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One best way? Career Pathways of white collar workers in the German automobile industry (OEM) during the Crisis

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Outline

1. Trend towards higher education in Germany
2. Impact on automobile industry (OEM-case study)
3. Conclusions and Contradictions

Starting Point

- Share of VET-qualified people in Germany will further increase
- High importance of vocational labour markets (apprenticeship, upgrade trainings and academic qualification) – now and in the future
- Broad qualifying VETs prepare for flexible work organizations, structural change, life long learning and permeability in the education system

Crash in 2007: Global Financial Crisis

- **Impact on Human Resource Development in industry?**
- **Analyzing quantitative data; case studies in car manufacturing industrie (3 OEM)**
- **Case Study OEM-1**
 - one of world´s leading car manufacturer
 - Strong codetermination
 - 2007: Long-term strategy „Vision X“: target amongst others high ROI, Top Employer with Top Staff

**Just before
global crisis
began!**

„Vision X“: Pole Position in Sale and Innovation
within 10 years

4 Goals

- Customer Satisfaction
- Top Employer
- Strengthen of ROI
- Rise of Sale

foundation:
Top Staff

External and Internal Recruiting of Top Staff (White Collar workers)

External:

- Apprenticeship => high share of high school graduates => need for „special offers“ => Dual Studies (= VET degree plus Bachelor degree)
- Direct entry & 2 „Elite“-Trainee-Programmes for graduates => entrance für career pathway!
- Few with VET-degree and less „high potentials“ from competitors by headhunting

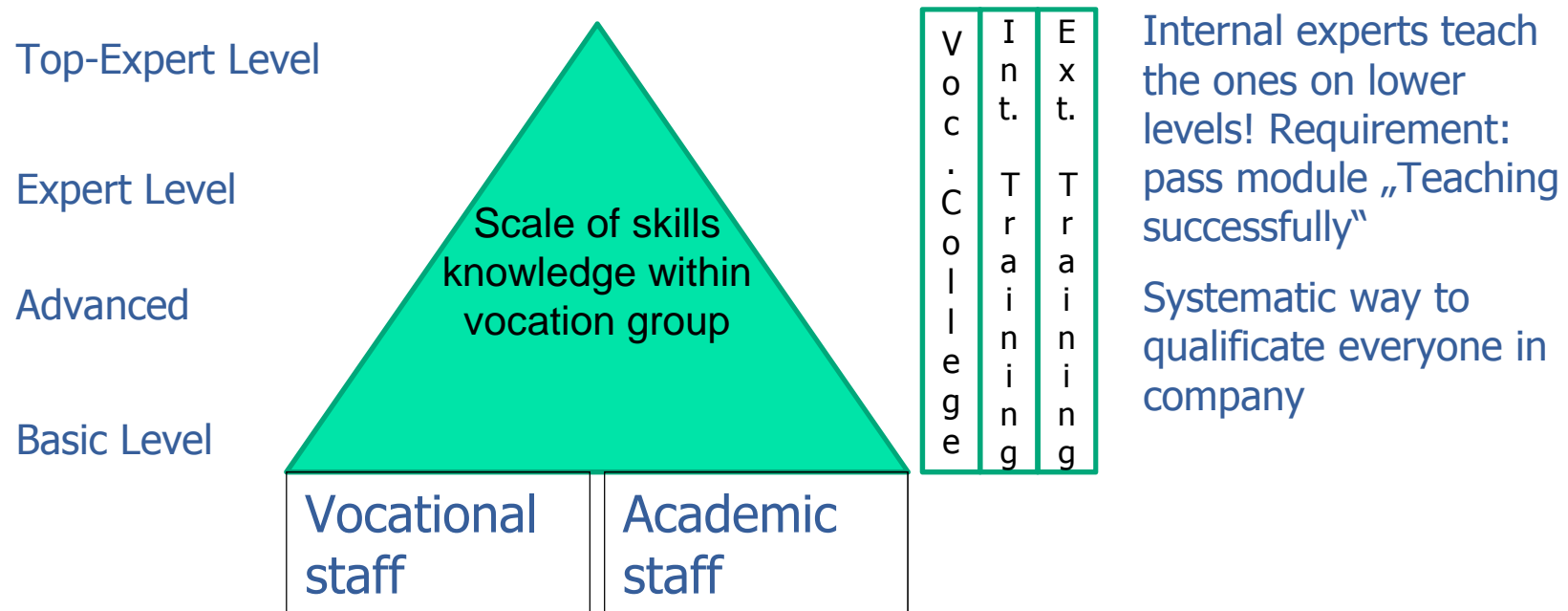
Internal (Main strategy)

- Diversified HRD-/qualification structures
- internal lists of „talents“ (high potentials) => career pathway!

After becoming employee of OEM-1 - HRD as part of „Vision X“

- Strong emphasis on internal HRD & professional skills
 - „We found no better ones on extern labour market!“ => Chair man of supervisory board when communicating the fill of new positions in management (corporate group management) in June 2012
 - Emphasis on internal qualification structures by implementation of „teaching and learning from one another“ within defined so called „vocation groups“. Lectures and lessons organized in so called „vocation colleges“.

Qualification in Vocation Groups (e.g. Supply)



The Vocation College-System provides for

- Upgrade of professional skills and part of professional career paths
- Transparency of existing skills and competences and...
- ...targeted buildup of strategic relevant competencies along of so called competence profiles.
- Combination of traditional qualification schemes with new and profession-specific ones
- Democratic or egalitarian: often common learning places of VET- and academic qualified people

Conclusions, Contradictions and Open Questions:

- Ideal type of a learning organization
- Ideal type of individual long life learning:
 - everybody is involved in an integrated learning process
 - Development chances for everybody
 - High esteem: everybody (above basic level) can be an expert!
- Efficient use of qualification budget
- Result: higher competitiveness of the company by developing strategic relevant competences and skills in the staff
- => „obverse“ of a encapsulated ILM: can this specialized knowledge be used after changing the job (sustainability of skills and knowledge)?
- „One best way“? OEM-1 was prepared on crisis by restructuring since the 90ies. => Can this learning model be adapted by other firms during/after the crisis?
- Do exist different path depended HRD models based on developing either professional or management skills? Case studies 2 & 3 will probably show

Thank you very much for your attention!

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