013 introduced second pillar will be abolished as of January 2016 for lack of interest of the public and strong political opposition. Further changes planned for 2017 onwards may include arrangements for the taxation of labour and pension system to strengthen the merit principle, settlement transfer between the family and society and stopping the gradual increase of retirement age

3.3 Partial Retirement / Partial Pension Policies

Early retirement has been possible 3 years before the legal retirement age (Schneider 2009: 21). At the same time as the new retirement age is introduced, this time span is increased to 5 years, yet with higher deductions (Holub 2011: 10, Šimák 2010: 35, Botti et al. 2011: 9). Deductions are at 0.9% for each 90 days (i.e. 3.6% per year) for the first two years of early retirement and 1.5% per year for the time over 2 years (Šimák 2010: 35).

As D'Addio et al. (2010: 620) note, the Czech Republic ranked second when it comes to the positive effect of working between 60 and 65 on gross lifetime pension benefits (Rank 1: Iceland). Therefore, the Czech Republic is the sole country (besides the Republic of Korea) where (for average and low earners) pension increase due to longer working lives are higher than contributions and taxes levied on additional earnings (D'Addio et al. 2010: 624) so that the implicit tax on continued work is negative. Yet, for average earners the negative implicit tax is very low and close to the neutral point, so that government more or less neither punishes nor rewards longer working lives (which is nevertheless remarkable given that in most countries

government tax/contribution/benefit policies punish those working longer). The result for average earners mirrors the fact that in most OECD countries financial incentives to retire are higher for low earners (D'Addio et al. 2010: 625).

In another figure, D'Addio (2014: 15) shows that the Czech Republic (besides Poland, Chile and Japan and Korea) combines a low level of net pension wealth at age 60 with high gains in pension wealth for working between 60 and 65. Although pension wealth refers to lifetime pension income and therefore on residual life expectancy (which is lower in the Czech Republic and in Poland than in Western Europe which helps these countries to enter this group), this can be a strong financial incentive. Amongst other countries (Portugal, Greece, Turkey, Luxembourg), Italy is located in the opposite corner (high pension wealth at 60 and low gains for working between 60 and 65). Though this is also affected by life expectancy, this seems to be a financial disincentive for longer working lives.

3.4 Promoting Work after Retirement

Meanwhile, work after retirement and simultaneous pension receipt is possible. The old regulation allowing this for "two years after the origination of the claim to such pension, only at not exceeding the fixed income limit" (Šimák 2010: 34f.) has been abolished. A new regulation stated that in order to combine pension benefits with earnings, the work contract has to be limited to maximally one year but can be extended with an unlimited number of such contracts ('chaining'; Šimák 2010: 35). After January 2010 it is allowed to work after retirement age and draw pension benefits fully or the half amount, accompanied with an increase of 0.4% of the pension calculation base for every year additional year worked in case of full pension receipt or 1.5% for every six months in case of half pension receipt (i.e. 3% per year) (Šimák 2010: 35, Botti et al. 2011: 12).

The Czech Republic is in the cluster of countries where working retirees are predominantly elementary workers and technicians with employment status (only about one quarter is self-employed), in younger ages, relatively better educated (upper secondary), rather equally distributed among women and men, but over represented in urban areas (Income... 2012: 44, Důchodci... 2011), or very small villages (Vidovičová 2012). According to surveys about one third of work after retirement is informal ("shadow"), without contract and taxation (ibid.). However employers are obliged to have copies of all employees contracts ready available for inspection at the work place. The failure to provide signed contract is punishable by monetary fine.

Working pensioners represent about 5 % of all workforce representing an important part of it. In the age group of 65+ the share of working pensioners on all working persons represents 91,3 %, in other words, less than 10% of older people continues to work without simultaneously drawing a pension. Around a third works in tertiary sector; part-time work is more often taken by women-retirees (60 %) (Důchodci 2011).

3.5 Promoting Self-Employment

There is no other country in the European Union in which small businesses have such an

influence on the economy as in the Czech Republic. Companies that employ between one and nine staff make up more than 95% of all companies in the Czech Republic and they are the biggest employer, employing more than a third of all employees. However, the self-employed may in the future become a sizeable group dependent on social benefits because the minimum social security contributions that they pay entitle them only to a basic state pension which will be insufficient to cover their needs in old age. (Vlach et al., 2013) In the Czech Republic (as in numerous other countries), the majority of the self-employed disregards the official retirement age and intends to work as long as they can or can live from their self-employment income (Vidovičová 2013: 18).

3.6 Unemployment Policies and Employment Protection

The strategic documents “Europe 2020” and follow up national strategy “National programme of reforms in the Czech Republic” lists the issue of unemployment as one of the key priorities. In these documents the goals of increasing employment of 20 to 64 age group to 75 %, and age group of 55 to 64 years to 55 %, are set. The Employment Act No.435/2004 defines active policy measures to increase the overall employment. The active employment policy measures include tools such as subsidies for up skilling, subsidises for work centres (sheltered work-shops), counselling, but also investment incentives for employers, and others. Krejčí (2011) claims that wage subsidies are considered the most effective tools to re-employ older job seekers. Socially useful jobs and community services are two examples where the wage subsidies are used.

Unemployment rate in the Czech Republic decreased to 5.2 % in January of 2016 from 7,46 % in December of 2014, and it represents 381,4 thousands of unemployed persons. Unemployment rate averaged 5,59 percent from 1990 until 2015, reaching an all time high of 9,69 percent in January of 2004 and a record low of 0,09 percent in February of 1990 (for the discussion on the „mirage“ of low unemployment in CR see Gitter and Scheuer 1998).

People aged 55+ are considered a group of increased interest both in the Law on Employment and in other strategic documents, such as National Action Plan for Preparation for Positive Ageing. In 2013 people over the age of 50 represented 27,2 % of all registered job seekers, which is increase from 26,5 % in 2012 (Statistická ročenka 2014). Unemployment of the youngest groups (up to age of 25) is on the other hand decreasing (from 18.1% to 16.8% in 2013). The unemployment of older workers is considered a “costly” problem as it is connected to higher risk of early labour market exit, dependence on social support or invalidity pensions, and higher expenses on unemployment benefits.

Long-term unemployed (unemployed for 12 months or more) represented 39.7% of all registered unemployed. Average duration of unemployment increased from 517 days in 2012 to 563 days in 2013. There are only minor gender disparities (48,5 % of job seekers are women), education and region play more diversifying role. Share of unemployed higher than average of the Czech Republic was shown in 37 districts, the highest being in especially, but not solely in North Moravia region (Bruntál (13.6%), Most (12.9%), Ústí nad Labem (12.5%), Karviná

(12.2%), Jeseník (12.0%), Znojmo (11.5%) and Chomutov (11.3%). The lowest share of unemployed was in districts of Praha-východ (3.4%), Mladá Boleslav (4.4 %), Praha-západ (4.5 %), Benešov and Rychnov nad Kněžnou (both 4.6%) and Rokycany (4.7%) (*Information 2015*). Regional disparities are also reason for various regionally administered support programs, such as “New chance” or short work, i.e. subsidised work places for long term unemployed in rural areas. Employers engaged in those programs are usually municipalities or their organisational branches.⁷

The Czech Republic is one of the countries where older unemployed workers are obliged to actively look for work and are at the same time assisted by employment services and career guidance (Sigg/De-Luigi 2007: 6). Maximum unemployment benefit duration depends on age: Those below 50 receive earnings-related unemployment benefits (with a low ceiling, cf. Baum-Ceisig et al. 2008: 142ff.) for up to 6 months, those between 50 and 55 for up to 9 months and those over 55 for up to 12 months (Potůček 2009: 43). The comparatively fast expiration of eligibility for earnings-related benefits (Bauknecht 2013: 113) should motivate the unemployed to actively look for work. Even the longer periods of 9 or 12 months for older unemployed persons are rather short in international comparison. Also, unemployment benefits are paid only to 21 % of registered job-seekers (Statistická ročenka 2014).

According the OECD indicators on Employment Protection Legislation 2013 the Czech Republic is above OECD unweighted average in Protection of permanent workers against individual and collective dismissals and Protection of permanent workers against (individual) dismissal indicators; around the average at Specific requirements for collective dismissal indicator and considerably below the average in Regulation on temporary forms of employment meaning less restriction than in OECD average. (Source: www.oecd.org/els/emp/EPL-data2013.xlsx).

Wage Subsidies

Currently, in the Czech Republic, wage subsidies are part of many programs funded by European Social Fund for support of employment and inclusion of older workers at the labour market. These subsidies are usually in a form of refund for a wage or certain part of wage of newly employed senior worker during the run of such program. This increases interest of employers in participating in such programs as it significantly lowers initial costs of creating new work positions for older workers or implementing elderly workers into current company structures. Another form is “kurtzarbeit”, introduced firstly in response to consequences of Russia export embargo, now being more widely and easily (with less bureaucracy) available.

⁷ Source: Dobrá spolupráce v regionu nese ovoce. Ministry of Labour and Social Affairs. http://www.mpsv.cz/files/clanky/20354/TZ_170215a.pdf

3.7 Health Protection and Promotion, Prevention of Disability

EU membership brought along the implementation of health and social policy aspects as advocated by the European Commission (EC) and other organisations, e.g. the Healthy Ageing project funded by the Public Health Programme of the EC. The national project was called ActiveAge (Křížová et al. 2010: 65). The Czech project 'Delicious Life' (2003-2005) focused on older people's nutrition and offered cooking and tasting sessions, but also advice on physical exercise (Křížová et al. 2010: 68 and healthproelderly.com 2014). Further projects, such as 'Dance Therapy' and 'Reminiscence Therapy' focused on mental health and physical exercise (Křížová et al. 2010: 68).

As found out in the healthPROelderly project (2006-2008), in a European comparison Czech health promotion is more strongly focused on individual's lifestyle, mental health, social participation and quality of life (Křížová et al. 2010: 67).

Czech disability pension has been changed from full disability pension and partial disability pension to one disability pension at three different levels (Šimák 2010: 36).

As of April 1, 2013, all employers were required to comply with the provisions of Act No. 373/2011 Coll., on Specific Healthcare Services, as amended, in ensuring occupational healthcare for their employees (formerly "occupational preventative healthcare" (Global Human Resources Law 2014: <http://www.globalhrlaw.com/resources/czech-republic-changes-to-employment-regulations-in-2013-and-outlook-for-2014>))

(Source: Bauknecht, Vidovičová and Khýrová 2015)

According to the WHO, an investment in health has social and economic returns and translates into improved quality of life and increased participation in society. Health is one of the key factors for sustainable employment and extending working life. To achieve balance between longevity increases and prolonging working life or work longevity, health and skills play a major role in increasing employability and labour market opportunities and inclusion. Promoting healthy and productive career is cross-sectoral whole-society venture and shared responsibility of individuals, relevant actors in society, communities and policy makers. Especially organizations of employers and employees play crucial role. In line with life-course approach to health and ageing it is clear that foundation for extending healthy and productive life lies in early-life, schools, families, and healthy workplaces / jobs, living environments of our cities and communities. Employers and public health actors may have substantial impact on maintaining health-related productivity and quality of life through the work-place based health intervention and promotion of healthy life-style and decreasing health consequences of stress and unhealthy environments and conditions. Non-communicable or chronic diseases, especially cardiovascular and muscular conditions and related disabilities are rooted in / based on life-style, thus increasing physical activity, healthier nutrition and eating, prevention and management of mental health problems can be efficient and cost-effective measures and policies retaining employees and which ensure return of investment made by individuals, society and employers into education and training across life. However, the focus of policy-makers, government agencies and social partners and mainstream policy debate seems to be still one-sidedly focused

on pension age and targeting unemployment rather than taking proactive and life course approach as a mainstream strategy.

Both numbers of ageing individuals and diversity in labour markets are increasing. This brings the need for more tailored, company and sector based solutions, reflecting local / regional factors, specific conditions and structures. Due to social, regional and generational disparities also disparities in health, longevity and working life expectancy (WLE) / “duration of working life” prospects may increase. As there is no “typical” older person, there is no “typical” older worker. Health and ageing are only loosely related to chronological age (WHO, 2015)⁸. This diversity is based not only in life-course events and opportunities but also in “factors” such as place, socioeconomic status or gender. Education play especially strong role in health differences / disparities among older population and workforce. According to the LFS results (CZSO, 2011), people with lowest (elementary) education stated long-term health problems in 46.6 %, while for those with highest degree of education (university) the share of those with long-term condition was four times smaller (12.0 %). According OECD (Source: Education at Glance, OECD 2012)⁹ there are the biggest life expectancy differences by education levels, particularly for men, in Central Europe, and especially in the Czech Republic.

What is the health of older workers / population 60 plus in the Czech Republic? And what are the main health drivers and push-factors behind early labour market exit? People who are leaving labour market early because of health -related reasons use sickness / disability leave / pension trajectories to retire from labour market and enter pension. Other health-related reasons can be choice, or necessity to provide care for relative / significant other close persons. If we look at the structure of causes of invalidity (disability) pension at the ages 50 plus, mental health problems and conditions are among the most common causes together with muscular/skeletal problems. Health problems can result in reduced working hours and / or change in position or job tasks / profile. However, there is not enough evidence in the Czech Republic to map the scale of this process of health driven internal (in-job) and external mobility. Life-course data and perspective allowing longitudinal evidence of health and employment interactions and influences is not monitored or available from public health or social administration data sources, nor survey / research data are available. However, health problems generally lead, also due to a lack of flexible working policies and part-time jobs, to lower status, less paid jobs /positions, often via shorter or longer periods of sickness / disability leave, and to early labour market.

The Czech Republic is known for major gender differences in employment levels and labour-market participation, both for women with small child/children and for women over 50 years. Among reasons for gender differences in employment participation are unavailable part-time jobs together with inflexible labour market policies not allowing for combining and reconciliation of family and job obligations. Disparities in employment levels at age 55 and above between men and women are also based in gender differences in statutory pension age. However, the

⁸ World report on ageing and health (WHO, 2015),
http://apps.who.int/iris/bitstream/10665/186463/1/9789240694811_eng.pdf

⁹ OECD (2012), Education at a Glance 2012: OECD Indicators, OECD Publishing. <http://dx.doi.org/10.1787/eag-2012-en>

main and long-term pension / employment policy is to streamlined statutory retirement ages for men and women.

The early exit of “older people” from the labour market means a substantial loss of skills and people in the labour market. Disability pensioners present the pool of potential labour force, with more than 726 thousand of pensioners (all types including disability pensions) in the age group 55-64 in 2015 according to the Social Security Administration data (ČSSZ, 2016). One in four (26 %) pensioners of all ages thus is in the age group of 55-64 (In total, there were 2.8 mil. pensioners in 2015).

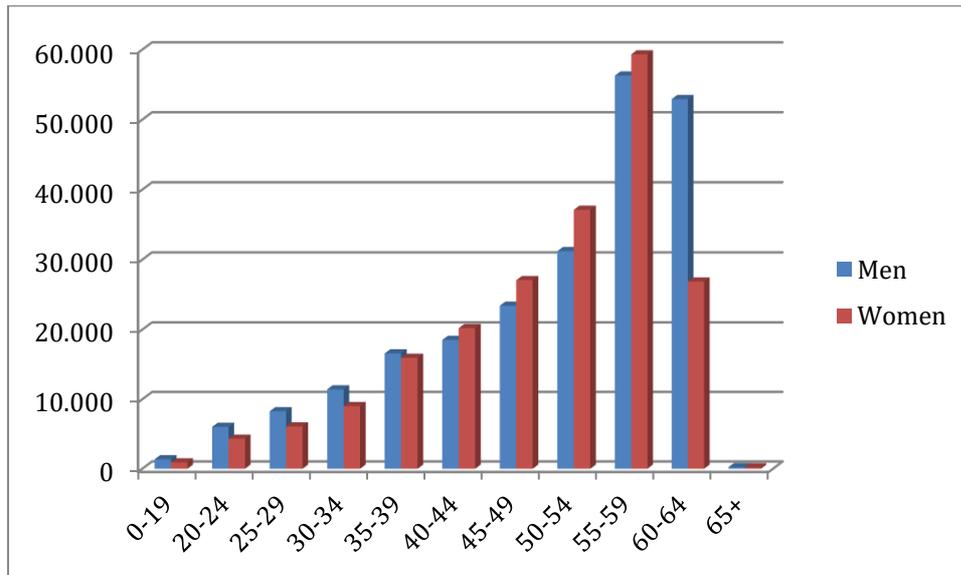
Definitions of disabilities vary greatly and there is no uniform understanding or concept across Europe (EU OSHA, 2016)¹⁰. In the Czech Republic, disability is defined and assessed differently for each social subsystem such as social services and care allowance, pension insurance, or employment and family benefits. As regards disability pension, assessment for pension system is regulated by Act No. 155 / 1995 Sb., on pension insurance. The insured person is assessed as disable if she / he has “decreased ability to work at least 35% due to long-term poor health condition”. Since 2010 three degrees of disability were introduced instead of full and partial disability pensions. The table 1 shows disability pension receivers by age and gender. In total, 61 % or 264 thousand of all people receiving disability pension were aged 50 and over, of which 47 % were women in 2014. In age group 60-64 years number of women is double compared to men mainly due to the lower retirement age for women.

Table 1. Number of disability pensions by age and gender 2014*

Age group	Men	Women	Total
0-19	1 360	918	2 278
20-24	6 023	4 327	10 350
25-29	8 269	6 086	14 355
30-34	11 420	9 018	20 438
35-39	16 599	15 954	32 553
40-44	18 522	20 215	38 737
45-49	23 422	27 073	50 495
50-54	31 219	37 119	68 338
55-59	56 305	59 325	115 630
60-64	52 939	26 866	79 805
65+	232	203	435
Total	226 310	207 104	433 414

Source: Social security data (own calculation), *1st January 2014

¹⁰ Research review on rehabilitation and return to work: Report, European Agency for Safety and Health at Work, 2016 (Authors: Sofie Vandebroek, Marthe Verjans, Charlotte Lambregts, Lode Godderis (IDEWE), Edited by Grainne Murphy)

Graph 2. Number of disability pensions by age and gender in 2014*

Source: Social security data (*) 1st January 2014

As regards the causes of disability, musculoskeletal disorders (MSDs) and mental health conditions are considered the primary causes of long-term sickness absence and disability retirement. (EU OSHA, 2016)¹¹ The situation is the same in the Czech Republic. In 2014, mental health problems were the second most frequent cause of disability after diseases of the musculoskeletal system. Disability pension due to mental and behavioral disorders received 92 thousand people out of a total of 413 thousand, and nearly 120 thousand people because of the musculoskeletal system and connective tissue (see table below). The single leading cause of disability for people above age of 50 are “other intervertebral disc disorders” (dg M51 according to ICD-10)¹² for both males and females, followed by dorsalgia (M54) for men and chronic ischemic heart disease for women (I25).

¹¹ Research review on rehabilitation and return to work: Report, European Agency for Safety and Health at Work, 2016 (Authors: Sofie Vandenbroeck, Marthe Verjans, Charlotte Lambreghts, Lode Godderis (IDEWE), Edited by Grainne Murphy)

¹² International Statistical Classification of Diseases and Related Health Problems 10th Revision <http://apps.who.int/classifications/icd10/browse/2010/en>

Table 2. Number of disability pensions in 2014 by cause (from highest to lowest value)

Diseases of the musculoskeletal system and connective tissue	119 820
Mental and behavioural disorders	92 195
Diseases of the circulatory system	41 481
Neoplasms	35 038
Diseases of the nervous system	33 980
Injury, poisoning and certain other consequences of external causes	19 821
Endocrine, nutritional and metabolic diseases	15 827
Diseases of the digestive system	12 098
Diseases of the respiratory system	10 517
Diseases of the ear and mastoid process	7 335
Diseases of the eye and adnexa	7 306
Congenital malformations, deformations and chromosomal abnormalities	5 495
Diseases of the genitourinary system	4 744
Diseases of the skin and subcutaneous tissue	3 572
Certain infectious and parasitic diseases	2 325
Diseases of the blood and blood-forming organs and certain disorders involving the immune mechanism	1 405
Symptoms, signs and abnormal clinical and laboratory findings, not elsewhere classified	247
Certain conditions originating in the perinatal period	127
Pregnancy, childbirth and the puerperium	28
Total	413 361

Source: Czech Social Administration data (own calculations).

Disability among working people is usually preceded by incapacity periods and sickness leave. The most common reason for sick leave are respiratory diseases, which account for about a third of all cases of incapacity, followed by diseases of the musculoskeletal system, which account for around one fifth (18%) of all cases of incapacity (UZIS, 2011). The average duration of one case of incapacity increases with age, which is due to a decline of short-term cases of respiratory diseases in higher age groups and increasing share of chronic conditions.

Compared to 2014, in 2015 there was an increase in the number and frequency of accidents with sick leave. The largest percentage increase in the number of occupational accidents with sick leaves occurred in the education sector (+8.2%) and health and social care (+7, 4%). One hundred thirty two fatal accidents at work were reported in 2015, which is sixteen cases more than in previous year. The most common cause for all types of work injuries in 2015 was “poorly or not sufficiently estimated risk“. For accidents with sick leave over three days mans sources were in a group “Materials, burdens, products, machine parts” (32%). For serious accidents at work, it was a group of “Buildings, structures, surfaces” (34%) and for fatal accidents at work group “Land vehicles” (31%) (Source: bozpinfo.cz). These reasons indicate the main areas where the attention and occupational safety should be aimed at and supported. (Source: Lucie Vidovičová and Petr Wija 2016).

3.8 Other Policy Approaches

Czech law introduced in 2009 bans discrimination based on age (Doleželová 2007: 4, Křížová et al. 2010: 66). This Anti-discrimination Law (198/2009) states that an employee who has been discriminated against or whose rights to equal treatment have been harmed is entitled to demand that the employer desist, provide rectification of the consequences and provide appropriate satisfaction. If an employee's dignity or reputation at the workplace is substantially harmed, he/she may claim monetary compensation. The amount of monetary compensation depends on the court's consideration. There is no limit of compensation for discrimination. However, law cases for age discrimination at the workplace are rare. Concerning age discrimination, a Central and Eastern European peculiarity seems to be that the change of 1989/1990 aggravated the problem (Křížová et al. 2010: 66). As of today, in the Czech Republic the issue of age discrimination is perceived as one the most problematic in comparison with other EU states (Eurobarometer 393/2012).

Further reform suggestions

Based on Nekolová (2007), Doleželová (2007: 7) demands stronger motivation and activation for the older unemployed. Further, based on Czesná et al. (2006) she (2007: 8) demands tax breaks for companies and employees, training vouchers and paid/unpaid days off for workers for further training etc. Further possibilities mentioned are an improved health care system and the possibility for older workers to turn down night shifts or physically burdensome work and more holiday days (Doleželová 2007: 8 based on Kotrusová 2007). Some of these measures would make older workers less attractive for employers (e.g. older workers have already more sickness days, with more holidays the gap in work attendance to younger workers would even widen. Further, if older workers can turn down night shifts and physically hard work, work scheduling can become more complicated, and the employer/sector could become less attractive to younger workers since this implies that they would have more night shifts and physically hard work).

Additionally, Doleželová (2007: 8) suggests to allow for a gradual exit from the labour market (due to the possibility to combine wages and pension benefits) or the possibility to work part-time without negative effects on pension entitlements (based on Šlapák and Kotrusová 2007, also Šímová 2010: 187 proposes this). Based on the good effects from pension deductions for those retiring early, based on Šlapák (2007) Doleželová (2007: 8) suggests that positive incentives such as low taxes and social security contributions could also reduce early retirement. Another possibility is working time flexibility, which would allow workers to combine work with increased levels of leisure (Šímová 2010: 187 proposes this, based on a survey from 2005-2007 showing that preference for leisure is quite a significant reason for the wish to stop working). The same is true for care responsibilities for both older persons and grandchildren.

Although on the other hand Doleželová proposes reforms which would make older workers less attractive to employers (the possibility to turn down nights shifts and/or physically hard work, or longer holidays, above) Doleželová (2007: 8, based on Baštýř) proposes that employers should have stronger incentives to employ older workers. Ideas proposed are tax instruments (lower taxes and social contributions, wage subsidies, job creation), whereas she also states that this would be positive discrimination.

Further, Doleželová (2007: 8) suggests image campaigns against workplace age discrimination. Higher incentives for employers could be crucial. Based on a survey conducted between 2005 and 2007 Šímová (2010: 180) states that “the key reason for the low rate of employment among older people in the Czech Republic is probably a lack of interest on the part of employers. There is a predominant conviction in society that employers show no interest in people having reached pre-retirement or retirement age, even though many of these people are motivated to continue working after this time”.

4. Extending Working Lives and Lifelong Learning: Selected Innovative and Sustainable Approaches

Approaches towards mobilizing the potential of active ageing in Czech Republic have some distinct characteristics that allow us to summarize the tendencies of these efforts.

Some topics and methods are presented in our approaches on regular basis.

Counselling centres and services are in various approaches identified as a key factor in increasing motivation and interest of target group in active engagement in labour market.

Training and education of target group are frequently included in the programs.

Many approaches also reflected the possibility and capability of implementers to introduce **foreign good practice** in the field of mobilizing older workers in Czech conditions both on the demand and the supply side.

The approaches are often concerned with implementing the method of **mentoring** as a way of increasing active involvement of ageing target group.

The conditions of the target group of older workers are frequently addressed in **combination** with the issues of the target group of young, unexperienced workers. This is often connected to the mentoring method.

Special attention is given to **women over 50** as a part of target group that has specific needs for better engagement in the labour market. This topic is being dealt with both on the demand side by emphasizing the potential of older women as workers, and on the supply side by showing women their opportunities on the labour market.

The approaches deal with mobilizing elderly workers both on **local and national level**.

Some areas and dimensions of approaches are often neglected. The topic of **work after retirement** (“silver work”) is not sufficiently reflected. Approaches usually do not offer any **overarching dimension**, such as gender equality, topics of immigration, handicapped workers, inequality or solidarity. Approaches on the supply side frequently neglect the issues of **health, quality of work and life course orientation**.

As always, money is an important topic in implementing programs. The overview has shown that majority of the approaches uses funding from European Social Fund. For bigger companies, such as ČEZ or ŠKODA AUTO, public funding is not the key factor for implementing their approaches.

The most representative approaches for demand side of mobilizing the potential of active ageing in Czech Republic:

GENERAČNÍ TANDEM - The aim of the project is to provide generational change and support intergenerational solidarity on the labour market by sustaining employees in pre - retirement age at work and providing qualified training to people entering the labour market. The mentoring capacity of employees in pre-retirement age will prolong their employability (in the course of the project by wage incentives for the employee) and benefit all parties (employee, labour newcomers and themselves).

GO50GO - This initiative is based on job demand of target group of people older than 50 years that was not met. Job applications of this target group are continually rejected and not even considered for job interview. Human resources agency Fala decided to create an approach that gives voice to elderly job applicants. Target group is provided with pro bono personal counselling and aim of this approach is to create club for meetings and discussions among elderly workers, business managers, and employees. Open public discussion is considered as a best starting point for a change in current situation of elderly job applicants.

The most representative approaches for supply side of mobilizing the potential of active ageing in Czech Republic:

Podnikáme SPOLU - The aim of this approach is to support the return of target groups back to the labour market, including the form of self-employment. The target groups for this project are women older than 50 years, women on maternity leave or caring about dependent family member. Target groups will be educated and individually supported in created co-working centre to pursue their own career as self-employed businesswomen.

Trojústek – This approach follows the experience of Austrian service Oma Dienst. The purpose of this approach is to apply foreign experience in Czech environment. The service mediates contact among surrogate grandmothers and families with children. The aim of this approach is to make the return to labour market easier for parents and creating new work opportunities for unemployed women as well. Surrogate grandmothers will be provided with free training in personal and family skills. Parents will create friendly and personal connection with surrogate grandmothers. Grandmothers will get paid, but the fee will be lower than in commercial sphere of babysitting.

SENIORITY - Program SENIORITY is based on collective agreement between employer and employees and is intended for employees who are in an employment contract for at least 30 years. The collective agreement guarantees senior workers various securities and provides them with the most complex care and service of all included approaches.

4.1 Good practices on the demand side of labour

Good Practice 1:

Generational tandem – intergenerational cooperation as a way of incorporating pre-retirement age workers in companies

1. Actor

“Generační tandem – podpora generační výměny ve Středočeském kraji.” MPSV za financování Evropského sociálního fondu prostřednictvím Operačního programu Lidské zdroje a zaměstnanost.

Ministry of Labour and Social Affairs with financial support of European Social Fund via Operational Programme Human Resources and Employment

Mixed strategies/actors, i.e. are there different actors involved?

Labour offices and employers

State of the art: What is being done?

The aim of the project is to provide generational change and support intergenerational solidarity on the labour market by sustaining employees in pre - retirement age at work and providing qualified training to people entering the labour market. People in pre-retirement age are for this project defined as those who have a claim for pension in 18 months or less and are endangered by unemployment. The project supports exchange of work experience towards those entering labour markets without former work practice. People entering the labour market are characterized as job applicants younger than 30 years or 30 years old with maximal working experience of 2 years total.

The mentoring capacity of employees in pre-retirement age will prolong their employability (in the course of the project by wage incentives for the employee) and benefit all parties (employee, labour newcomers and themselves).

The programme started on April 1st, 2014 and will continue until October 31st, 2015. Currently, 35 employees in pre-retirement age are engaged in the project as well as 36 labour market entrants. These positions are realized in 29 different firms in Central Bohemian region.

Public incentives used?

Yes, by the Ministry of Labour and Social Affairs, as well as the European Social Fund.

In practice/idea/proposal

In practice (also in different regions of Czech Republic as separately funded projects by same founders)

2. Reasons

Current demographic development shows that labour market will be in need of prolonging professional and career life. The unemployment rate grows with age and elderly employees leave labour market despite their continuing working capabilities.

Other part of population endangered by unemployment is that entering labour market without former work experience. Mentorship by experienced colleague is supposed to enrich capabilities of new employees and help them during their entrance to the labour market.

3. Description of approach

3.1 Monetary/financial incentives

Financial incentives for the employers in a form of wage supplement for the position of mentor (employee in pre-retirement age) and intern (employee entering labour market). The wage supplements are provided for 6 to 12 months in the amount of up to 24 000 CZK for each position (mentor, intern).

3.2 Regulations, collective agreements etc.

Employers make an agreement with labour office about creating socially useful job position and socially sustainable job position. These require continuation of created job position for at least 6 months after the end of the participation in this project.

3.3 Image and awareness campaigns

N/A

3.4 Anti-discrimination activities

N/A

3.5 Networking of actors (e.g. fostering „joint/mixed approaches”)

N/A

3.6 Advise and other kind of support for employers, other key actors, key persons

Possibility of retraining in the length of 6 months before entering the project. Mandatory consultancy in the range of 2 hours during the program.

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6 Overarching dimensions of MOPACT

N/A

Other socially relevant dimensions touched worth being mentioned?

Project is also aimed on people entering labour market without sufficient work experience.

7. Brief SWOT evaluation

Strengths: Gains for multiple groups (pre-retirement age employees, unexperienced job applicants, employers); pre-retirement age employees can develop new skills as mentors for unexperienced colleagues; project prolongs labour market participation of elderly employees; project makes entrance to the labour market easier for unexperienced entrants.

Weaknesses: The extent of the project is limited by time and money; further required sustainability of supported job position is aimed only on the newly created job position.

Opportunities: Making broad public and business spheres aware of the good practice and it's benefits for all included parties even without financial incentives could make a real difference in the current situation.

Threats: Interest in the project could be artificially created by financial incentives, especially regarding the employers.

8. Further relevant information

https://portal.mpsv.cz/upcr/kp/stc/esfpb/projekty_v_realizaci/rip/generacni_tandemhttps://portal.mpsv.cz/upcr/kp/stc/esfpb/projekty_v_realizaci/rip/generacni_tandem

http://www.tyden.cz/rubriky/byznys/podnikani-a-prace/dve-nezamestnane-mouchy-jednou-ranou-veterani-budou-ucit-mlade_301162.html#.VGjm_kSfuulhttp://www.tyden.cz/rubriky/byznys/podnikani-a-prace/dve-nezamestnane-mouchy-jednou-ranou-veterani-budou-ucit-mlade_301162.html#.VGjm_kSfuul

Good Practice 2:

Opening discussions about needs and possibilities between elderly job applicants and business representatives

1. Actor

“GO50GO” human resources Agency Fala

Mixed strategies/actors, i.e. are there different actors involved?

Under patronage of Ministry of Labour and Social Affairs of Czech Republic.

State of the art: What is being done?

This initiative is based on job demand of target group of people older than 50 years that was not met. Job applications of this target group are continually rejected and not even considered for job interview. Human resources <http://www.go50go.cz/projekty.htm> agency Fala decided to create an approach that gives voice to elderly job applicants.

Target group is provided with pro bono personal counselling and aim of this approach is to create club for meetings and discussions among elderly workers and business managers and employees. Open public discussion is considered as a best starting point for a change in current situation of elderly job applicants.

Public incentives used?

In practice/idea/proposal

First conference was held on October 30th, 2014. On December 1st, 2014 the GO50GO club will be launched.

2. Reasons

The age group of people older than 50 years makes up one third of all unemployed. In 2000 it was just 15 %. This approach focuses on finding ways how to change this trend.

3. Description of approach

GO50GO focusses on giving voice to elderly job applicants and alerting employers and business sphere about current trend in structure of unemployed people.

3.1 Monetary/financial incentives

3.2 Regulations, collective agreements etc.

3.3 Image and awareness campaigns

This approach targets on increasing awareness about the current situation of elderly job applicants and their rising share in total unemployment rate.

3.4 Anti-discrimination activities

This approach is drawn from the fact that elderly job applicants are discriminated in terms of opportunity to even be included in hiring and selection procedures.

3.5 Networking of actors (e.g. fostering „joint/mixed approaches”)

Networking of target group, business representatives, employees and human resources agency is a key activity of this approach.

3.6 Advise and other kind of support for employers, other key actors, key persons

N/A

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

The personal counselling is provided by volunteers from the human resources agency.

6 Overarching dimensions of MOPACT

N/A

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: Voluntary approach that was created from real need and pressing problem.

Weaknesses: Initiators of the dialogue are those in need (unemployed job applicants) who might not have a voice strong enough to draw attention of business sphere.

Opportunities: Opening the topic to wide range of business representatives and inclusive discussions about dealing with current situation are a start point for finding innovative solutions.

Threats: If this approach succeeds in Prague it does not necessarily guarantee transferability to other regions of Czech Republic as the labour market of Prague is quite specific.

8. Further relevant information

<http://www.go50go.cz/projekty.htm>

Good Practice 3:

Professional training of employees as sustainability support for employer and employees

1. Actor

“Další profesní vzdělávání ohrožených skupin zaměstnanců společnosti IGIS s.r.o.” IGIS s.r.o.

“Further professional training of endangered employee groups of company IGIS s.r.o.” IGIS s.r.o.

State of the art: What is being done?

This approach aims to improve employability of own workers by improving their competences and skills and thus create competitive advantage for the company. This project is about setting foundations for systematic training of employees endangered on labour market. Special attention is paid towards senior employees and graduates. Training for employees is based upon individual needs.

Public incentives used?

This project is funded by European Social Fund.

In practice/idea/proposal

In practice since September 1st, 2013 till August 31st, 2014.

2. Reasons

Project is set up for creating coherent training programme for employees with focus on improving their employability and enhancing company goal achievements.

3. Description of approach

Main dimension of this approach is improvement of practical skills and know-how for employees of two target groups – graduates and senior workers.

	3.1	Monetary/financial incentives
N/A		
	3.2	Regulations, collective agreements etc.
N/A		
	3.3	Image and awareness campaigns
N/A		
	3.4	Anti-discrimination activities
N/A		
	3.5	Networking of actors (e.g. fostering „joint/mixed approaches”)
N/A		
	3.6	Advise and other kind of support for employers, other key actors, key persons
N/A		

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6. Overarching dimensions of MOPACT

N/A

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: Development of systematic employees training will be beneficial both for company and employees in the long run.

Weaknesses: Approach addresses only professional training and omits other important factors like motivation (both of employer and employee), personal counselling, social aspects, equality, work environment etc.

Opportunities: Appropriate training system could improve company's status and create an example of good practice for others.

Threats: This approach is a very specific training programme for particular company and does not offer much of a transferable potential. Project is not innovative or publicly engaging.

8. Further relevant information

http://www.prahafondy.eu/cz/oppa/projekty/1814_dalsi-profesni-vzdelavani-ohrozenych_regcislo6297.html?support=17®cislo=&zadpartner=&obsah=senior&z-all=&stranka=1

Good Practice 4

Implementing good practice from Netherlands

1. Actor

“JOB after 50 – DUTCH MIRACLE” Okresní hospodářská komora Přerov

“JOB after 50 – DUTCH MIRACLE” District Chamber of Commerce Přerov.

Mixed strategies/actors, i.e. are there different actors involved?

The implementer has foreign partnership with Dutch organisation TechPeople in Rotterdam.

State of the art: What is being done?

The aim of this approach is to transfer good practice in employment support of men and women over 50 years old from Dutch conditions to Czech conditions. This approach includes comparative analysis of conditions in Netherlands and in Czech Republic, identifying examples of good practice and preparation of methodology of transferability, pilot testing and assessment of results, preparation of conclusive publication and propagation of project outputs and know-how.

This approach also includes survey research among people over 50, where respondents rate Dutch actions for employment support.

Public incentives used?

This approach was funded by European Social Fund.

In practice/idea/proposal

In practice since December 1st, 2012 till November 30th, 2014.

2. Reasons

Netherlands has better results in unemployment rate and in unemployment rate of people aged 55-64 old than Czech Republic. Netherlands is dealing with this issue since 1980s.

3. Description of approach

3.1 Monetary/financial incentives

N/A

3.2 Regulations, collective agreements etc.

N/A

3.3 Image and awareness campaigns

Awareness campaign is conducted after publishing results of pilot implementation of Dutch approach in Czech environment. The results are presented mainly to employers.

3.4 Anti-discrimination activities

Part of this approach is focused on gender and age equality and equal career opportunities.

3.5 Networking of actors (e.g. fostering „joint/mixed approaches”)

Networking is proceeded with Dutch counterparts of this approach.

3.6 Advise and other kind of support for employers, other key actors, key persons

The summary and results of this approach are presented to employers as a guideline and advisory material about employability of men and women over 50.

4. Work after retirement (“silver work”)

5. Linkage to informal work/civic engagement/social volunteering?

6 Overarching dimensions of MOPACT

Topics of gender and age equality are addressed.

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: Approach identifies needs of target group and finds time –tested, effective tools with transferability potential.

Weaknesses: This approach does not identify needs and conditions of employers in Czech Republic before conducting pilot testing of tools used in Netherlands.

Opportunities: Spread of good practice both to business and governmental environment and both good practice in approach of employers and law conditions in Netherlands are taken into account.

Threats: The topic of employability of older workers is being dealt with for 30 years in Netherlands and some approaches might be outdated or too advanced for immediate transfer to Czech conditions.

8. Further relevant information

<http://www.hkprerov.cz/projekty/job-after-50-dutch-miracle>

<http://www.risy.cz/cs/vyhledavace/projekty-eu/detail?id=107947>

Good Practice 5:

Professional training of employees as a way of overcoming company's restructuring

1. Actor

"KOSMAS II. – Profesní vzdělávání a rozvoj zaměstnanců ohrožených na trhu práce." BSC PRAHA, spol. s.r.o.

"KOSMAS II. – Professional education and development of employees endangered on labour market.

State of the art: What is being done?

Aim of this project is to support skill and knowledge of talented workers endangered at the labour market. Target groups of this approach are young employees of BSC Prague and senior employees that need new skills and knowledge in technology and current trends as a supplement to their job experience. The approach also supports one employee on parental leave and one employee with health disability.

Chosen target groups will be provided with 5 course of professional education, including job internships. Employees' adaptability on labour market, quality of service will be addressed.

Public incentives used?

Programme is funded by European Social Fund.

In practice/idea/proposal

In practice since November 1st, 2013 till September 30th, 2014.

2. Reasons

This approach continues previous programme that established systematic way of employee training. These actions were taken to support company in times of restructuring and to meet set goals.

3. Description of approach

This approach is based on improving capabilities of employees to help them keep pace with changing labour market to overcome difficulties that the company faces.

3.1 Monetary/financial incentives

N/A

3.2 Regulations, collective agreements etc.

N/A

3.3 Image and awareness campaigns

N/A

3.4 Anti-discrimination activities

N/A

3.5 Networking of actors (e.g. fostering „joint/mixed approaches“)

N/A

3.6 Advise and other kind of support for employers, other key actors, key persons

N/A

4. Work after retirement ("silver work")

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6. Overarching dimensions of MOPACT

The approach includes training of disabled employee and employee on maternity leave.

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: Improving key skills of employees increases sustainability of company and thus sustainability of created job positions.

Weaknesses: The programme states that it will focus only on the talented employees. This means it omits those really endangered in included target groups.

Opportunities: Following previously set systematic training of employees is efficient way of reaching company's goals.

Threats: No really innovative tools to transfer to other companies.

8. Further relevant information

http://www.prahafondy.eu/cz/oppa/projekty/1566_kosmas-ii.--_regcislo6046.html?support=®cislo=&zadpartner=&obsah=senior&z-all=1&stranka=1

Good Practice 6

Increasing awareness about work potential of women over 50

1. Actor

“Motivované ženy 50 plus – poklad k objevení.” Czech Top 100, a.s.

“Motivated women 50 plus – a treasure to be discovered.” Czech Top 100, a.s.

Mixed strategies/actors, i.e. are there different actors involved?

VŠE (College of Economics in Prague) and civic association Žába na prameni.

This approach is funded by European Social Fund.

State of the art: What is being done?

The aim of this approach is to involve important employers and companies' representatives in topic of female workers aged 50 or older. This approach develops a methodology for change in company/business processes so the target group won't be at such a high risk of unemployment and their potential will be used in business environment. Part of this approach is creating a policy of equality in involved companies. Company with the best approach towards change in attitude towards target group will be awarded a special prize at Czech Business Gala hosted by implementer.

Sub-activities of this approach are workshops for employees older than 50 years, workshops for company representatives, mutual dialogue between employers and employees.

Public incentives used?

In practice/idea/proposal

In practice since December 3rd, 2012 till November 28th, 2014.

2. Reasons

The reason for developing this approach was to emphasize issue of equal opportunities and potential of women in pre-retirement age in the context of sustainable development.

3. Description of approach

3.1 Monetary/financial incentives

N/A

3.2 Regulations, collective agreements etc.

N/A

3.3 Image and awareness campaigns

This approach is focused on image change of target group of women in pre-retirement age in business sphere. The aim of this approach is to support the position of target group in competitive environment by proving employers that this target group has a valuable potential with great advantages for development of companies.

3.4 Anti-discrimination activities

Key factor of this approach is to draw attention to equal opportunities at the labour market.

3.5 Networking of actors (e.g. fostering „joint/mixed approaches”)

N/A

3.6 Advise and other kind of support for employers, other key actors, key persons

N/A

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6. Overarching dimensions of MOPACT

Gender equality in work environment is part of this approach.

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: Developing methodology in cooperation with both employers and employees.

Weaknesses: This approach does not include lifelong learning for target group. It solely presents current skills of target group to employers.

Opportunities: The implementer is connected to wide network of business companies, so the potential to expansion is quite big.

Threats: The authority of implementer might not be sufficient to create interest in the largest companies.

8. Further relevant information

<http://www.esfcr.cz/projekty/motivovane-zeny-50-plus-poklad-k-objeveni><http://www.esfcr.cz/projekty/motivovane-zeny-50-plus-poklad-k-objeveni>

<http://www.czechtop100.cz/><http://www.czechtop100.cz/>

<http://www.prozeny50plus.cz/cile.html>

Good Practice 7

Shared job positions as a tool for implementing older workers

1. Actor

“Podpora pracovního uplatnění starších osob v souvislosti s vyhlášením roku 2012 Evropským rokem aktivního stárnutí a mezigenerační solidarity”, zkrácený název “Pracujme společně!” MPSV ČR.

“Support of employability of elderly workers in context of claiming year 2012 European year of active aging and intergenerational solidarity”, short project title “Let’s work together!” Ministry of Labour and Social Affairs Czech Republic.

State of the art: What is being done?

This approach focuses on supporting employability and employment rate of job applicants older than 50 years. This approach provides target group with complex set of services such as individual counselling, educational activities, and training. All activities lead to finding right position for clients on labour market.

This project is a form of pilot testing of shared job positions as an age management technique. Shared job positions are based on sharing one position by two employees out of whom one will be older than 50 years. Employers will be provided with public incentives in a form of wage compensation for employee older than 50 years.

In this project, 16 participants will be placed on labour market, 8 in form of shared job position. Other 11 participants will find full time job positions based on gained education, qualification and training.

Public incentives used?

Yes, incentives for employees creating shared job positions in a form of wage compensation for elderly worker of up to 14 700 CZK a month per elderly worker during participation on this project. Only those who support the shared job position for at least six more months after finishing this project are eligible for wage compensation.

In practice/idea/proposal

Approach is in practice sin June 1st, 2012 till November 30th, 2014.

2. Reasons

Target group of people older than 50 years has, according to Ministry of Labour and Social Affairs of Czech Republic, various personal characteristics that have to be taken into account. Pros: long practice, accountability, responsibility, loyalty, time flexibility. Cons: insufficient PC skills, insufficient language skills, low motivation to learning, reduced physical ability.

This approach is trying to balance these characteristics by introducing shared job positions as a tool of age management in business environment.

3. Description of approach

3.1 Monetary/financial incentives

Yes, incentives for employees creating shared job positions in a form of wage compensation for elderly worker of up to 14 700 CZK a month per elderly worker during participation on this project. Only those who support the shared job position for at least six more months after finishing this project are eligible for wage compensation.

3.2 Regulations, collective agreements etc.

N/A

- N/A
- 3.3 Image and awareness campaigns**
- N/A
- 3.4 Anti-discrimination activities**
- N/A
- 3.5 Networking of actors (e.g. fostering „joint/mixed approaches“)**
- N/A
- 3.6 Advise and other kind of support for employers, other key actors, key persons**
- N/A

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6. Overarching dimensions of MOPACT

N/A

Other socially relevant dimensions touched worth being mentioned?

N/A

7. Brief SWOT evaluation

Strengths: The concept of shared job positions is beneficial both for the pre-retirement workers as well as for the other worker who can gain experience, both in professional skills and life-course orientation.

Weaknesses: The approach provides counselling just for the older workers and does not stimulate dialogue or networking among target group, employers and the other workers on shared job positions.

Opportunities: This approach allows employers to get acquainted with the concept of shared job positions and supports the trial of such age management tool by financial incentives.

Threats: The advantages of shared job positions are not articulated in sufficiently straightforward manner. The implementer relies mainly on the importance of created experience generated by provision of financial incentives.

8. Further relevant information

http://www.mpsv.cz/files/clanky/16165/Projekt_Pracujme_spolecne_.pdf

Good Practice 8

Identifying internationally successful tools for active aging and their testing in Czech conditions

1. Actor

“Podpora zaměstnanosti a využití volného času seniorů (lidí v předdůchodovém věku, ve věku 50+)” Respekt institute, o.p.s.

“Employment support and leisure time activities of seniors (people in pre-retirement age, aged 50 and over)” Respekt institute, o.p.s.

Mixed strategies/actors, i.e. are there different actors involved?

The actor Respect institute formed cooperation with Social Aid of Hellas (Greece), Swedish Association of Senior Citizens and Ulm University.

State of the art: What is being done?

The aim of this programme is to identify successful tools and good practice in active aging in foreign and local conditions and possibilities of their transfer to Czech environment. Key activities are creating international dialogue for finding innovative possibilities of use of active senior's potential, research among elderly people and employers that maps options and limits of current situation, media promotion of the topic of activation of elderly potential. There is also a specific goal of implementing good practice in promoting equal opportunities of elderly workers in labour market.

Public incentives used?

This programme was funded by European Social Fund.

In practice/idea/proposal

This approach was in practice since September 1st, 2009 till March 1st, 2011.

2. Reasons

Reason for this approach is to contribute to prolonging economic activity and social integration of elderly as well as support to work-life balance in pre-retirement and retirement age.

3. Description of approach

3.1 Monetary/financial incentives

N/A

3.2 Regulations, collective agreements etc.

N/A

3.3 Image and awareness campaigns

Part of this approach is to mediate correct and true image of elderly workers towards public audience and employers.

3.4 Anti-discrimination activities

This approach is focused on implementing good practice in elderly workers' equality in labour market.

3.5 Networking of actors (e.g. fostering „joint/mixed approaches”)

This approach uses international networking as a best way for identifying good practice for (work) active life of elderly people.

3.6 Advise and other kind of support for employers, other key actors, key persons

Employers and broad public are informed about good practice in this field by compiled publication with examples and research results.

4. Work after retirement (“silver work”)

N/A

5. Linkage to informal work/civic engagement/social volunteering?

N/A

6. Overarching dimensions of MOPACT

Other socially relevant dimensions touched worth being mentioned?

Important part of this project is topic of equal opportunities on labour market with emphasis on elderly workers and active aging.

7. Brief SWOT evaluation

Strengths: This approach uses both international experience and local experience of employers and target group.

Weaknesses: Limited amount of involved foreign actors does not allow to create a fully apprehensive picture about the practice conducted in terms of this issue.

Opportunities: Public release of findings (both local and of good practice abroad) draw attention towards addressed topic and potentially create interest in employers by introducing advantages of cooperation with target group of elderly workers.

Threats: International transferability of good practice may be limited by specific conditions, law limitations etc.

8. Further relevant information

<http://www.respektinstitut.cz/>

4.2 Good practices on the supply side of labour

Good Practice 1

Motivation and training of target group based on Work Ability Index

1. Actor

“Aktivní přístup, věk nerozhoduje.” Age Management o.s. –

“Active approach, age does not matter.” Age Management o.s.

Age Management is a civic association. Its goal is to become a professional partner for organisations during implementation of age management tools. This organisation works both on regional and national level.

Mixed strategies/actors, i.e. are there different actors involved?

This approach is a continuation of project called “Implementation of Age Management in Czech Republic” that was realized by AIVD ČR, o.s. This approach also cooperates with Labour Office.

State of the art: What is being done?

This approach works with 20 clients who were formerly participants of the project “Implementation of Age Management in Czech Republic.” These 20 participants are selected according to their results in Work Ability Index – tool for measuring work ability. This project is targeted on people older than 50 years who are recorded as unemployed for longer than 6 months in Brno or South Moravian region.

This approach provides participants with diagnostic and motivational activities, education in IT skills, professional career education and prearranged job positions.

Public incentives used?

N/A

In practice/idea/proposal

In practice since November 1st, 2014 till October 31st, 2015.

2. Reasons

3. Description of approach

This approach addresses employability directly by matching participants to previously arranged job positions and providing education to meet demands of these positions.

Is the approach targeted especially on older workers or on all age groups?

Targeted especially on unemployed people over 50.

3.1 Dimensions and quality of work

3.2 Values/Motivation

Motivational activities are part of the approach

3.3 Professional Competence (Lifelong Learning)

Most of the key activities deal with increasing the professional competence of participants – IT skills, career (re)qualification.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

N/A

6. Linkage to informal work/civic engagement/social volunteering?

This approach is directed by civic association.

7. Other socially innovative dimensions touched worth being mentioned?

The project builds upon findings from previous project that was focused on identifying Work Ability Index for participants. Based on these findings are future career advice and professional development provided as well as an individually chosen match of job position.

8. Brief SWOT evaluation

Strengths: Help for participants is created individually and in a long term fashion that brings durable results.

Weaknesses: The project provides just certain amount of opened job positions for previously chosen clients. Some positions might not fit any of the participants and the match may be done just to satisfy the aim of the approach without real benefit for the participant (expect for short term interruption of unemployment and new skills).

Opportunities: Developing and using the Work Ability Index as a methodological tool to ease the process of revealing individual needs, strengths and weaknesses of participants.

Threats: Project is dependent upon financing from European Social Fund. There is no community and social networking effort for improving probability of sustainability of this approach in the region.

9. Further relevant information

<http://www.esfcr.cz/projekty/aktivni-pristup-vek-nerozhoduje>

Good Practice 2

Networking as a tool for overcoming employment issues for women over 50

1. Actor

“Aktivní ženy 50+ a jejich uplatnění na lokálním trhu práce.” BEC družstvo – Business and Employment Co-operative.

“Active women 50+ and their use on local labour market.” BEC team – Business and Employment Co-operation.

BEC družstvo helps clients identify and realize steps towards change and improvement in their entrepreneurship performance with focus on rural conditions. This company is active in Olomouc region and Moravian Silesian region.

Mixed strategies/actors, i.e. are there different actors involved?

Financed by European Social Fund.

State of the art: What is being done?

The aim of this approach is to improve position and status of women aged 50 and over at the labour market and addresses gender and social stereotypes about target group. The approach invents innovative tools such as Job club and Job exchange. Participants of Job club create ten commandments of advantages of active women over 50 in labour market. Through Job exchange, employers will be addressed. Part of participants will gain job position, part will become self-employed.

This approach is active in the region of Šumperk and activities are targeted on labour market in rural conditions.

At the beginning of the project, participants will undergo analysis of individual needs and educational program.

Public incentives used?

N/A

In practice/idea/proposal

In practice since December 1st, 2012 till November 30th, 2014.

2. Reasons

The initiating reasons for this approach are unequal opportunities at labour market for women over 50 years old.

3. Description of approach

The employability of women is addressed in courses about career diagnostics, business basics and course Active woman 50+.

Is the approach targeted especially on older workers or on all age groups?

Yes, this approach is specifically targeted on women over 50.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

This approach supports active and motivated career planning.

3.3 Professional Competence (Lifelong Learning)

Participants improve professional competence in courses "Active woman 50+" and "Business basics"

3.4 Health

N/A

3.5 Close Social Network

Innovative tool of Job club creates close social network among participants. They cooperate in establishing and negotiating rules and conditions for active career pursuing in their situation.

3.6 Family, work-life balance

N/A

4. Work after retirement ("silver work")

N/A

5. Life course orientation

Individual personal and career counselling addresses life course orientation.

6. Overarching dimensions of MOPACT

Gender equality on labour market is a key topic for this approach.

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: This approach actively supports networking of target group and mutual support among participants. Focus is on motivation as well as training. Programme creates innovative tools (Job club, Job exchange) both for target group and cooperation with employers. Direct addressing of gender inequalities on labour market.

Weaknesses: Provided training is not too variable.

Opportunities: Space requirements for Job club can be partially substituted by online communication among participants. This would increase the transferability and sustainability potential.

Threats: For further sustainability, the cooperation with employers should be more elaborate.

10. Further relevant information

<http://www.esfcr.cz/projekty/aktivni-zeny-50-a-jejich-uplatneni-na-lokalnim-trhu-prace>

<http://bec-coop.cz/index.php?kam=type4&menu=2><http://bec-coop.cz/index.php?kam=type4&menu=2>

http://www.aktivnizena50.cz/o_projektu

Good Practice 3

Training and development of elderly disabled people

1. Actor

“Budeme se vzdělávat” Oblastní charita Nové Hrady u Skutče. – “We are going to learn.” Regional charity Nové Hrady u Skutče

This approach is carried by regional part of Charity of Czech Republic.

If not: please describe the initiator

The programme is funded by European Social Fund.

State of the art: What is being done?

The aim of this approach is to create three innovative educational and integrative disciplines for people with disabilities. These programs will help develop independency at participants as well as skills needed for entering the labour market. At least 50 % of the participants will be older than 50 years as these clients have even more difficulties with entering the labour market.

This project has these key activities: educational field of cleaning and care work, educational field of production of handicraft items, educational field of basics in administrative work, individual plans.

This programme will support 20 participants. Ten of them will be of age 50 or older.

Public incentives used?

N/A

In practice/idea/proposal

In practice since January 1st, 2013 till June 30th, 2015.

2. Reasons

Target group of people with disabilities has great difficulties with employability. This approach is trying to change that by an individual attitude towards fewer clients with respect to their specific needs, strengths and weaknesses. The impact of this programme is of local character.

3. Description of approach

This approach increases employability of target group by addressing practical skills that will help them to become more independent as well as to find an appropriate job. Participants will gain education in fields of cleaning and care, production of handicraft items and basics in administrative work.

Is the approach targeted especially on older workers or on all age groups?

No, but people older than 50 years make at least half of supported participants.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

3.2 Values/Motivation

N/A

3.3 Professional Competence (Lifelong Learning)

This approach is strongly targeted on improving professional competence of participants.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

This approach is concerned with sufficient independency of participants and shifts their lives towards more self-sustained, individual manner.

6. Overarching dimensions of MOPACT

This approach is not only about older workers, but mainly about disabled and handicapped workers. This approach addresses their disadvantages on the labour market and copes with them.

7. Linkage to informal work/civic engagement/social volunteering?

This project is realized by charity organisation.

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: Individual manner of work with participants. Develops skills that directly affect lives of participants as a whole, not just as a live of a work force.

Weaknesses: This approach will be always dependent on external funding.

Opportunities: With particular skills in handicraft, there is a possibility of creating shared workshop that could partially fund further activities of this programme – opportunity of new job positions in such establishment.

Threats: No cooperation with possible employers. Developed skills are of general character and are not related to actual labour market needs and opportunities.

10. Further relevant information

<http://www.esfcr.cz/projekty/budeme-se-vzdelavat>

Good Practice 4

Open dialogue between former and current employees of ČEZ

1. Actor

“ČEZ blízko seniorům” Skupina ČEZ – “ČEZ close to the elderly” ČEZ group

State of the art: What is being done?

Company ČEZ focuses on social responsibility and part of this is addressing intergenerational dialogue and information exchange between current and former company employees. Company focuses on raising awareness of the topic of population ageing and motivation active elderly population.

ČEZ also funds various foundation activities, such as Senior clubs and Endowment Fund for Elderly or other organisations focused on elderly care.

Public incentives used?

N/A

In practice/idea/proposal

In practice. ČEZ has been awarded prize for Senior Friendly Company in 2013.

2. Reasons

ČEZ acknowledges population change and focuses on issues connected to this demographic development.

3. Description of approach

Is the approach targeted especially on older workers or on all age groups?

This part of corporate social responsibility is targeted on elderly.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

N/A

3.3 Professional Competence (Lifelong Learning)

N/A

3.4 Health

N/A

3.5 Close Social Network

This programme promotes cooperation between current and former employees and their continuous networking with focus on experience exchange and sharing of professional knowledge.

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

ČEZ focuses on raising awareness about demographic change and ageing population.

7. Linkage to informal work/civic engagement/social volunteering?

Company funds various foundations and civic organisations with interest in elderly people and their circumstances.

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: Opening and sustaining dialogue between former and current employees is a great opportunity to strengthen experience exchange that benefits both employees and company. Sustainability of this approach is stable due to low costs.

Weaknesses: Company in this approach does not address motivation and employability of workers.

Opportunities: Presenting topic of population change and its impact by important employer on national market is a strong voice for this issue and brings further attention from business sphere.

Threats: Tools used by ČEZ might not be transferable to business of lower importance or scale.

10. Further relevant information

<http://www.cez.cz/cs/odpovedna-firma/pomahame/ocneni.html>

Good Practice 5

Mentoring as a tool of increasing employment rate among women over 50

1. Actor

“Mentoring otevírá dveře.” ATHENA – Společnost pro vzdělávání a rozvoj žen.

“Mentoring opens doors.” ATHENA – Company for education and development of women.

Mixed strategies/actors, i.e. are there different actors involved?

This approach uses knowledge of foreign partners from Finland (Sabini Consulting) and Lithuania (SIF). These organisations have extensive experience with innovative methods of use of mentoring as a tool for improving unemployment rate. Financed by European Social Fund.

State of the art: What is being done?

The aim of this approach is to transfer innovative and effective tools for increase in employment in target group of women older than 50 years. The approach focuses on method of mentoring that has proved itself to be effective abroad. The principle of this approach is voluntary support of a person in training (mentee) by another person (mentor). This activity provides mentee with experience, examples, information about career paths. Active cooperation between mentor and mentee help them achieve their goals better. This approach allows mentor to learn how to transfer own professional skills to others, to escape work routine, develop personal skills and test leadership skills.

Clients of this programme participate in 60 hours of training in group activities with topic like labour market orientation, personal development and self-esteem, labour market skills development, preparation for job interview, self-employment support, visual mentoring and specific PC skills, networking.

This programme is targeted on women over 50 in Moravian Silesian region.

Public incentives used?

N/A

In practice/idea/proposal

This approach is in practice since May 1st, 2012 till December 31st, 2014.

2. Reasons

The target group of women over 50 is pre-retirement and thus endangered by long term unemployment. Their return to labour market is often very difficult. This approach tries to improve the situation by transferring foreign experience to local conditions.

3. Description of approach

This approach addresses various employability issues such as education, individual personal skills, self-esteem, PC skills, networking etc.

Is the approach targeted especially on older workers or on all age groups?

Yes, this approach is targeted on women older than 50 years.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

One of group educational activities for target group is focused on job market orientation.

3.2 Values/Motivation

Motivation, self-esteem support, personal development.

3.3 Professional Competence (Lifelong Learning)

Lifelong learning is supported in various fields from specific job skills to general PC skills and job interview preparation.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

N/A

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: Internship of approach providers in experienced organisations ahead of start of this programme allows developing the most useful and effective way of improving situation of target group. Equal importance of motivation and labour market knowledge as well as practical skills.

Weaknesses: This approach does not address life course orientation.

Opportunities: Application of validated foreign good practice to other regions of Czech Republic. The output of this approach will be knowledge about transferability of foreign good practice.

Threats: No cooperation with employers. Once is this programme finished, the funding of training of target group will end.

9. Further relevant information

<http://www.esfcr.cz/projekty/mentoring-otevira-dvere>

<http://mentoringoteviradvere.webnode.cz/aktivity-projektu/>

Good Practice 6

Mobile counselling and information centres

1. Actor

“MPIC – Mobilní poradenská a informační centra.” SELLI s.r.o.

“MCIC – Mobile counselling and information centres.” – SELLI s.r.o.

Mixed strategies/actors, i.e. are there different actors involved?

Funded by European Social Fund.

State of the art: What is being done?

The aim of this approach is to create Mobile counselling and information centres in selected municipalities in the Louny region. The centres should support employability of target groups: unemployed people older than 50 years, unemployed people younger than 25 years, youth younger than 18 years with no or low qualification who are unemployed or endangered on the labour market. Specific activities of this approach are identification of specific career needs of individuals, support in developing skills and practice, creating 16 new job positions (with financial incentives through wage subsidies for employers).

The project aims to include 72 people into personal development program, 36 people into Career diagnostics and 45 people into Requalification program.

Also, Manual of Good Practice will be issued and shared with employers and members of target groups in the Louny region.

Public incentives used?

Financial incentives for employers.

In practice/idea/proposal

In practice since March 1st, 2013 till February 28th, 2015.

2. Reasons

This approach is implemented in a region with one of highest unemployment rates in Czech Republic and is targeted on groups that are at high risk of unemployment or currently unemployed.

3. Description of approach

The approach deals with the issue of employability by providing individual career diagnostics and counselling, followed by courses increasing or changing participant's qualification.

Is the approach targeted especially on older workers or on all age groups?

The approach is targeted both on workers older than 50 years and adolescents as well as workers up the age of 25.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

Key activities of personal development and career diagnostics are targeted on topics of values as well as motivation. Also, individual counselling provides such care in an individual way.

3.3 Professional Competence (Lifelong Learning)

Professional competence is increased or changed by the methods of requalification.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

The approach touches regional dimension of unemployment by providing Mobile Counselling and Information Centres in various municipalities in the region of Louny.

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

One of the outputs of the programme is Manual of good practice that will be issued and distributed to members of target groups and employers in the region. This could broaden the impact this approach is trying to make.

9. Brief SWOT evaluation

Strengths: Regionally based centres that provide individual counselling about involvement in labour market and finding right career path followed by courses improving qualification. Approach creates new job positions.

Weaknesses: Weak community engagement or networking among target groups.

Opportunities: Distribution of Manual of good practice has an opportunity to change awareness about employability of risk groups both for employers and groups themselves. Regional impact of this approach is potential high thanks to Mobile Counselling and Information Centres in various municipalities.

Threats: After diminishing financial incentives, the interest of employers could decline. Interest of employers is built through financial incentives without further connection.

9. Further relevant information

<http://www.esfcr.cz/projekty/mpic-mobilni-poradenska-a-informacni-centra>

Good Practice 7

Self-employment as a tool for increasing employability of women of two generations

1. Actor

“Podnikáme SPOLU – ženy dvou generací aktivně na trhu práce na Ústecku” Sdružení pro vzdělávání komunit

“In business TOGETHER – women of two generations active at the labour market in Ústecko region” Association for Community Education.

State of the art: What is being done?

The aim of this approach is to support the return of target groups back to the labour market, including the form of self-employment. The target groups for this project are women older than 50 years, women on maternity leave or caring about dependent family member. Target groups will be educated and individually supported in created co-working centre to pursue their own career as self-employed business-women.

Currently, 2 waves of complex education programme have been realized for 23 attendants in each wave. The education programme consists of motivation, information about possibilities of self-employment, personality development and requalification and job practice in later part. The co-working centre is available to all participants as a space for individual work or cooperation. Three new job positions have been created during the course of this project.

Public incentives used?

Funded by European Social Fund

In practice/idea/proposal

In practice since December 1st, 2012 till November 30th, 2014

2. Reasons (initiating dimensions)

The target groups – women older than 50 years and women returning to the labour market after maternity leave are at high risk of unemployment. Also, the region of Ústecko is one of the parts of Czech Republic with highest unemployment rates overall.

3. Description of approach

This approach addresses the supply side of labour by introducing the possibility of self-employment as a way of using their working potential. The project presents ways in which self-employment is achievable and also works with skills and knowledge of participants to enable them pursue this way of employment.

Is the approach targeted especially on older workers or on all age groups?

Older female workers are a specific target group of this project, but women returning to labour market after maternity leave are also included.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

Motivation is one of key aspects of education programme conducted during this project.

3.3 Professional Competence (Lifelong Learning)

Professional competence of participants is increased in terms of job practice, requalification and knowledge about possibilities in self-employment.

3.4 Health

N/A

3.5 Close Social Network

Part of this programme is to create a social network between women of two generations – those older than 50 years and those returning to work after finishing maternity leave. The aim of this is to share personal experience about creating work-life balance and helping each other in creating that balance.

3.6 Family, work-life balance

Aligning work and family life is one of the key topics of this project and is directly addressed during the education course. Such a matter is also supported in the created co-working centre and community around it.

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

This approach is concerned with gender equality in the labour market, intergenerational solidarity and dialogue as a way of improving the situation of target groups as well as reflecting the complex social problems regarding this region.

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: Overcoming the threat of unemployment by self-employment. Stimulating intergenerational dialogue and cooperation. Creation of co-working centre with access to target groups.

Weaknesses: The abilities and skills for self-employment are not universal and do not necessarily fit everybody.

Opportunities: The foundation of shared support space of co-working centre can benefit target groups in long time. Self-employed women can with more experience and success in business create new job positions for other people at risk of unemployment from created social network or from general population.

Threats: The target groups might be afraid of pursuing career in self-employment due to lack of confidence or experience.

9. Further relevant information (also sources such as literature, interviews etc.)

<http://www.esfcr.cz/projekty/podnikame-spolu-zeny-dvou-generaci-aktivne-na-trhu-prace-na>

<http://www.coworking-usti.cz/o-projektu-podnikame-spolu-s13CZ>

Good Practice 7

Systematic training of company's employees

1. Actor

"Profesní rozvoj zaměstnanců." SIGNALBAU a.s.

"Professional Development of Employees." SIGNALBAU a.s.

SIGNALBAU is based in Přerov and the main specialization of this company is on installation of technological equipment for Czech Railway. The company has 128 employees.

State of the art: What is being done?

Activities of this approach are focused on professional training and the topic of equal opportunities. The aim of this approach is to increase professional level of employees, provide them with an advantage on a labour market and support reaching strategic goals of the company.

This approach will provide 67 educational activities in 9 topics for at least 47 employees.

Special attention in this project is paid towards employees older than 50 years, who are key professionals. They are not directly endangered by unemployment, but this approach focuses on their motivation to further education with respect to specific needs of this age group.

Public incentives used?

N/A

In practice/idea/proposal

In practice since May 1st, 2013 till April 30th, 2015.

2. Reasons

The initiating dimension of this approach is the effort to reach company's strategic goals by developing professional skills of employees.

3. Description of approach

This approach addresses employability by increasing professional skills of employees in various dimensions.

Is the approach targeted especially on older workers or on all age groups?

This approach is targeted on all employees, but key workers older than 50 years have specific position in this project.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

The target group of key workers older than 50 years is motivated towards further professional education.

3.3 Professional Competence (Lifelong Learning)

This approach is mainly concerned with increasing professional competence of company's employees.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

The dimension of equal opportunities on labour market is one of seven key activities of this approach.

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

N/A

8. Brief SWOT evaluation

STRENGTHS: Complex professional development of employees from various target groups.

WEAKNESSES: When considering development of older employees, this approach specifically states that it is focused on key workers of this age group. Less valuable workers are not priority which means that this approach is not working according to the principles of equal opportunities.

OPPORTUNITIES: Great emphasis on meeting company’s goal and strengthening its position on the market by using this approach as a right tool.

THREATS: Insufficient emphasis on motivating participants.

9. Further relevant information

<http://www.esfcr.cz/projekty/profesni-rozvoj-zamestnancu>

<http://www.signalbau.cz/index.php/cz/kariera>

Good Practice 8

Providing security, individual approach and care for senior employees

1. Actor

“SENIORITY” ŠKODA AUTO, a.s.

ŠKODA AUTO, a.s. is a key employer in Czech automotive industry with headquarters in Mladá Boleslav and two other production facilities in Vrchlabí and Kvasiny. The company is now owned by Volkswagen International Finance N.V. ŠKODA AUTO is one of biggest Czech employers with more than 25 000 employees.

State of the art: What is being done?

Programme SENIORITY is based on collective agreement between employer and employees and is intended for employees who are in an employment contract for at least 30 years. The collective agreement guarantees senior workers certain securities, such as:

Reassignment of job position based on health reasons with wage supplements for predetermined period of time,

Termination of employment issued by employer is followed by finding other suitable job positions or using company's job pool,

In case of job dismissal of senior worker from organisational od health reasons, the former employee will be provided with financial social assistance (the amount of this assistance is based on the duration of employment),

In case of hiring from external resources, former employees with needed qualification will be reached with priority,

Employee in cooperation with unions enables seniors to take a 14 days of reconditioning programme with financial subsidy of 60 % and 5 days of paid leave for this purpose,

Employee provides senior workers with one day of paid leave per year without any bound to specific activities.

Public incentives used?

In practice/idea/proposal

This approach is in practice and the company has been awarded consecutive prizes as a company with equal employment opportunities and exemplary attitude towards senior workers.

2. Reasons

Initiating dimension of this approach is increasing share of senior workers and need for keeping loyal and key workers active and content for as long as possible.

3. Description of approach

Life-long employability of workers is addressed by assessing individual possibilities and limitations of workers and adjusting job positions and job description based on those factors.

Is the approach targeted especially on older workers or on all age groups?

This approach is targeted on workers with duration of contract of 30 years or more.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

In case of dismissal, senior workers are provided with financial assistance and/or included in company's job pool.

3.2 Values/Motivation

N/A

3.3 Professional Competence (Lifelong Learning)

N/A

3.4 Health

Aside from general employee health care (regular preventive check-ups, health benefits, spa treatments, etc.), SENIORITY programme provides employees with significant financial subsidy and 5 days of paid work leave for reconditioning program.

3.5 Close Social Network

3.6 Family, work-life balance

4. Work after retirement (“silver work”)

Former senior employees are addressed with priority in case of hiring from external sources.

5. Life course orientation

Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?

6. Linkage to informal work/civic engagement/social volunteering?

7. Brief SWOT evaluation

Strengths: Programme Seniority provides loyal employees with social securities and enables them to do their job as long as possible while taking into account individual needs occurring with ageing.

Weaknesses: This approach does not include life-long learning activities.

Opportunities: Presenting good practice of this programme to broad public and business sphere may promote the topic of senior employee care as vital for reaching company goals.

Threats: Transferability to smaller businesses is limited due to financial requirements of this program. Sustainability in the ŠKODA AUTO company is dependent upon further continuous business success. With significant rise in share of elderly workers, some cuts to the programme might follow.

9. Further relevant information

http://www.nestor-eu.de/fileadmin/nestor/de/downloads/Prag/Program_SENIORITY_ve_SKODA_AUTO.pdf

Good Practice 9

Counselling and motivational activities for people over 50

1. Actor

“Stále mám co nabídnout.” Asociace občanských poraden

“I still have something to offer.” Association of civic counselling.

Association of civic counselling operates throughout the Czech Republic in more than 40 civic counselling centres. The counselling service is free of charge and is provided in matters of social help, legal issues, housing, family and interpersonal relationships, ownership relations, health, education etc.

Mixed strategies/actors, i.e. are there different actors involved?

This approach is conducted in partnership of Civic counselling of Třebíč, Silesian Diaconate and Centrum nové naděje (The New Hope Centre).

State of the art: What is being done?

The purpose of this approach is to provide target group of people older than 50 years with counselling and motivational activities followed up by conveying of job opportunities. This approach is conducted in regions of Třebíč, Karviná, and Frýdek – Místek that are known for high unemployment rate of people older than 50 years.

The target group was provided with education in requalification course of basics in work on PC (80 participants), course of social care in handling care (75 participants) and personality diagnostics (165 participants). Currently the issue of employment is being solved. Job position should be conveyed for 42 participants.

Public incentives used?

Wage incentives for participating employers are provided.

In practice/idea/proposal

In practice since April 15th 2012, till April 14th, 2014.

2. Reasons

This approach is targeted on people older than 50 years with low educational levels because this target group is one of the most endangered by unemployment in Czech Republic and also has the biggest issues with finding new jobs.

3. Description of approach

The employability of target group is solved in terms of finding open job positions and increasing skills for acquiring these positions.

Is the approach targeted especially on older workers or on all age groups?

Yes, this approach is targeted on people older than 50 years with low educational levels.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

Motivation is addressed in individual counselling parts of the approach.

3.3 Professional Competence (Lifelong Learning)

Increase in professional competence of participants is a key feature of this approach. Participants are educated in basics in work on PC and social care in handling care.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

The course of handling care is a way to “give back” to community and improving conditions in care of disabled people and elderly.

7. Linkage to informal work/civic engagement/social volunteering?

Whole project is maintained by civic organisation (Association of Civic Counselling) and charity organisation of Silesian Diaconate is involved as well.

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: Participants are provided with education in general skills (PC skills) as well as some specific skills (Handling care). Personal diagnostic and individual counselling are a good way of steering ones career ambitions to right direction with regard to current needs and opportunities on labour market.

Weaknesses: There is no variability in provided courses.

Opportunities: Great opportunity of this approach is a dense network of counselling centres of The Association of Civic Counselling that can easily provide the service of this approach to the target group in all regions of Czech Republic.

Threats: The cooperation with employers is based on financial incentives and further closer cooperation is not effective. The interest of employers is based on financial incentives, not civic engagement. Further activities of this approach are dependent on funding (such as from European Social Fund).

9. Further relevant information

<http://www.obcanskeporadny.cz/50-let-neni-handicap/>

Good Practice 10

Tools for quick return of elderly workers to labour market

1. Actor

“Třetí kariéra.” Úřad práce České republiky

“Third Career.” Labour Office of Czech Republic

Financed by European Social Fund.

State of the art: What is being done?

This approach is aimed on quick return to labour market of job seekers older than 50 years. The programme provides activities such as motivational courses targeted on increasing of confidence and will to actively seek a job, general and professional requalification courses, courses of PC and various other skills, individual counselling and support. Contact centres will be established in all district towns of the Vysočina region.

This approach is dimensioned to help 250 clients through motivational courses, 300 clients through requalification, 250 clients through individual counselling and to create 50 new job positions.

Public incentives used?

Participants will get a direct financial support that should help them overcome barriers preventing them in pursuing job seeking.

In practice/idea/proposal

In practice since July 1st, 2012 till June 30th, 2015

2. Reasons

This approach is trying to prevent the loss of qualification and skills for the people in target group – unemployed people older than 50 years.

3. Description of approach

The approach aims on increasing motivation to job seeking in the target group as well as shifting the qualification of the target group towards current needs of regional labour market. Approach provides individual counselling, various courses, Internet access and direct financial support.

Is the approach targeted especially on older workers or on all age groups?

This approach is specifically targeted on unemployed people older than 50 years.

3.1 Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2 Values/Motivation

Motivation to job searching is a key activity of this approach and is provided for at least 250 clients through motivational courses.

3.3 Professional Competence (Lifelong Learning)

Professional competence of the target group is addressed by various courses such as PC skills courses, courses in accounting, requalification.

3.4 Health

N/A

3.5 Close Social Network

N/A

3.6 Family, work-life balance

N/A

4. Work after retirement (“silver work”)

N/A

5. Life course orientation

N/A

6. Overarching dimensions of MOPACT

N/A

7. Linkage to informal work/civic engagement/social volunteering?

N/A

8. Other socially innovative dimensions touched worth being mentioned?

N/A

9. Brief SWOT evaluation

Strengths: This approach is targeted on fast and direct help in employability of target group which decreases further costs of dealing with this issue and also benefits life of target group. This approach is spread through whole Vysočina region via multiple centres in district towns.

Weaknesses: This approach does not cooperate its activities with local employers in an innovative or inclusive way.

Opportunities: Change in the approach towards work with unemployed people over 50 towards quick and effective solution with active participation of the target group.

Threats: Insufficient spread of good practice and building of community network among target group members, potential employers and project team.

9. Further relevant information

<http://www.esfcr.cz/projekty/treti-kariera>

Good Practice 11

Surrogate grandmothers – help for working parents and unemployed women in pre-retirement age

1. Actor

“Trojlístek” Centrum pro rodinu a sociální péči

“Shamrock” Centrum pro rodinu a sociální péči

Centrum pro rodinu a sociální péči (Centre for Family and Social Care) is a non-profit organisation that provides families with leisure, educational and counselling programs in Brno.

Mixed strategies/actors, i.e. are there different actors involved?

This approach is funded by European Social Fund and partners with civic associations Klub přátel rodiny, Rada senior České republiky, Ženy50 a Der Katholischer Familienverband Erzdiözese Wien.

State of the art: What is being done? ´

This approach follows the experience of Austrian service Oma Dienst. The purpose of this approach is to apply foreign experience on Czech environment. The service mediates contact among surrogate grandmothers and families with children. The aim of this approach is to make the return to labour market easier for parents and creating new work opportunities for unemployed women as well.

Surrogate grandmothers will be provided with free training and workshops personal and family skills.

Parents will create friendly and personal connection with surrogate grandmothers. Grandmothers will get paid, but the fee will be lower than in commercial sphere of babysitting.

Public incentives used?

N/A

In practice/idea/proposal

This approach was in practice since May 1st, 2012 till May 31st, 2014

2.

Reasons (initiating dimensions)

This approach is a reaction to insufficient number of places in preschool childcare facilities as well as the fact that members of extended family may not live nearby and thus are unable to help in dealing with common family issues.

Other problematic fact this approach deals with is the return to labour market form maternity or parental leave and the issue of work-life balance as well as unemployment rate of elderly women.

3.

Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability

This approach offers training in personal skills, family skills and child care.

Is the approach targeted especially on older workers or on all age groups?

One of the target groups are women over 45 and women in pre-retirement age. The other target group are parents returning to labour market after finishing their parental leave.

3.1

Dimensions and quality of work (career and employment security, wages etc.)

N/A

3.2

Values/Motivation

N/A

3.3

Professional Competence (Lifelong Learning)

Professional Competence in child care is addressed in this approach

3.4

Health

N/A

3.5

Close Social Network

This approach is built upon creating close social network of surrogate grandmothers and families with children. Success of this programme is based on personal relationships and ability to get along.

3.6

Family, work-life balance

Improving work-life balance for parents with children is a key goal of this approach.

Others ...

4.

Work after retirement ("silver work")

Participation in this approach is not age limited and skills and experience gained in this programme can be used long after retirement.

5.

Life course orientation

N/A

Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?

N/A

6.

Linkage to informal work/civic engagement/social volunteering?

Civic associations are in partnership of this approach and help to create database of surrogate grandmothers as well as arrange appropriate matches for families.

7.

Other socially innovative dimensions touched worth being mentioned?

The creation of database of available surrogate grandmothers is an innovative way of dealing with the issue of returning to labour market after parental leave as well as avoiding the risk of unemployment among women who are about to retire.

8.

Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)

Strengths: This approach fills in a gap in affordable childcare for preschool children and improves situation both for parents and unemployed women in pre-retirement age.

Weaknesses: This approach does not provide much of a training or life-long learning. This approach offers just one type of position to pre-retirement women, so the usefulness for this target group is limited. Approach completely omits possibility of surrogate grandfathers.

Opportunities: This approach is both sustainable and transferable to different regions of Czech Republic. The shift from Austrian environment to Czech environment declares the transferability. This approach

has a good potential for PR promotion.

Threats: The bigger the network of surrogate grandmothers get, the more demanding will be the task of the service operators, which has to be taken into account. This could make the service less affordable as the work of service operators will probably get more expensive.

9.

Further relevant information (also sources such as literature, interviews etc.)

<http://www.esfcr.cz/projekty/trojlistek><http://www.esfcr.cz/projekty/trojlistek>

<http://www.crsp.cz/rodiny-s-detmi/161-trojlistek>

5. Extending Working Lives and Lifelong Learning: Drivers and Barriers

5.1 Supply Side

The Czech Republic has a lowest unemployment rate in EU comparison. It was around 5,4% in May 2016, which represents 395 thousands of unemployed persons, the lowest share since 2009¹³. This situation is very favourable for many of the employees as well as for the general economic situation of the state. On the other hand, for already longer period employers complain about insufficient numbers of suitable employees, both for high demanding job positions and low skilled workers. As it is quoted in the media: "The domestic labour market is lacking qualified workforce with engineering and technical degrees, university and college graduates, so we are fighting for the government to accelerate the possibility of the arrival of workers from abroad," says the president of the Confederation of Industry and Transportation Jaroslav Hanak. But according to the director of the Czech Association of Meat Processors Jan Katina, the staff shortages are not confined only to skilled labour: "The issue of the desperate shortage of workers in our country, unfortunately, applies not only to skilled workers, but also to butchers and support staff."¹⁴ So where there are low unemployment rates, there is no felt need to support (especially) older workers on the labour market on one hand, on the other there is growing need to invest in workability and maintaining the employability of those (older / ageing) workers who are available. And since the general preference seems to be to look for the younger workforce from abroad (e.g. Slovakia), the measures against age discrimination seem to be of importance too.

5.1.1 Workability / Employability

5.1.1.1 Motivation

At the macro level, when looking at the shares of economic activity and its development between the census years 2001 and 2011 we could see that in 2011 there were almost two times less economically active persons in the age group 15-24 years than it was ten years ago (8.9 % vs. 14.1 % in 2001). Entry into economic activity is predetermined by the education system and is differentiated depending on demands for training at various jobs. Over the years, this phase was being prolonged, as young people enter the labour market on average at a later age than cohorts of their parents. To some extent, this postponement is also in anticipation of difficulties when entering the labour market (rising unemployment rates of graduates) and in anticipation of economic activity period prolongation in total (postponement of the statutory retirement ages for younger cohorts). Since the shares of economically active persons aged 25 to 45 years are almost constant (around 25 % in both 2001 and 2011), we can trace the compensation for this trend in (almost) doubling in the number and proportion of economically active people aged 55-64 years (14.5 % vs. 7.9 % in 2001). It is however interesting to note

¹³ Source: http://www.rozhlas.cz/zpravy/domaciekonomika/_zprava/nezamestnanost-v-cr-je-nejnizsi-v-eu-firmam-ale-schazi-novi-lide--1621647

¹⁴ Source: http://www.rozhlas.cz/zpravy/domaciekonomika/_zprava/nezamestnanost-v-cr-je-nejnizsi-v-eu-firmam-ale-schazi-novi-lide--1621647

that despite this dynamic, the share of economically active persons aged 65 and older has not notably increased between the census years (1.2 % in 2001 and 1.9 % in 2011; Vidovičová, Wija 2015: 43).¹⁵ So the working life is not continuously extending, but is rather compressed into the time before (statutory) pension age. The demography labels similar phenomenon in different context as "rectangularisation of mortality". The development in the mortality trends quite notably resembles the dynamic of the economic activity rates: while in 2001 the number of people was gradually "disappearing" from the labour market in rather broad age ranges starting higher middle age, thanks to "rectangularisation of economic activity", already in 2011 greater proportion of people reached the statutory retirement age, and then suddenly left the labour market. Labour market drop out ("mortality") could be also via the invalidity pension or other early retirement pathways, but happening more closely to the statutory retirement ages. Further potential of employment growth may be seen, just like in the case of life expectancy, especially in the growth of economic activity particularly in latter age groups. Another parallel between these concepts lies in the fact that after a modal age of death or retirement a certain number of "survivors" remains, in our case those with extended working careers. They are, however, a minority and share some common features, such as higher education, work and career related values, residence in the larger cities and regions with low unemployment, etc.

The drivers of the above described change can be at least partially explained by the pension reform. The increase in the retirement age for men and childless women¹⁶ to 63 was introduced already in 1995 and was accompanied by other efforts to make retirement less popular. These changes included lowering pension benefit in case of early exit, introducing support for delayed exits in 2001, and increasing the necessary insurance period from 25 to 30 years in 2010. In 2010–12, there was a so-called 'small pension reform', including raising the retirement age for younger cohorts and both sexes and introducing a rule for a further increase with no age ceiling and a further gradual increase in the necessary insurance period up to 35 years (including non-contributory periods covered by the state). The retirement age will be 67 from 2044 onward, and unless overruled by new governments, it will rise continuously so that those born in 2012 will have a legal retirement age of 72 years and 10 months (Loužek, 2014).

Although the increase in retirement age is discussed in media and among some of the social partners with criticism, the statutory retirement age does function for many employees as a clear goal post. Many of them in various surveys claim to (plan to) exit the labour market at exactly this point in their life course. The gradual postponement of the statutory retirement age helps to change the mind set of (not only older) workers, who now clearly see the work-longevity as a part of their future. That in response helps them to stay motivated, e.g. reversing the "early exit culture".

The cultural values in general should not be underestimated, as they produce the context in which the later life decision related to economic activity are made. Typical example could be the coordination of retirement decisions among the married couples, which could be broadened to other peers, friends and wider community's habitual practices. As women are often

¹⁵15 Vidovičová, L., Wija, P. 2015. Pracovní dlouhověkost. Východiska, příležitosti, výzvy. Praha: Konfederace zaměstnavatelských a podnikatelských svazů ČR.

¹⁶16 Women gain one year for each child with a minimal statutory retirement age of 59 years.

the primary carers for both younger and older generation, provisions helping these women to stay, combine and/or to return to labour market influence also their husbands' work motivation and needs (Dudová, 2015a).

Meso Level

At the meso level the projects carried out by Age management z.s. should be mentioned. Age management z.s. is a NGO which is very active in raising awareness in the field of age management, in bringing the Finnish concept of Work-ability index in to Czech Republic, and in implementing the principles of age management and workability as a lifelong, but sector specific processes. Age management z.s. is offering various types of educational programs for both educators and employers and HR personnel in the field of age management. One of the courses is "Toward Successful Seniority".¹⁷ This group method was developed by experts Finnish Institute of Occupational Health to support career management, technical skills and mental well-being of employees and managers in today's rapidly changing world of work. Demonstrably increases the potential participants to find successful solutions regarding their career and enhances their ability to cope with any setbacks. Among the main goals of the method these are quoted: to develop skills for career management; to develop the ability to manage change; to support participants in planning goals and solutions to their careers; to promote wellbeing and the continuation of their careers; to prevent burnout and depression; to prevent early retirement, mainly due to psychological problems related to work; to strengthen attitude towards lifelong learning; and to act as support for employees who have competence in the area related to the maintenance and development of occupational safety and health. The project "Active Approach, Age Is Not Decisive" was also working with the unemployed older workers and training them into the trainers of age management. As a result, ten new working positions were created and filled by these ex-trainees. The experts working at Age management z.s. are also very active in public advocacy for the age management in general, including representation at one of the working groups of the Government Council for older people and ageing.

5.1.1.2 Health

Macro Level

The Czech Ministry of Labour and Social Affairs (MoLSA) supports awareness raising campaigns on age-management and healthy ageing. Among the specific goals of the National Action Plan for Positive Ageing for the Period 2013–2017 (link) is "to increase awareness of Age Management, primarily among physicians".

The National Institute of Public Health (NIPH) is responsible for national health promotion strategies in the workplace and representing the Czech Republic in the European Network For Workplace Health Promotion (ENWHP). The NIPH participated in the eCAPACIT8 project focused on strengthening occupational health professionals' capacities to improve the health of the ageing workforce. The project was realized from February 2013 to May 2016 and included

¹⁷ <http://www.profesniseniorita.cz/>

the survey on the opinions on measures which would successfully prolong working life. The biggest share of respondents thought that “good organization of work” is the most relevant measure (62%), followed by “legislative amendments” and “more intensive occupational medical care” (31%), “occupational specialist present within the organization/ firm” (9%). The project highlighted the need to support healthy choices and life-style of employers. As employees spend many hours in employment, there is a big scope to encourage healthy eating and physical activity at the work-place and in employer supported programmes and activities out of employment.

The changing nature of work and structure of health factors at the workplace and shift from physical to mental strain and stress cause that mental health and musculoskeletal disorders (MSDs) are growing concern. As mentioned already above, in 2014, according to the Czech Social Security Administration data, musculoskeletal disorders and mental health problems¹⁸ are cause of more than a half of all disability / invalidity pensions. The decision on the level of loss of workability (invalidity) is usually preceded by the sickness leave. The average duration of sickness leave increases with age. The reason is relative decrease of respiratory diseases with short-term duration and relative increase in long-term cases of work incapacity due to neoplasms and cardiovascular diseases.

Which other innovative policy solutions would we recommend to implement (ideas from experts / researchers)?

Since 2005 the award “Health Promoting Company” is organized annually by the Ministry of Health, together with the Chief of public health services (main hygienist of the Czech Republic). Since 2007, competing companies are divided into two categories: large companies (over 250 employees) and SMEs (with fewer than 250 employees). As opposed to occupational safety measures, the health promotion is not legally binding for employers. For the assessment within competition the Quality Criteria of Workplace Health Promotion of European Network for Workplace Health Promotion are used. Three levels of achievements are followed and the label “Health supporting employer” is granted for three years. The fact, that many of the firms (and winners) repeatedly enter the competition could be interpreted as a reasonable indicator that employers see added value of such award and granted label. It would also not come as a wonder that many of the competitors are holders of other similar awards (such as “Safe firm”) and are often quoted as sources of good examples, or good practice in the work longevity promotion. The principles of accumulative advantages could be therefore identified here. (In 2016 the label was granted to Alpiq Generation Kladno; Johnson Controls Automobilové Součástky, Česká Lípa; Lohmann&Rauscher, Slavkov u Brna; Nestlé Česko, Praha 4; Pramet Tools, Šumperk; RWE Česká republika, Praha; ŠKODA AUTO, Mladá Boleslav; T – Mobile Czech Republic, Praha).

Which actors would be crucial?

¹⁸ Diagnoses codes M00–M99 and F00–F99 according to the ICD-10

Government should encourage social partners to raise the issue of sustainable employment and comprehensive approach to health promotion and protection in life-course and community context.

There is a need to recognise the economic impact of prevention in and out of the contexts of employment and the importance of health for sustainable employability, job productivity and management of ageing labour force. Level of skills and health are the main pillars for strategy of managing ageing and shrinking workforce and supporting working longevity or narrowing working and life longevity gap.

Worse physical and mental health leads to reduced performance and job satisfaction, frequent absenteeism, and premature retirement from the labour market. These losses are important not only for the employers, but by the whole social and health system, economy and society. It is important part of corporate and social responsibility of the social partners who should not only be concerned about job quality and salaries, but also the post employment quality of life and sustainability of pension income and systems.

Increasing healthy life expectancy along with increasing length of education and proportion of university-educated people in the economy the individual and social investment in education should translate into longer career and higher employability. Increasing proportion of jobs in the service sector and non-manual, not physically demanding, knowledge-based jobs provides potential for increased employment of people 60 plus. On the other side, increasing diversity or / and disparities require more individual approach reflecting individual conditions of employees and employers. Increasing heterogeneity of the population over 50 and 60 and increased role of life-style factors in health require more individualized approaches to the evaluation and management of health, employability, chronic disease prevention and management.

Financial incentives, bonuses and support tools for employers to create a healthy environment, health conditions and age management can increase the capacity of employers to protect and promote health and sustainable employability. Social partners, regional stakeholders and authorities should encourage and participate in creating specific programs reflecting specific risks of employees in particular regions and organizations. The programmes should target the main determinants of health such as physical activity, healthy diet, smoking and alcohol consumption; but also factors influencing, or preventing, mental illnesses, such as work related stress.

Meso Level

The car maker ŠKODA AUTO a.s. is most often quoted as an example of inspiring good practice. Its involvement in a variety of projects (such as “Third Career”), personnel programmes (e.g. “Programme for long-term employment 50+”) as well as “Workplaces for all ages” that proposes to keep employees in active employment, to maintain key competences in the company, to cultivate know-how and finally also to strengthen the company’s social responsibility in supporting the employment of people with reduced functional ability. As was already mentioned in previous country report (WP3 task 1 (2013)), the company is motivated by demographic developments as well as the insufficient potential of young workforce on the labour market and also by the recorded reduction in the productivity of older employees as a conse-

quence of worsening health. The programme is based on the principles of inclusivity (it incorporates all the employees) and an individual and social approach. Its pillars are health, social policy and education and it includes preventive healthcare programmes, technological alterations (automation, ergonomics) and motivating employees to maintain their health and prepare for changes (mainly through training and education). Concrete examples include Health Days, personal healthcare plans, certification of workplaces, founding of workshops for employees with special needs. In training and education examples include mentoring, Foremen to Foremen, special courses for particular age groups. The Vitalization Programme is another example. It targets employees from mid-management level up to foremen who are aged over 50. The Vitalization Programme aims to support and strengthen the productivity and potential of seniors, to provide support with employment and private life issues and finally to strengthen individual motivation and flexibility in line with the company's needs. In the area of organization of work we find measures intended to prevent fatigue from monotonous work at the assembly lines (controlled rotation etc.). Probably the most famous programme Seniority is not defined by the age of an employee but rather his/her 30-year history of employment at the company. A senior can be transferred to a more suitable position and – depending on the reason for the transfer – a compensation for the difference in income and its duration is calculated or an employee can remain in his/her current payment grade. If a senior has fewer than five years left before retirement, it is possible to negotiate about other forms of compensation. Seniors are also annually entitled to one day of paid leave and those working in selected workplaces can also get another five days off for rehabilitation stays that are subsidized by the employer. Yet another example of good practice from ŠKODA AUTO is the “personnel pool” that is “filled with” employees who lose functional work ability due to health issues, who are long-term ill, who are made redundant due to organizational changes etc. This pool is then used for new projects, permanent appointments, re-qualification, extra work or ad hoc projects. The measures listed below are financed from three sources: payroll budget (employee remuneration), special social fund based on the current collective contract (ca. 200 million CZK in 2012 – for selected social benefits provided by the company) and investment costs (e.g. the creation of positions for employees with special needs). In organizational terms the measures of the Seniority programme are implemented by various specialist units, mainly by human resources (Operational care for human resources, Development of human resources, Health and safety...). Apart from the above, the company also provides and organizes preventive programmes that play a role in maintaining the health (not only of) seniors, e.g. when diagnosing serious civilizational illnesses (cancer, cardiovascular diseases) and ensuring timely treatment. The company also created 200 jobs for employees with special needs which are also available for seniors. In addition, all employees receive a monthly payment of 800 CZK for a voluntary pension contribution. Apart from providing a special bonus at employee anniversaries (up to 45,000 CZK), the company also provides a one-off payment at retirement (the sum of two average monthly salaries). The company evaluates these measures as successful, and currently stabilized, likely to be subject only to parametric changes in the future as there are other areas to be prioritized. ŠKODA AUTO intends to focus on areas such as the creation of flexible positions for sole breadwinners and mothers on parental leave; or internationalization of the workforce.

Which other innovative solutions would we recommend to implement (ideas from experts / researchers)?

Union of the electricity industry “Eurelectric” provides their members with extensive list of age management measures including health management a healthy life style at the work place, stressing the need for preventive programs for entire work-life duration. The original document is translated to several languages, including English and Czech.¹⁹ As a part of health care for extended working life these measures are quoted: to identify health risks and health promotion activities as part of an overall strategy; establish a working group on health and well-being in the workplace; workplace health checks; training of managers and supervisors; healthy eating and hydration, stressing mainly the need for hydratation (project Water@work); fitness at work; subsidies for health insurance; employee and trade union participation; creating age-conscious workplace design and age conscious occupational health, by measures such as distribution of work tasks, analysis of workplace and job design; workshops on ageing or rehabilitation courses for older workers, which can be combined with redeployment, job redesign and job rotation.

Health policies are set in general on the macro level defining the minimal requirements, such as safety at work, however, the complex health care at work needs to be supported at the level of the employers who a) understand the specific health risks typical for their industry, and specific job positions; and b) have to bear a part of the financial burden brought by the employees sick days cost and productivity loss.

5.1.1.3 Life-cycle Orientation / Reconciliation of Paid Work and Care / Informal Work

Care

Between 1993 and 2012, the number of employed men aged 55-64 doubled. The people over 50 accounted for 28% of all people employed in the national economy in 2013. The difference between employment rate of women and men (gender gap) aged 55-64 in the Czech Republic is one of the highest in the EU. The situation is similar for younger women and mothers. The employment of women in the Czech Republic is exceptionally strongly reflected by motherhood. The employment rate of women with children over the age of 11 in the Czech Republic is the highest in the EU. While the employment rate of women with children over the age of 11 in the Czech Republic is the highest in the EU, the economic activity rate for women with young children is one of the lowest and continued to decline during the last two decades. The “traditional family model” prevailing poses women into position of a caregiver, limiting career development for women whose salaries stagnate after childbearing. Barriers for participation of women, especially of women with caring responsibilities, mean economic loss for individual careers of women, their families, the employers, economy and society as a whole, unless the childbearing and home-related roles are valued and recognised as a special kind of social good and important means of social reproduction. The economic costs for women and the

¹⁹ <http://www.eurelectric.org/Demographic/CZ/toolkitczechp12.htm> (Accessed: 7.6.2016)

economy have increased given the increasing share of women among graduates with tertiary education where women make a majority. The breaks in careers of women impacts not only current income, level of salaries, but also future pension incomes.

Creating better conditions for reconciliation of care for children and / or older parents and close persons through more available flexible work conditions, care and support services, and support of family carers, including care leave is the goal of new national family strategy, which is in the process of preparation (June, 2016). As part of the family strategy, the care leave paid from sickness insurance for 3 months has been prepared (see also below). We can expect that the share of informal carers in labour market will increase with continuing demographic changes and rising statutory pension age. According to SHARE data the third of people over 50 cared in the last 12 months for a close person outside of their own home. About 12% of the population aged 50 and over provides personal (help with ADL) in the Czech Republic, according to SHARE data (Vidovičová, Wija, 2015). The majority of carers remain economically active. In the age group 55-64 about 44% women and 64% men providing care on daily basis were still working. According to the Labour Code (no. 262/2006), an employee caring for a person with second and a higher level of “dependence on care” (according to Social Services Act) are entitled to shorter working hours or another appropriate adjustment of working time during the week, unless there are “serious operational reasons”.

Macro Level

Flexible working conditions include flexible work schedule, part-time jobs, job sharing and unpaid leave etc. There is one of the lowest proportions of part-time jobs in among the EU countries in the Czech Republic. In 2014, only 10.4% of women were working part-time in the Czech Republic, while the EU average was 32.8%, and for example in the Netherlands three-quarters of women were employed in part-time jobs in 2014 according to the Eurostat data from Labour Force Survey.

One of the measures discussed and proposed by the Ministry of Labour and Social Affairs is to support flexible forms of employment by financial bonus to employers provided through lower obligatory social insurance fees (premiums) or other ways such as subsidies, tax-based relief etc. According to the prepared family policy the rights of employees to flexible working conditions should be more “enforceable” as the right for flexible working time for carers stipulated in the law are difficult to achieve in the reality. The family strategy highlights also the disadvantages related to part-time jobs such as decreased current and future incomes compared to other forms of more flexible jobs such as share jobs. Job sharing is the practice available only in 7% of companies in the Czech Republic compared to Germany (20%) or UK (54% of companies).²⁰

Regarding increased support of carers, it is suggested that the role of municipalities should be strengthened, especially in coordination of direct and timely support, similarly as availability of respite care in the system of social services. “Informal carers” should be newly explicit “target

²⁰ Příručka k projektu Metr: Fraňková, P., Rakušanová, F., Šimečková, M., Brož.M. 2015. Job sharing v praxi. Jak zavádět a rozvíjet sdílená pracovní místa. [online]. [cit. 8. 1. 2016]. Dostupné z: <http://fdv.mpsv.cz/UserFiles/Job%20sharing%20v%20praxi.pdf>

group” of social services specified and defined in the Social Services Act.

In the year 2017 there should be introduced new “carer’s leave” as a part of new “pro-family package”, which includes also changes in parental leave and introduces the leave for fathers after the child is born. The “carer’s leave” would be granted to a person who has paid the contributions to the sickness insurance system and could be taken up from three to six months in the case of sudden need to care for seriously ill relative, who is not in any health care or social care institution. The monthly amount should equal the 60 % of the previous gross income. This provision still needs to be discussed in the Parliament. Similarly to the argumentation to the maternity leave provision, there are concerns that this amount lowers the overall income of the carer, especially of women, and therefore negatively influences the later life income from pension.²¹

Meso Level

At the meso level, there are growing numbers of examples of good practice in work – life – care balance, but only in the context of parents earlier in the work life course (cf. databases such as: <http://dobrepraxe.rovneprilezitosti.cz/> (only in Czech) or “Podpora kariérního růstu žen” (only in Czech)). The firms and organisations, including some of the municipalities, are praised for part-time work arrangements, kinder garden at the firm, flexible working hours, management of the maternity and parental leave, work from home provisions, compressed working week and leisure benefits, such as “cafeteria system” for wellness, health care, cultural

Informal Work

The share of volunteering among the Czech population is very low in comparison to EU, and especially so in the higher age groups. The corporate volunteering is recognised and supported by the NGO’s helping to develop the social corporate responsibility (e.g. program by Hestia – in Czech), but these opportunities are usually not directed specifically to older employees. Often the corporate responsibility is also covered by financial support rather than by the work of the employees (e.g. examples of financial support under the headline of corporative volunteering examples for the NGO “Cesta domů” the palliative care provider here).

5.1.1.4 Lifelong Learning

Lifelong education and learning is essential to maintaining employment of older people and sustainable employability. Increasing share of people with tertiary education on the one hand increases flexibility and mobility of workforce and increases the chances to extend working life and increase employment of people aged 60 and older. On the other hand, the structure of university education may not lead to a reduction of the mismatch between supply and demand in individual sectors. The structure of graduates and requirements of employers indicate a lack of technical professionals and workers in general in the Czech Republic. There is also growing demand for low-qualified jobs Czech across all sectors, according to the Czech Chamber of Commerce. The Chamber therefore asks for legislative changes removing barriers for migrant workers ([link](#)). Lifelong learning not only contributes to higher productivity, better skills and

²¹ Dudová, R. Péče ve stáří. Praha: Slon 2015a ; Dudová, R. 2015b. „Caring for Elderly Parents: A New Commitment of the Third Age.“ *Sociologický časopis / Czech Sociological Review* 51 (6): 903-928, <http://dx.doi.org/10.13060/00380288.2015.51.6.223>

adaptability, but also the increased job satisfaction. Social partners thus should promote more proactive life-long learning strategies, based on individual needs and potential, reflecting life-course approach and individual job trajectories.

Macro Level

The life-long learning is considered an important feature of work longevity; at the same time many authors agree that the involvement in the further adult education is generally low in the Czech Republic and very low in older workers. The cumulative dis/advantage hypothesis applies, as mainly those already skilled and educated tend to participate on further education and training more. Those older and those with lower qualification participate on LLL less partially due to the lower willingness and greater hesitations and concerns related to the up-skilling programs in the participants, and partially due to the unavailability of high quality activities and courses corresponding to the needs of those workers, both employed and unemployed (Horáková, Horák 2013: 140). Therefore programs which do address both needs of the industry and more closely related to capabilities and interests of the workers should be supported.

Lifelong learning is also often understood, also in the NAPPA document, as a leisure activity of those already out of the labour market, namely Universities of third age. Even though this type of education is very important for general wellbeing, the learning activities related to labour market need to gain more attention.

Meso Level

Good practice example: Ministry for regional development can be quoted among the good practice among the employers as it claims to stick with the main principles of equal treatment and non-discrimination in all HR policies. As an employer the Ministry in the collective agreement also commits not to dismiss employees during the period of three years preceding the date of entitlement to a retirement pension. Almost 11 % (n = 66) of current employees are old age pensioners. Further all employees can use up to four days off with the compensation of salary, and participate on internal and external vocational and language training.

Which other innovative solutions would we recommend to implement (ideas from experts / researchers, see also chapter 'macro level' above'.)?

One of the examples, that addresses the problem of both duration of up-skilling, lack of motivation of older learners and intergenerational gaps could be the "Small crafts PLUS" [Malá řemesla PLUS] program carried out jointly by NGO Oblastní charita Jihlava and Job offices in Vysočina region. The project is a complex and intergenerational enterprise aimed at people under 25 years old and unemployed aged 50 plus. The project starts with motivational course, followed by the five-month retraining courses. The project lasts for twelve months and the key activities include social counselling, job club, debt counselling courses, computer courses, and especially the creation of new jobs and a five-month retraining courses in the fields carpenter, painter and gardener. The aim of the project is to increase the skills of participants and improve some of their social and communication skills, and overall employability. Graduates are thus able to escape the trap of long-term unemployment and to succeed in the labour market. Training courses in handicraft are running in the region since 2002. A total of 273 workers participated in these courses and 198 had successfully completed them. In the past, the offer of

retraining courses included professions such as carpenter, painter, seamstress or maintenance man.

5.1.2 (Sustainable, real) Self-Employment

Macro Level

We have no reliable statistical data, but it is expected that both main reasons for new businesses and self-employment, i.e. previous unemployment and voluntary change in career, are represented among the new business-persons 50+. Older businesspersons are mostly leading their own business in building or services, especially consulting. In 2014 was almost 10 % out of total amount 11 000 new businessmen in Czechia 50 years and older. This situation isn't usual, so we can observe a new trend of elderly businessmen, or better to say businesswomen, as over 90 % from all fresh businessmen were women (nearly 10 000). This fact contributed to form new projects such as "Business woman", which helps new business women in their opening (e.g. answering individual questions, organizing an appointments, education, etc.). If an older businessman is defined by age 50-64, the number of self-employed people is above the average. While in 2006 was registered 226 000 of elderly businessmen, in 2013 increased the number up to 271 000. Many of those people have their business roots in the years just after the Velvet revolution in 1989. It is quite an interesting group to study more in the detail in the future, as the Czech society has not a role models for how to "age in and with business" available due to the disruption during the socialist times.

The employment office and/or bank institutions can make a financial support in the beginning, if the good business plan is provided. The most popular businesses is own coffee shop or bakery, which could be risky. As already discussed in the MOPACT Country report WP3 : Extending Working lives (case study on "We do business TOGETHER" [Podnikáme spolu]), where the project brought together unemployed young and older women to introduce them to possibility of self-employment and equip them with all necessary knowledge to start their own business, starting new business in late life is regarded as rather difficult and risky, especially if the education and skill level, and social/human capital is low, as it is often the case with the long-term unemployed persons 50+. The main problem is the complexity. It starts with finding the right area of business or services, the lack of financial support and or guarantee of financial stability and bureaucratic burden of tax reporting. As the one of the experts consulted in this part of the project put it: *"I see a fundamental problem in the stat. It is nagging entrepreneurs by bad and over and over again changing laws. That produces enormous administrative complexity and poor legislation. Tax laws were "amended" (= made less transparent) many times, financial and tax reporting reached a peak of obscurity so ordinary self-employed person is not able to produce it without qualified (and dearly paid) assistance. Ordinary self-employed person must fill in at least 20 pages of tables and summaries on "tax returns" forms and keep loads of folders of documents. And there is no possibility of free consultation. The kindness of some of the clerks cannot be taken for granted, but in their situation, I cannot even blame them. These newly introduced sanctions are liquidating!"*. In response to this analysis, the expert was proposing to establish and subsidize counselling for older self-employed persons at

the Regional / Municipal Seniors Councils and simplifying financial/tax reporting so that the self-employed person can handle it unassisted.

Meso Level

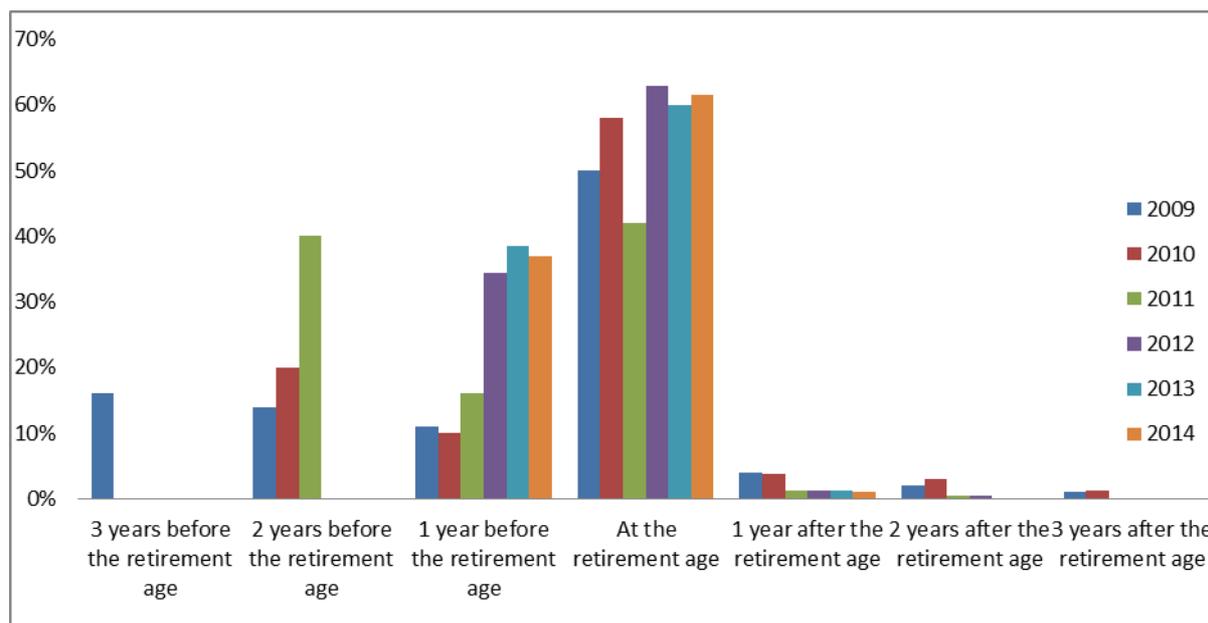
As women represent the ever growing segment of the new (self-)employment, there are also some projects and web based tools for education, training and peer to peer mentoring, aiming specifically at women (e.g. Gender studies toolkit; projects like Podpora podnikatelek; web platforms and educational programs; recognition awards such as Podnikavá žena). However both visually and rhetorically all these tools cater to younger people, such as women after maternity leave and their support to start own business. These tools could be easily used also for older workers / self-employed, if they would be presented more age- and gender-inclusively. The same holds for incentives and programs supporting work-life balance achievement.

Various platforms, such as “Business and Professional Women CZ” develops the professional, leadership and business potential of women on all levels through advocacy, mentoring, networking, skill building and economic empowerment programs and projects around the world.

5.1.3 Work beyond Legal Retirement Age

Macro Level

The share of older worker working beyond the legal retirement age is rather small in the Czech Republic. According to the statistics on retirement published by EUROFOUND over 60% of Czech workers retired at the statutory pension age in 2014 (Figure X). Second-most common is to retire one year before the statutory pension age (37%). Around 1% of those retiring in 2014 had postponed their pension by 1 year after reaching the statutory pension age, and none of the new retirees deferred pension 2 or more years.

Graph 3 Proportion of people retiring at, before, or after the statutory age (%)

Source: based on data from the Ministry of Labour and Social Affairs (Quoted in: EUROFOUND, report from project “Extending working lives through flexible pension schemes” Czech Republic: post-pension age partial retirement scheme; by Georgiana Runceanu)

In case of employment activity, an increase of 1.5% is added to the pension benefits for every extra 180 calendar days worked. By many that is regarded as too low to motivate the postponement of the retirement, especially when there are no restrictions on continuous economic activity and simultaneous pension withdrawal.

5.2 Demand Side

5.2.1 Public Financial Incentives for the Employment of Older Worker

Many of the projects covered also in previous reports have included the wage subsidies, which are often considered as a key for the project success. The project can create a work position and the employer can “test” the new employee, which she / he would maybe not consider otherwise.

An example of a success story including the wage subsidies is Generation tandem, currently running in Central Bohemian region. Employers have now the possibility to apply for a contribution on wage for their employees. This opportunity is open for the new employees under 30 years and for the current employees in pre-retirement age. The purpose of this project is to secure the generation exchange on one certain work position.

In reality there’s one current employee in pre-retirement age (at maximum 3 years to retirement) in a risk of losing a job. On the other side, there’s a new colleague under 30 years, who was applying for a job at the employment department. The elderly employee is educating the new one, therefore they have to be employed at the same time (so the employer can get the contribution for both of them). The amount of money for the employer could be at maximum 740 EUR/month for a new employee and 890 EUR/month for the current one. Employer can

get the contribution from 6-12 months.

Nowadays trend of working group is to create mix teams, not only generationally – it can modify with a gender mix, which leads to higher competitiveness of the organization. Main reasons are that the elderly employees are calm, loyal and have a lot of experience, compared to that – the young employees are much more innovative, excited and open-minded. The entire project is a win-win for the employer as well, because of the competitiveness, larger opportunities in the employee's selection and the contribution at the same time.

The goal of the Generation tandem is transferring the experiences and supporting the employability of the pre-retirement citizens. The Generation tandem is running till 31.12.2018.

There are other forms of support available thru program MoLSA together with other partners offers within the support of the social innovations projects. For example the leaflet "Social innovations for curious, brave and creative" is available to download on the web pages of the European social fund (www.esfcr.cz). One of such projects "Elva help" is using social rehabilitation tools to educate clients how to train a pet (mostly a dog) according to their individual needs to improve a quality of the owner's life. This process focuses on interaction of a client as a partner right from the beginning of a service as well as it decreases an economical burden of the service.

5.2.2 Public Non-Financial Incentives for the Employment of Older Worker

The National Plan for Positive Ageing for period 2013- 2017 (NAPPA) has an extensive section on employment and lifelong learning. Within this document points of action for various stakeholders are defined sending clear messages on the priorities within these general policies areas. As action on these points is periodically reported to the Government, the stakeholders are urged to act within given areas towards defined goals. The support of employment of older workers is based on the general concept of age management and includes both rising awareness and financial support to projects aiming at rising employability of older people via the age management tools. As a result, e.g. the Job office officers were additionally trained in the age management, gaining additional expertise to assist the older job seekers better. Further, as a result of the NAPPA the collection of some of the statistical information has increased, so the evidence based policy making in this area has been enhanced.

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