

**Gerhard Bosch**

# **Human Ressource and Training Challenges – Approaches in Germany**

**Training, Workforce and Retention Issues with Winter Maintenance  
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## 1.1 Modernization of vocational training

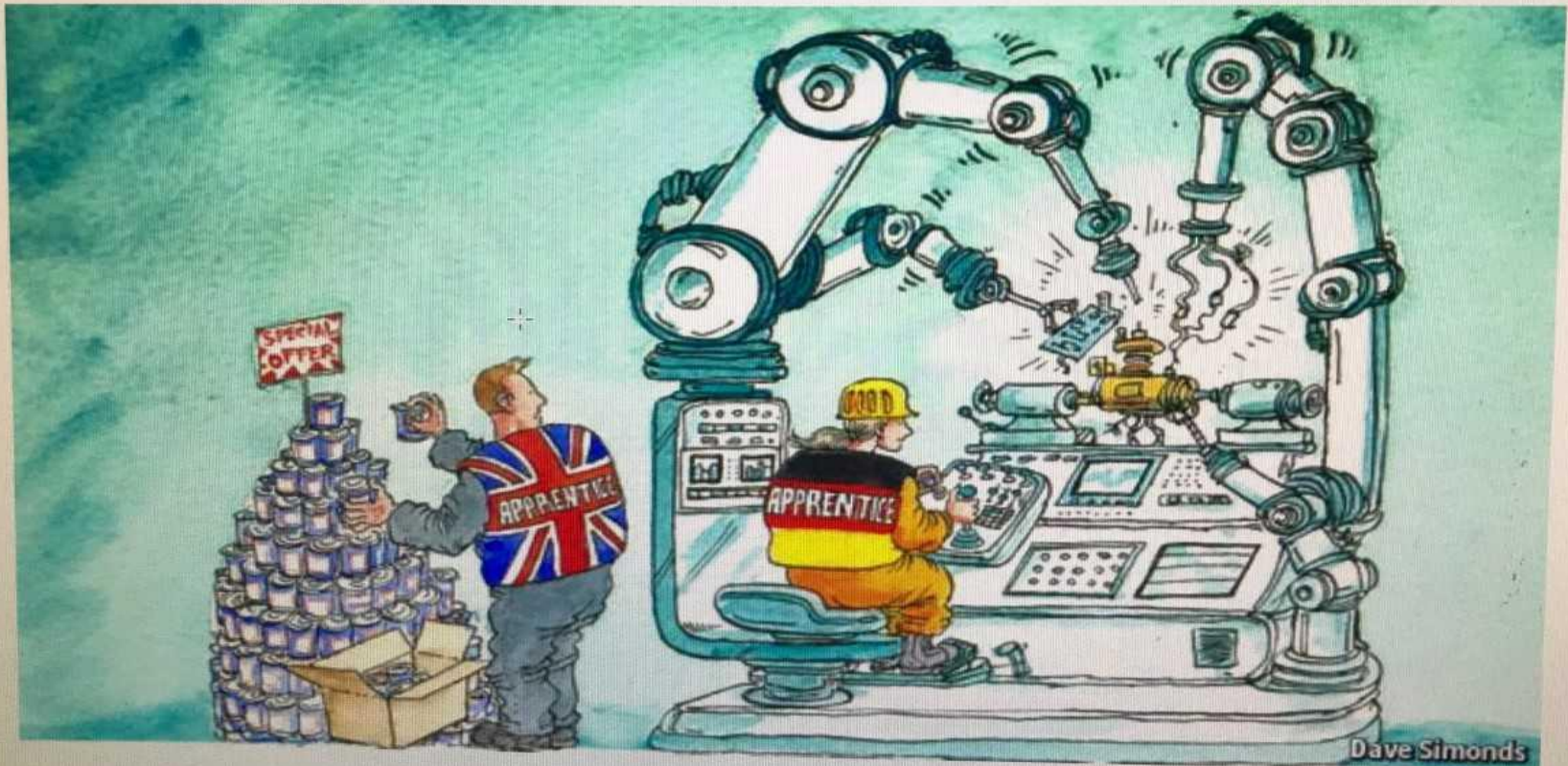
- 61% of German employees have vocational training qualifications
- Around 5 % of the employees are apprentices in the dual system of vocational training
- Training in around 350 national white and blue collar occupations
- Training duration 2 – 4 years, 3 days a week in the company, 2 days in vocational schools
- Basic idea: broad training which helps to cope with changing work environment
- Social partners decide in the main committee of the German Federal Institute of Vocational Training on the basic standards of each occupation (occupational title, duration of training, training programme)
- Reforms of the occupations or the creation a new occupations are initiated by the social partner

## **1.2 Skills and competencies in the state-recognized training occupation Freight forwarding and logistics services clerk**

- **Plan and organise the dispatch, shipment and storage of goods and other logistics services according due consideration to relevant legal requirements and environmental protection aspects**
- **Control and monitor the effective cooperation of persons and institutions involved in logistics chains**
- **Take advantage of opportunities to consolidate consignments into larger load units**
- **Obtain insurance cover**
- **Accord due consideration to customs and foreign trade regulations**
- **Use information and communication systems**
- **Procure information and make information available**
- **Correspond and communicate in English with foreign business partners and customers and process English-language documentation**
- **Identify customer requirements, advise and offer support to customers**
- **Identify and evaluate service provision available on the transport and logistics market**
- **Calculate prices**
- **Draw up offers and prepare contracts**
- **Process customer complaints and claims notices and assist in the settlement of claims**
- **Manage payment processes and warning procedures Assist in the calculation of costs and earnings and in commercial management**
- **Monitor the market and assist in the further development of service provision of the company**
- **Assist with the establishment of networks for the consolidation, transportation and delivery of loads**
- **Assist in the development of logistics concepts**
- **Act autonomously in performing tasks within the scope of operational instructions given and in accordance with legal stipulations.**

## „Keeping up with the Schmidts“ -- ??

„Attempts to build a snazzy, German style apprenticeship system crash into cultural and economic differences“ [*The Economist*, 26.04.2014]



Dave Simonds

Cartoon von David Simonds©

## 1.3 Modernization of vocational training

- **Most occupations modernized in the last decade**
  - Occupational profiles broader than in the past and technology open
  - Learning in teams and in real business processes to acquire social skills and understand the context of their work
- **Ongoing observation of new challenges and their impact on training**
- **Until 2021: Modernisation occupation by occupation**
- **Since 2021: Joint minimum standards on cross-cutting issues for all 350 occupations**

## 1.4 The four joint minimum contents for all training regulations

**Digitalisation:** The conscious handling of digital media and data, communicative and social skills in collaborative work in virtual space, methods of self-directed learning as well as social diversity and mutual appreciation

**Sustainability:** The improvement of sustainable action, taking into account economic, ecological and social aspects in one's own working environment

**Health& Safety:** The correct handling of possible work-specific sources of danger, the observance of ergonomic working methods and the knowledge of measures to avoid mental and physical stress

**Organization of the training company, vocational training as well as labor and collective bargaining law:** Knowledge of the structure and organization of one's own training company, the central components of the training contract and the possibilities of professional advancement and professional development

*Offen im Denken*

## **2.1 Conversion to electromobility Volkswagen Braunschweig**

- Phase-out of plastic parts production and mechanical products
- new jobs in battery system production
- Further training central to transformation
- 1:1 transfers to the new jobs are often not possible: long relocation chains
- Transformation budget of €165 million for all locations
- Organization via company “transformation office”
- Qualification measures designed with the support of the group itself
- Fit-for-Change 2 days; 22 days for „specialists for battery production“
- Learning close to the new workplace with practical elements was central

**Participation of the works council central for conception and implementation**

**Transformation not just a technical solution - employees have to be motivated and convinced**

# 2.2 Conversion to electromobility Volkswagen Braunschweig

Kunststofftechnik

Batteriemontage



Entwicklungsgespräch im Transformationsbüro:  
Festlegung zukünftiger Einsatzbereich



Transformationsbudget



„Ziel-Bahnhof“ definieren



Qualifizierungsgespräch mit dem Meister



Erstellung individueller Qualifizierungsverläufe

EFK HV	<input checked="" type="checkbox"/>
FlowDrill	<input checked="" type="checkbox"/>
GapFiller	<input checked="" type="checkbox"/>
...	<input type="checkbox"/>
...	<input type="checkbox"/>
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**B6. Das Konzept des Transformationsbüros**

**Aufgaben:**

- Individuelle Entwicklungsprojekte realisieren und durchführen
- Die Transformationskonzepte des Werkes und seiner Tochterunternehmen verstehen, weiterentwickeln und umsetzen
- Die Entwicklungsprojekte und Qualifizierungsverläufe realisieren
- Die individuellen Projekte erstellen und umsetzen, um die Teilbetrieblich für den Transfer aktiv zu sein
- beraten werden und auch persönliche Fachkennnisse oder Dienstleistungen anfragen
- Die Betriebliche Identifizieren

Projektpartner von OIL Personalberatung

Bei Bedarf: B6/VI/2017 Grundschulbereich

Offenhaltung des Bereichs für die Familie

**Methoden und Instrumente:**

- Coaching/Coaching
- Transformationskonzepte mit Back-Up-Material
- Qualifizierungsprogramme
- Funktionale Entwicklungspläne
- Kommunikationsmaßnahmen (z.B. Teambuilding)
- Qualifizierung auf allen Ebenen, z.B. Teamarbeit
- Ziel-Bewertungsfähigkeit
- Expertenrat
- Interne Arbeitssitzung
- Kurz- und mittelfristige Personalplanungsmethoden
- Arbeitskarte



# Coalition-Agreement of new government: Improvement of the German LLL-system

## Labor market policy

- Train first instead of work first approach in the labour market policy
- Retraining up to three years
- Training allowance: unemployment compensation plus 150 € per month

## Adult grant and loan system:

- For school certificates, vocational training and tertiary education
- Means-tested
- Age limit 30 years
- Age limit will be increased (age limit in Sweden 60 years)