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Family oriented temporary work as a tool for innovative personnel policy
A new challenge for personnel service provider

Kick off meeting – Fit For Flexi  9-12 July 2012 Prague

FlexiBalance is funded by the German Ministry of Education and Research (BMBF) within the scope of the funding programme: Striking a balance between flexibility and stability in a changing working world
Initial situation: Loss of employability because of family responsibilities

Especially affected: single mothers

- The number of single parents has been steadily increasing for the last years. From 1.3 million in 1996 to 1.6 million single parents in 2009.
- The lion’s share (87%) have single mothers.
- Single mothers have significant problems to return to work. Only six in ten single parents with children under eighteen years are employed. Only one woman in five is employed if there are children under three years. (Federal Statistical Office 2010)
- In these groups it is less the qualification that causes problems. On the contrary: enterprises often lose highly qualified and innovative employees irretrievably.
- 40% of women in West Germany do not return to their work after the family leave of three years.
- 70% of job-seeking single parents continue to receive Hartz IV payment after 12 months.
- Insufficient care situation: care rate of 20% for children under 3 years (Federal Statistical Office 2009).
10 individual case studies; comparative telephone survey of persons with family responsibilities (n=501); written questionnaire of temporary employees with family responsibilities (n=100); company survey

Project design

development of a family-oriented concept for the deployment of personnel

development of a family service model for personnel service providers

TZZ TrainingsZentrumZeitarbeit
moderation, consulting, o.d., p.d.

ElternService AWO
Eine Initiative der AWO in Deutschland

development and testing of a new service model: family-oriented personnel service (about 60 job returnees)
Results of the telephone survey in the project FlexiBalance relating to working and living conditions as well as to the expectations of persons with family responsibilities. (supported by forsa)
• Realization of the telephone survey: forsa, association for social research and statistical analysis
• Investigation period: 27th of May until 7th of June 2011
• Population: persons with main care responsibility towards children under 10 years living in the household in Germany
• Reference groups: persons with main care responsibility (250 persons who are employed at the moment versus 251 persons who are not employed at the moment)
• Selection process: systematic random sample (stratified sample)
• Sample size: 501 interviewees
• Survey method: computer-assisted telephone survey based on a structured questionnaire
Question 4: How many hours are you presently working per week?
(employed persons; n = 250)
Question 5: How many hours per week did you work before the birth of your first child? (n=501)
Question 9: What are the reasons that you work in spite of family work presently? employed & main care responsibilities for children under 10 (fully correct/rather correct; n= 250)

- High level of motivation: 92%
- Sufficient child care is ensured: 86%
- It is financially necessary: 74%
- At the moment it is not enough for me only to look after my child and the household: 73%
- Employer’s flexibility, e.g. great interest on the part of the employer: 72%
- Need in relation to working hours and place of work: 61%
Question 10: What are the reasons for you to be not employed at the moment?

Not employed & main care responsibility for children under 10
(is the case/ rather is the case; n= 251)

- low motivation: 13%
- sufficient childcare is not ensured: 51%
- not financially motivating: 32%
- at the moment I want to be there for my child/children: 75%
- lack of the employer’s flexibility in relation to e.g. working hours and job location: 50%
- low interest on the part of the employer: 33%
Question 13 & 14: Thinking about your employer's offers making it easier for you to work in spite of a child/children, which are/would be important for you? And what offers your employer? (employed)

- Childcare offers at the working place e.g. a company kindergarten: 12% vs. 56%
- The possibility to work from home: 33% vs. 62%
- An emergency childcare provided by the employer e.g. if the child-minder is sick: 11% vs. 67%
- Career possibilities also in part-time: 36% vs. 70%
- Persons to contact at the working place who foster your promotion: 45% vs. 74%
- Persons to contact at the working place who organise your further training: 55% vs. 75%
- Persons to contact at the working place who bring your working hours into accordance with your family obligations: 55% vs. 85%
- Working hours that are adjusted to childcare hours: 53% vs. 92%
- The possibility of part-time work: 70% vs. 87%
- Flexible working hours: 95%
Question 16: To which extent do you agree with the following statements? (thoroughly/rather) employed & not employed persons with main care responsibility (is the case/rather is the case; n=501)

- I utilised the family break to undertake further training: 21%
- Also with flexible working hours I would be restricted in my performance because of family obligations: 40%
- During my family break I maintained contact with my employer: 58%
- During the family break I matured and I could develop new competences: 50%
- The experiences that I gain through the everyday life with my children makes me a better employee: 75%
Question 17: Family breaks can lead to a loss of professional competences or to the acquirement of new skills. What do you think, how far did the following abilities or competences change through the family break? You improved your ability…

- in vocational competences: 20%
- to work autonomously: 43%
- to work fast and effectively: 56%
- to assume responsibility: 60%
- to empathise/to understand other people: 61%
- to handle multiple tasks simultaneously: 63%
- to deal with stress: 63%
People with family responsibilities are due to family responsibility:
- highly motivated in their engagement for work and family
- responsible
- resilient
- effective

People with family responsibility expect their enterprise/employer:
- to support them in getting back to work quickly and smoothly
- to support them concerning child care (including emergencies)
- to offer flexible working hours
- to offer career opportunities and opportunities to develop competences (even in part.time)
- to support them generally and to meet their requirements
Aim of the subproject: implementation:

- **Problem**: existing models of flexible work (e.g. temporary work) promote until today economic interests and interests of companies, they do not take into account the aspects of work-life balance.

- **question**: how can we design a model for personnel service which is economically sustainable and that combines organisational need for flexibility with individual demands for flexibility and maintains the performance capacity of enterprises?

- **Aim of the implementation project**: to enable employees with family responsibility (e.g. single parents) to strike a balance between work and family life by an integrated service, based on the following components:

  - **Management of job requirements and need of care management**
    - "Matching": flexible coordination of family commitments and personnel deployment
    - "Monitoring": support of persons concerned
    - "Consulting": individual advice and career management
    - "Training": development of competences during the family phase
Implementation of the model project

- Contact and application period
- Consulting stage
- Working time and care management
- Continuous care management

Implementation of a new service in a joint office of Manpower and ElternService AWO
Implementation of the model project

- contact and application period
  - consulting stage
  - working time and care management
- continuous care management

- access strategies to persons with family responsibilities
- development of a positive culture of application
- development of an internal competition
Implementation of the model project

- Contact and application period
- Consulting stage
- Working time and care management
- Continuous care management

Quick contacts in the FlexiBalance office
Analysis of the applicant's competence and qualification profile
Concrete agreements or support
Employment or qualification
Implementation of the model project

- contact and application period
- consulting stage
  Working time and care management
- continuous care management

- communication of safety and confidence at work
- analysis of the need of care, adaption or rebalancing of the care model
- support in crisis situation
Kontakt / Ansprechpartner

Teilprojekt Forschung
(koordinierendes Vorhaben)

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