ANNUAL REPORT 2014
Partners for a bright future
Bildungswerk der Bayerischen Wirtschaft e. V. www.bbw.de
The content in this report is of course intended to apply equally to both genders. For ease of reading, however, the report does not exclusively use gender-neutral terminology.
PEOPLE ON THE MOVE

bbw GROUP

Forewords
Foreword Prof. Günther G. Goth ......................................................... 6
Foreword Anna Engel-Köhler ......................................................... 7

Bildungswerk der Bayerischen Wirtschaft e. V. .................................. 8
Shaping change

BUSINESS FIELDS

Social policy .................................................................................. 10
Imagining tomorrow

School-work transition ................................................................... 12
Forging one’s own path

Career – parenting – elderly care ..................................................... 14
Assuming responsibility

Staff and business development ...................................................... 16
Advancing careers through education

Getting back to work ...................................................................... 20
Job prospects for everyone

Immigration ................................................................................... 22
Towards a new society

Health promotion in the workplace ............................................... 24
Making good health a priority

Inclusion: participation in the world of work .................................. 26
Giving everyone a role

Internationalisation ......................................................................... 28
Connecting different worlds

Personnel services .......................................................................... 30
Workers without borders

Hochschule der Bayerischen Wirtschaft .......................................... 31
A training ground for careers

bbw GROUP / ORGANISATIONAL STRUCTURE

Executive Board and Management, Member Associations – .......................... 32
Member Companies – Sponsors .......................................................... 34
Organogram .................................................................................. 36
Locations of the bbw Group ............................................................ 38
Year in review ................................................................................ 40
Companies of the bbw Group .......................................................... 42
Publishing information
For more than 40 years, our clients and commissioning partners have valued our comprehensive portfolio of offerings and our wide range of practice-oriented and need-based qualification programmes and personnel services. Our tasks have become increasingly complex over the years, and this trend will continue in the future.

Demographic change is having a greater and greater impact on the labour market. The demand for workers is focused on skilled workers who have completed their professional training. Experts predict that labour force shortages will be most acute in the area of mid-level qualifications.

The potential of the unemployed can and must be tapped. We need a diverse array of offerings that help reconcile job and family. It is essential to provide young people with professional support as they make the transition from school to the world of work. More and more people in employment want the opportunity to obtain academic qualifications. Companies need guidance and advice and no longer have the resources to meet all of their training and recruiting requirements.

Language courses, the recognition of degrees and second-chance training facilitate the integration process. The demand for internationally oriented educational and personnel services is increasing in the face of globalisation.

Together with our partners – associations, companies, schools, employment agencies and local authorities – we develop innovative solutions that provide the skilled workers of tomorrow. Such close collaboration ensures the real-world relevance of our offerings, which is so important to the success of individual workers and the regional economy. This is the only way for social engagement and economic performance to become two sides of the same coin.

Our longtime Managing Director, Herbert Loebe, stepped down on 31 December 2014 due to retirement. The Executive Board thanked and recognized him for his outstanding achievements. Anna Engel-Köhler has been appointed to succeed him on 1 January 2015.

The goal of constantly furthering the development of the bbw Group is the guiding principle of my work as Managing Director. We are a key partner when it comes to qualification programmes and social and personnel services geared towards public authorities and institutions and towards associations, companies and private clients.

Our more than 300 locations in Germany, including a particularly strong presence in Bavaria, provide a wide array of programmes in the area of further and advanced training – from vocational preparation and career orientation measures to offerings that make work more compatible with family life. Our fields of activity also include integration projects, language training and needs-oriented personnel services.

We train employees and senior managers at Bavarian companies and provide consulting on personnel and organisational development and on change and demographic management. We are continually expanding our expertise through partnerships with universities and through our many research projects in areas such as e-mobility, models for partial qualification and the implementation of a dual educational system in third countries.

Our goal is to work with associations and companies to ensure that the supply of skilled workers meets the demands of business. It is for this reason that we further enhanced our portfolio through the founding of the Hochschule der Bayerischen Wirtschaft, a university that specialises in practice-oriented degree programmes.

The bbw Group, as laid down in its charter, is committed to taking on sociopolitical responsibility. In Bavaria we support and sponsor a large number of projects within the SCHULEWIRTSCHAFT network, whose aims include playfully introducing young people to technology and promoting entrepreneurial thinking and action at an early age.

It will only be possible to meet the diverse challenges of these tasks through the dedication of our many staff members, to whom I would like to express my thanks here.
Why are some people on the move? Because they want to achieve something. Only those who stay active will be able to seize new opportunities, solidify their current position or take the next career step. It is no longer possible to be content with a single degree or certification at the beginning of one’s working life. The growing demands of business, the increasing pressure to innovate and the permanent need to expand one’s knowledge make lifelong learning and the willingness to embrace change an essential part of achieving individual professional success.

Our tasks have become more diverse in the past several years. This is largely because our society has become increasingly marked by the desire of individuals to develop themselves according to their talents, interests and ideals — also in their careers. This notion of self-realisation is accompanied by a shift in values in which money and possessions become less important while the pluralisation of social milieus and lifestyles increases. We are meeting these demands with a flexible range of offerings that combine individual requirements with uniform quality standards.

Whether it is identifying and promoting young talents, junior employees with little work experience and especially disadvantaged people with migration backgrounds, we ensure that people are not held up by outdated demand structures within the bbw Group for international services.

Our clients and commissioning partners profit from our more than 40 years of experience and the synergies resulting from our group’s well-functioning and unique network of 23 companies. We have an extensive nationwide presence through our 24 regional centres with more than 150 training locations in Bavaria alone, and our more than 300 locations throughout Germany.

Our proximity to business and markets is a result of our deep understanding of what makes apprentices, specialists, executives, company directors and personnel managers tick. We are familiar with workflows and production processes, and current and future qualification and personnel requirements. Sustainability, risk prevention and a streamlined management structure within the bbw Group contribute to our success within the competitive education sector. And we are highly efficient in the proper sense because we work in unison with our partners.

What we offer:
- Social policy
- School-work transition
- Career — parenting — elderly care
- Staff and business development
- Getting back to work
- Immigration
- Health promotion in the workplace
- Inclusion: participation in the world of work
- Internationalisation
- Personnel services
- Hochschule der Bayerischen Wirtschaft
How can we best integrate people and their interests into our society? Whether it’s exchange between young people and companies, economics education or discussion between the church and business leaders, dialogue builds relationships and strengthens our common set of values. On this basis it is possible for individuals to develop their own talents and realise their personal potential to the benefit of the community.

What we offer

- Practice-oriented education projects for young people and teachers
- Traineeships in government agencies and companies
- Church-business dialogue events
- Providing input and ideas, and connecting people to one another – that is just what the sociopolitical, education projects of bw e.V.’s Wirtschaft im Dialog department have been doing for the past 45 years. Under the motto ‘Imagining Tomorrow’, they bring together partners from business, politics, schools, universities, government agencies and associations to address issues relevant to business and society within the scope of innovative projects.

What we aim for

- Fostering dialogue between business and society
- Providing economics education
- Building interest and expertise in technology

What we offer

- Practice-oriented education projects for young people and teachers
- Traineeships in government agencies and companies
- Church-business dialogue events

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The diverse event programme of the Bavaria-wide SCHULEWIRTSCHAFT initiative presents a host of projects to girls and boys of all age groups – from kindergartens and primary schools to high schools. The new brochure ‘It Works?!’ offers workshops, conferences and workshops for teachers from all types of schools, thus providing schools a special opportunity to improve the quality of their teaching. Young entrepreneurs bring in new ideas and accelerate progress, but this requires an entrepreneurial spirit and business know-how. All of these things are promoted in competitions and simulation games in our economics education programme, which takes a playful approach to the acquisition of business knowledge with strategy games such as play the market, beachmanager and 5-Euro-business.

Church-Business Discussion Circle: For thirty years business leaders and the Evangelical-Lutheran Church in Nuremberg have been engaged in dialogue as part of the Church-Business Discussion Circle. The networking activities organized by the Business in Dialogue department foster public debate about the value systems and future viability of our society. While the German economy is the guarantor of prosperity, churches take a position on sociopolitical issues. Karl-Friedrich Müller-Lotter, chairman of the business side of the church-business discussion circle in Nuremberg, sums up this relationship nicely: ‘Church and business are not parallel societies, but indispensable partners travelling a common path.’

sprungbrett bayern: sprungbrett bayern (Springboard Bavaria), the online internship marketplace, is celebrating its ten-year anniversary. At www.sprungbrett-bayern.de young people find current internship opportunities in all industries. The project also organizes events such as sprungbrett SPEED DATING, where young people can discuss their career plans with trainers and personnel managers and immediately apply for internship and trainee positions. sprungbrett bayern promotes career guidance and the recruitment of young talent by offering 32,000 internships from more than 15,000 registered companies; some 2,500 participants also take part in the project’s events each year.


Akademie Kinder philosophieren Children Philosophers’ Academy

Our achievements

A total of 760 participants in the philosophical career guidance programme

16 events for educators at day care centres in deprived areas as part of the ‘Small Heads, Big Ideas’ project

Overall, more than 1,000 recipients of the supplemental qualification ‘philosophical counselling’

What we aim for

- Cultivating philosophy as a cultural skill and a basic pedagogical approach
- Providing philosophical life and career counselling
- Incorporating a sense of value and meaning in the business community

What we offer

- Workshops and seminars
- Certified supplementary training
- Education projects on career guidance

Everywhere benefits when children develop their own ideas early on.

Philosophising with children and young people means giving them the freedom to think their own thoughts. In the Akademie Kinder philosophieren of the bw e.V. teachers learn the fundamentals and basics of philosophical counselling. The academy is committed to establishing philosophical discussion as an educational principle and a cultural skill at kindergartens and schools. Its target groups are educators and teachers, children and young people, and now also parents. Other key activities include collaborating on projects with foundations and conducting philosophical workshops with young people. Meanwhile, the academy has trained 30 certified philosophical counselling instructors and 20 workshop leaders to work with young people.

Philosophical life and career counselling: Philosophical life and career counselling at academic secondary schools helps young people discover what they want to do with their lives. This approach supplements traditional career guidance. It requires self-reflection and deals with the values that influence decisions. In the 2014/15 school year 360 pupils from the intermediate and upper grades participated in a series of workshops on these key questions: Who am I? What do I want to become? How do I find a career that suits me best? How do I make the right decision? The workshops help develop personal responsibility and put the pupils in a position to make an informed decision about their future career.

Integration through values dialogue: Ensuring that parents understand the differences in cultural values between their place of residence and their country of origin lays the foundation for their own integration and that of their children. Launched in 2014, the Integration through Values Dialogue project has organized parents’ groups of mixed nationalities at ten schools and children’s nurseries in Bavaria. Discussions about topics such as tolerance and one’s homeland reveal cultural differences but also the things people have in common. The project is supported by the Bavarian Cultural Fund, Stiftung Bündnis für Kinder, Bavaria’s cooperative banks and the City of Augsburg.

www.kinder-philosophieren.de
FORGING ONE’S OWN PATH

Young people pave the way for a fulfilling working life during their school, vocational and university education. Correctly identifying their interests and strengths and developing these for the long term gives them the best prospects for finding a suitable trainee placement and job. Effective career guidance and advice also means providing businesses with the skilled workers they need.

Despite the high demand for skilled workers, disadvantaged youth often have a hard time gaining access to the dual educational system. Providing young people with professional support as they make the transition from school to the world of work is one of the most important activities of the Berufliche Bildungszentren der Bayerischen Wirtschaft (bzw) gemeinnützige GmbH, the Fortbildungskolleg der Wirtschaft (Fbk) gemeinnützige GmbH, the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gemeinnützige GmbH and the Bildungswerk der Bayerischen Wirtschaft (bbw) gemeinnützige GmbH. Efforts to integrate the next generation into the labour market according to their individual skills sets and abilities include not only flexible career guidance and planning tools but also a range of social support measures and regular collaboration with companies.

The first step towards a viable future career is choosing an educational path that best reflects your personal potential. The basis for this decision is a proper assessment of skills and competences as part of the `career guidance counseling` at general education schools. Proactive methods, combined with hands-on practical experience in workshops, make it possible to identify those individual abilities that play a crucial role in building a rewarding career. Throughout Bavaria biz and gfi offer the career guidance programmes of the German Federal Employment Agency and the German Federal Ministry of Education and Research. The model project “TransparenzKompetenzKooperation” has therefore conducted a series of workshops, entitled “TransparenzKompetenzKooperation am Übergang Schule – Beruf (Transparency/Competency/Cooperation in the School-Work Transition), to improve regional training structures. The goal was to provide those players guiding the transition process with an overview of regional development offers, to deepen expertise in holistic support for young people (competency) and to pool resources (cooperation). F-bb has successfully implemented this pilot scheme, which received support from the Bavarian Ministry for Employment and Social Affairs, Family and Integration, in Munich, Straubing, Nuremberg and Schweinfurt.

Emphasis is increasingly being placed on accessible programmes consisting of a high percentage of outreach work. A good example of the blue Group’s activities in this field is the group of FAW projects entitled “Baustein bauen” (Building Bridges), which targets young people under 30 and was commissiated by the MeinBen Job Centre. Other examples are the Coaching intensiv projekt (Intensi-vе Coaching) conducted by the FAW Academy in Dresden in collaboration with the Prim-Job Centre, and the vocational integration measure Schritt für Schritt (Step for Step) implemented by the FAW Academy in Cottbus on behalf of the local job centre. Both of these activities are provided specifically for young people under 25. The aim here is to familiarise the participants with structured daily routines and potential occupations through health promotion measures, social competency courses, job trials and application training.

Our achievements

- The project Kompas – Competence Development for Pupils: The project Kompas – Kompetenzentwicklung für Schüler (Competence Development for Pupils) has received an outstanding response. Since the summer of 2013 the FAW Academies in Leipzig, Bautzen and Dresden have been running this scheme, which provides accessible offers to pupils at 22 schools in Saxony. Pupils from fifth to tenth-grade are supported in the development of the key competences they need to succeed in school life and in future educational settings. Focus is placed on identifying individual strengths and promoting skills through coaching sessions.

- Our activities also include bringing young people into contact with companies that provide training opportunities. The project “TransparenzKompetenzKooperation am Übergang Schule – Beruf (Transparency/Competency/Cooperation in the School-Work Transition), to improve regional training structures. The goal was to provide those players guiding the transition process with an overview of regional development offers, to deepen expertise in holistic support for young people (competency) and to pool resources (cooperation). F-bb has successfully implemented this pilot scheme, which received support from the Bavarian Ministry for Employment and Social Affairs, Family and Integration, in Munich, Straubing, Nuremberg and Schweinfurt.

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- More than 300 participants in F-bb’s pilot series of Transparency/Competency/Cooperation workshops.

- 316 trainee positions filled at small and medium-sized companies through the Tailored Trainee Placement scheme.

What we aim for

- Promoting the development of individual training and career goals.
- Facilitating individualized integration in the labour market.
- Ensuring qualifications meet business requirements.
- Providing targeted preparation for exams.

What we offer

- Career guidance and competency assessment.
- Mentoring programmes.
- Vocational training preparation and counselling.
- Training support.
- Pre-vocational schemes, also for rehabilitation.
- Events and workshops.

www.bbwbfz-seminare.de
www.faw.de
www.f-bb.de
www.gfb-bremen.de
www.gf-b-w.de
ASSUMING RESPONSIBILITY

Making work more compatible with family life is one of the major challenges of the 21st century. In addition to child-rearing responsibilities, more and more people in employment are having to look after dependents in need of care. Many workers today are already having a hard time balancing their career with taking care of their children and elderly family members. New structures that combine family obligations with working life are urgently needed. It is only by creating these that we can lighten the load for employees and help companies retain qualified staff.

Only if people in employment are able to flexibly organise their daily life around work, parenting and elderly care they will remain available to the mainstream labour market. The solution is a new inter-generational contract consisting of needs-based and tailored local care services that systematically support child and elderly care.

Afternoon care at primary schools and at voluntary and mandatory all-day schools is proving to be a cost-effective way to make work compatible with family life. It benefits children by linking educational requirements to suitable recreational activities and pedagogical support. As a provider of afternoon care, the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gGmbH looks after several thousand primary school children each day after classes end. And as a cooperation partner for schools, local authorities and parents with children at voluntary and mandatory all-day schools, gfi Schweinfurt provides the necessary occupational therapy services. The programme is completely financed through donations from government agencies and local businesses.

The growing need for care and therapy workers, particularly in areas such as geriatric nursing, healthcare, curative education and childcare, is also reflected in the strong interest in related training programmes. bbw Group promotes such a family-friendly restructuring of the world of work with a diverse set of solutions.

Vocational Academy  

A total of 35 students started their training at the new Vocational Academy for Social Pedagogy in Augsburg, which together with the Healthcare Technical Colleges for Physiotherapy and Occupational Therapy form a centre for higher vocational education. The training in this new type of school takes place in three stages: after completing the two-year Social Pedagogical Seminar (SPS) students acquire the vocational qualification ‘state-certified childcare assistant’. This is followed by a two-year theoretical training programme at the Vocational Academy. Upon passing the examination students are admitted to a one-year work placement.

Our achievements

Comprehensive provision of afternoon care services

A new vocational academy and eight new vocational schools and technical colleges

What we offer

– Helping employees balance family, career and elderly care
– Providing consulting and care services that support families
– Future-proof training opportunities

What we offer

– Full and part-time training programmes at technical colleges and vocational schools
– Afternoon care services at primary schools and voluntary and mandatory all-day schools
– Children’s nurseries and after-school care centres
– Holiday childcare for companies
– Guidance and advice for companies

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Employees with attractive career prospects perform better. They gladly take on responsibility and new tasks. From a business perspective it is therefore essential to implement the right strategies. This entails putting into place goal-oriented concepts — for staff recruitment and development, but also for staff management, retention and training — that ensure a sufficient supply of skilled workers while at the same time improving competitiveness.

Companies have become aware of the need to provide continuing education for the regular updating of skills and as a staff retention tool. The bbw Group offers continuing education and qualification concepts for all levels of staff development in the form of open and in-house courses.

With some 1,900 events and nearly 26,000 participants in 2014, the Bildungswerk der Bayerischen Wirtschaft (bbw) gGmbH and the Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bbz) gemeinnützige GmbH contributed to the updating of skills and the exchange of experience. In the bbw Group’s courses and modular development programmes, participants challenge themselves individually while opening up new career opportunities in specialised fields or leadership tracks. Participants supplement their expert knowledge with management and business competencies, thus acquiring a holistic understanding of all duties and responsibilities of executive staff. Approximately 8,400 participants took part in 420 advancement qualification and further training courses — a 40% increase over last year’s participant numbers. The professional training course to receive certification as a business administrator in health and social services (CCI) has been run 28 times, making it the most popular course in Bavaria. In collaboration with the Bavarian Paper Mill Employers’ Association (ABP) in Munich and Nürnberg, we launched for the first time a further professional training programme to qualify participants as certified masters in paper and plastics processing (CCI). 30 people enrolled in the initial course.

With the world of work constantly changing, continuing professional education has become more and more important in the context of lifelong learning. Competencies acquired in the past are no longer sufficient to meet the new and increasingly complex demands of the modern workplace. Regular continuing professional education is integral today to many sectors, especially technical fields. Deep and certified expertise ensures that companies are on the cutting edge in terms of technology development and thus helps them remain competitive in the future. The bbw Group is committed to offering fully equipped workshop facilities with state-of-the-art technology such as CNC machines and to working with experienced cooperation partners such as the IFL Institute for Production Management and Logistics in the production manager training programme. New learning formats are an important component in our continuing education offerings. Multimedia e-learning modules, blended learning and digital learning architectures are today standard in many of the bbw Group’s training courses.

A company’s development, product range, sales, marketing and logistics must be precisely planned and perfectly coordinated. A decisive factor in achieving this is to ensure that internal company expertise is easily accessible. Providing a range of individualised, flexible in-house solutions or outsourcing helps companies to continuously improve their processes, secure their know-how and adapt to changing demands — particularly the rapid development of global markets. bbw gGmbH helps companies to collate internal know-how in a knowledge data-base, ensuring that valuable knowledge is not lost to the company when a colleague leaves. Staff need clear orientation during dynamic processes of change. The experts at bbw gGmbH support companies in adapting their corporate culture and establishing binding communication paths. The aim is not to radically change the corporate culture but to promote the ability to modify that culture as required and to implement it at all levels.

All kinds of individual factors motivate people to attend conferences and congresses: the desire to find out new things, to exchange views with experts, to make new contacts, to discuss industry-related developments and trends. bbw gGmbH and its have years of experience in organising topic-specific events for a wide range of professional fields and target groups. For example: the 15th Knowledge Forum of the Bayerische Industriemeistertage (Bavarian day conferences for production foremen in industry) took place in 2014 in collaboration with bayme-rbm, the Employers’ Associations for the Bavarian Metalworking and Electrical Industries, in the regions of Swabia, Upper Bavaria, Lower, Central and Upper Franconia, Lower Bavaria and the Upper Palatinate. A record number of 1,400 skilled workers and management staff attended these events.

Demographic change is forcing companies into tough competition for the best skilled personnel. Only those companies which succeed in retaining well-qualified employees in the long term will remain competitive. Maintaining employability is becoming a decisive factor for a company’s success. The bbw Group supports companies with holistic concepts such as demographics management systems and consultation on company health management (see also the section on Health Promotion in the Workplace). Partial qualifications and second-chance qualifications make semi-skilled and unskilled personnel to train gradually as skilled workers or to gain a recognised qualification as a skilled worker. For example, bbw gGmbH’s further training course for skilled personnel in warehouse logistics is aimed at adults who have several years of work experience but no vocational qualification.

LoB in Action — Lebensphasenorientierte Beschäftigungspolitik (LoB) in Action — employment policy geared towards different life phases (FAW) gGmbH, designed to support small and medium-sized businesses in the economically undeveloped rural areas of Mecklenburg and Lübeck in the field of equality of opportunity and diversity. The project aims to help companies to increase their appeal as employers with working conditions that promote health; this improves their competitiveness, increases their value creation and
Developing new skills  
Learning something new every day

ensures their staff’s employability. Customised demographic and health management models enable companies to implement personnel development focused on life phases. The project also aims to establish networks of the ‘Initiative for a new quality of work’ in the Mecklenburg and Lübeck regions.

New technologies require new qualification concepts – for young talent as well as for skilled employees already in the business. In the field of e-mobility, the Forschungsinstitut Betriebliche Bildung (fbb) gGmbH is collaborating with Audi AG on two projects to qualify skilled employees to work in the field of e-mobility by developing activity-oriented qualification concepts which can be applied directly at the workplace. Because high voltages can be dangerous if a short circuit occurs, skilled workers must develop full mastery of the work with vehicles of this type. The standardised qualification concept for integrating high-voltage technology in dual educational programmes is a three-year pilot project covering the development, trial and evaluation of a qualification concept geared towards the development and production requirements of high-voltage vehicles which can be integrated into apprenticeships, e.g. for automotive mechatronics technicians. The project qualification of older workers in the automotive industry for working with high-voltage vehicles is a continuing education approach aimed at experienced workers in the automobile industry, with a practical introduction to high-voltage technology and integrating existing knowledge. Ilse Aigner, Bavarian Minister for Economic Affairs, handed over the official funding notification of the Ministry of Economic Affairs and Media, Energy and Technology in Ingolstadt in October. The Brandenburg-based transnational project Quali.EE – Quality development in further and advanced training in the field of renewable energy was completed in 2014. The project aimed to expand quality assurance for further and advanced vocational training in the renewables sector. It included establishing a platform for the exchange of experience and knowledge communication, developing innovative collaborative approaches and exchanges with educational experts from Poland, Denmark and France. The project was funded by the Bavarian Ministry of Labour and Social Affairs, Family and Integration with contributions from the European Social Fund and the state of Brandenburg.

Our achievement

Around 8,400 participants in 420 training programmes for upward mobility qualifications and further training programmes Over 1,400 skilled technical workers and managers throughout Bavaria attended the 15th Knowledge Forum of the conferences for the Bayerische Industrieakademie (Bavarian day conferences for production foremen in industry) Bavaria’s most popular training programme with 28 individual courses: the in-service further training course for Health and Social Services Management (CCI) 100 participants from 40 bayme-vbm member companies in the Women in Management project 28 participants from 7 countries in the intercultural team training programme of an international automotive component supplier 30 participants at the first in-service further training programme for Production Foreman in Paper and Plastics Processing (CCI) in collaboration with the Employers Association of the Bavarian Paper Industry (AEP) in Munich and Nuremberg

Intercultural training for skilled workers: Employees of an international automotive components supplier completed an intercultural training course for skilled workers. 28 participants from seven countries raised their awareness of values diversity through experience-related learning and communicative team tasks, as well as developing approaches to improve communication processes and to optimize interpersonal relations and collaboration. As one participant stated: “We already thought that individual values might impact our communication. We now know what this means in our work: our collaboration is much more constructive because we understand each other better.”

Women in Management: For several years now, bw gGmbH has been involved in promoting career development for women through further training. So far, over 100 employees from 40 bayme-vbm member companies have taken part in the project Women in Management. The third series of courses with 50 participants from 19 bayme-vbm member companies started in early 2014. Several other training courses provided by bw and bzb help women in companies to recognise their potential, expand their knowledge and promote their personal development, preparing them to take on management responsibilities. The research institute Forschungs- institut Betriebliche Bildung (fbb) gGmbH took part in the project Women in Management in Saxony – development of a procedural movie and two other projects as part of the federal initiative to promote increased participation of women in the workforce Equal opportunities for women in industry. Women in technical professions – promoting equal opportunities for women and Gender-oriented skills management in companies in the Nuremberg metropolitan region. Suitable concepts were developed and piloted in four German states with 63 companies and 240 participants. The aim was to develop innovative practical approaches in small and medium-sized companies to reduce structural and personal barriers for women, to promote equal opportunities in corporate culture and to prepare women to take on management tasks.

New appointments to top management positions: The Management Academie München GmbH (MAM) supported the AOK Bavaria health insurance fund with a tailored selection procedure for making new appointments to top management positions, also providing advice relating to advertising the posts and pre-selection of candidates. Discussions were held with contractors and previous holders of the positions to define the requirements profile and skills needed; this was translated into a selection procedure tailored precisely to the position. The client was extremely satisfied. MAM also took on a complex consultation task for IBC Solar AG. The whole value chain was affected by a conventional change management process. In the first project phase, a new corporate strategy was developed, which will be implemented throughout the company in 2015. MAM examined all core company processes in the light of the necessary restructuring. Training courses and individual coaching sessions on dealing with processes of change and carrying out termination interviews effectively increased acceptance for change and minimised the psychological stress at management level. MAM also suggested setting up an internal unit for professional orientation for employees who were made redundant; the unit was set up in collaboration with the TRAIN Transfer und Integration GmbH. The consulting project is scheduled to continue until mid-2015.

Turning support workers into skilled workers: In the scope of its equipping support workers with skills and qualifications initiative, the Bavarian Family Ministry is providing a new further training programme for educational support workers in kindergartens, leading to a certificate of qualification as a trained educational worker in kindergartens. The initiative is funded by the Bavarian Ministry for Labour and Social Affairs, Family and Integration (SMAS) and provides new career prospects for experienced workers as well as providing kindergartens with urgently needed qualified personnel. The blz runs this programme in Augsburg, Aschaffenburg, Rumburg, Regensburg and Munich. In 2014, a total of 125 participants gained the qualification.

What we aim for

– Fortifying companies’ competitiveness
– Promoting personnel development
– Providing the necessary skilled staff
– Offering the chance of professional development
– Promoting employee retention

What we offer

– Individual development programmes at all company levels
– In-house solutions
– Process facilitation
– Qualifications for women in management
– Demography management
– In-service training programmes
– Specialist events


19
When it comes to providing qualifications to unemployed persons with an immigration background and a low level of recognised training, the solutions need to be very much results-oriented. Because this particular target group often finds it difficult to gain full qualifications due to language barriers, participants are encouraged to gain partial qualifications that are supplemented by job-specific language training: such partial qualifications considerably improve employability within the target group. The partial qualifications programme is jointly hosted by Bitz and bayme/vbm (Employers’ Associations for the Bavarian Metalworking and Electrical Industries), as well as in v. e. v. (Bavarian Industry Association). In one instance, the programme is being implemented under contract from the Landshut-Pfarrkirchen Employment Agency to provide partial qualifications to warehouse clerks. By progressing through a range of qualification modules, participants can also eventually gain full qualifications. ‘Eine TQ besser!’ (Better by PQ, the new seal of approval offered by Arbeitgeberinitiative Teilqualifizierung [Employers’ Initiative for Partial Qualifications], ensures consistent implementation across Germany according to established standards.

Having developed a blended learning environment, bitz and FAW are offering a Germany-wide range of services that enable high-quality instruction for even the smallest groups of participants. Learners alternate between live lessons offered via webinars and self-learning sections featuring e-learning modules, training literature and practical exercises. The learning platform makes the different contents and tasks available according to a didactically structured progress schedule. The first industrial-technical learning package offered to be in 2014 was a new CNC basic training course. Being an SAP® training partner, the bbw Group is also using its virtual classroom environment to offer numerous SAP® user training modules, as well as modules relating to the MS Office package and instruction in a number of business topics. For these, the participants have already doubled compared to the previous year.

A measure for low-profile job seekers: supplied to Kiel Job Centre, aims to help job seekers with low opportunities to find job placements on their own accord. Four team members of FAW have dedicated offices at Kiel Job Centre from where they look after up to 100 job seekers. Individual coaching sessions are offered to work through issues such as clearing debt, finding accommodation and identifying suitable occupations. These sessions are supplemented by individual and outreach support measures from social workers.

Our achievements

1,200 participants who have gained qualifications through virtual classroom instruction
39,000 blended learning units on a range of topics plus another 23,000 blended learning units on the topic of SAP®
95% pass rate for SAP® user training participant
510 AVGS services implemented for employees
More than 800 temporary workers upgraded to permanent employment

What we aim for

– Integration into the labour market
– Revealing potentials
– Employee mobilisation and qualification on an individual basis

What we offer

– Identification of individual competencies
– Tapping into personal potential
– Elimination of job placement obstructions
– Blended learning packages (business, industrial-technical, SAP®)
– Working and learning in real-world environments close to the market
– Partial qualifications, second-chance training

www.aktivplus-seminare.de www.bitz.de www.nachqualifizierung.de
Language proficiency and social acceptance are invaluable for boosting self-confidence. An open-arms policy that enables immigrants from anywhere in the world to find their place in Germany relies on a diverse range of measures for learning German and completing vocational education and training.

Language connects people – and it is the most fundamental prerequisite of social and vocational integration. Our extensive range of language courses addresses the many different situations that immigrants may find themselves in. Language courses (fbb) are jointly funded by the Federal German Ministry of Labour and Social Affairs and were developed by the Federal German Office for Migration and Refugees (BAMF) – help refugees to orientate themselves within day-to-day life in Germany. Through the integration courses funded by BAMF, immigrants can gain language proficiency skills up to level B1. When it comes to vocational integration, job-related language skills are of vital importance. In 2014, the Berufliche Fortbildungs- zentren der Bayerischen Wirtschaft (bitz) gemeinnützige GmbH implemented ‘jet set’ language courses across Bavaria as part of the ESF-BAMF programme. The success of these courses depends on high quality standards and ongoing teacher training. Job language instructors participated in the ‘Special Requirements of Teaching Job-Related Language Skills’ qualification course.

bitz operates numerous sites where immigrants and refugees can access advisory and information services to help orientate them in Germany. Thanks to our close links to the private sector, we are able to make companies aware of immigrants’ special needs and develop an appropriately welcoming environment.

Since 2013, several major waves of refugees have arrived in Rostock, many of which the German Youth Protection Act classes as falling within the domain of the youth welfare offices. For the care and supervision of unaccompanied minors, a range of social services were set up by Rostock’s branch of the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gGmbH. In-house needs assessment, German language courses, and supplementary recreational offers all help to make the initial arrival period easier, as well as facilitating better regional and social integration.

The federal XENOS – Integration and Diversity programme was jointly funded by the Federal German Ministry of Labour and Social Affairs (BMAS) and the European Social Fund (ESF). The objective of the 2012 – 14 funding round was to give disadvantaged young persons with and without an immigrant background better access to education and employment by tackling discrimination in the labour market. 113 projects were set up for this purpose, developing solutions and new approaches in the areas of career orientation, transition management, qualification/training work, as well as intercultural openness and diversity management both in the private and public sectors. Four project partners contributed their expertise to the nationwide ‘XENOS Panorama Bund Projekt’ transfer and networking hub, supporting both the projects themselves as well as the application of their outcomes. Project coordination was handled by the Forschungsinstitut Betriebliche Bildung (f-bb) gemeinnützige GmbH, which also worked towards the practical application of outcomes and provided recommendations on the use of funding structures.

gfi offers transition classes for students who are not native German speakers or only have rudimentary proficiency in German to prepare them for transferring into regular Bavarian school classes. Existing transition classes are being supplemented by all-day school programmes with mandatory attendance. Ausbildungsko- zeitarbeit (Vocational Training Recruitment) is a very successful advisory service offered by bitz and funded by the Bavarian State Ministry of Labour, Social Affairs, Families and Integration. Aiming to encourage young persons with an immigrant background to embrace education and training, the service provides individual advice on job opportunities. It matches the persons’ skills and interests to compatible occupations and enrols them in stable education or training programmes. The young persons’ families are also involved in this process, as they typically play an important role in the training and career decisions being made. While there is a strong demand for skilled workers in Germany, many of the EU’s southern countries are experiencing very high unemployment rates. In order to facilitate better long-term integration, the aus- bildungsko- zeitarbeit (Vocational Training Recruitment) service provided by fgi is a very high standard. Nevertheless, the participants successfully passed the telc-B1 test.

Our achievements

100,000th nationwide ESF-BAMF participant honoured in Munich
2,800 participants in initial orientation language courses
260 participants in the conference ‘Berufliche Beratung in der Migrationsgesellschaft’ (Career Advice for Immigrant Groups)
113 projects resulting from the latest funding round of the federal project ‘XENOS – Integration and Vielfalt’ (Integration and Diversity)

Cooperative classes for refugees and asylum seekers: Cooperative classes for refugees and asylum seekers comprise a one- to two-year job preparation programme aimed at refugees and asylum seekers that are required to attend vocational training. The classes are designed to accommodate students’ individual circumstances and address their classroom needs. Within the protected environment of the school, these young persons are given an opportunity to regain their self-confidence and motivation. In-depth language instruction from specialised bitz teachers and supplementary social worker support provides students in Berufspraktische Weiterbildung (Vocational Training Recruitment) preparatory classes (Bfz BVU) with the language proficiency and social competencies required to participate in the Bfz BVU. The cooperative classes are funded by the ESF and the Bavarian State Ministry of Labour, Social Affairs, Families and Integration and were first implemented in Ingolstadt. Out of a class of 28 students, 23 were successfully placed in internships, as well as one in full employment.

German language proficiency courses in India and Indonesia:
20 skilled workers from India and Indonesia prepared for employment in Germany by attending German language proficiency courses while still in their home countries. The project, which was funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), focused primarily on language proficiency but also on life in Germany. The classes were developed by a twin team of teachers – one local teacher and one German teacher – and supervised by two BAMF team members. After just three months, all of the participants successfully passed the telc-B1 test.

What we offer

– Initial language orientation, integration courses, job-related language courses, transition classes for non-native German-speaking students
– Ausbildungsko- zeitarbeit (Vocational Training Recruitment), abf EU training assistance measures
– Preparatory courses for workers holding foreign qualifications to be approved as nursing staff
– Supervision and care services for refugees

What we aim for

– Implementation of an open-arms policy
– Educational, vocational and societal integration
– Recruitment of skilled workers

www.bitzbewerbung.de
www.bitz.de
www.fbi.de
MAKING GOOD HEALTH A PRIORITY

Companies are increasingly focusing on their employees’ health and developing programmes for health management at the workplace. This can affect many different parts of a company, ranging from occupational health and safety to human resource management and development, and right through to corporate culture and health promotion. The goal should always be for the employee base to stay fit, healthy and motivated.

The men and women giving their best to their companies every day deserve an adequate level of support. They need to be helped in maintaining their health and their work-life balance. This is one of the central tasks faced by companies today, where employees are no longer regarded as mere cost factors.

The bbw Group has plenty of practical experience with health requirements in companies, and it has developed numerous individual solutions for Operational Health Management (OHM) and Operational Integration Management (OIM). The consultants from the Bildungswerk der Bayerischen Wirtschaft (bwb) GmbH, Gesellschaft zur Förderung beruflicher und sozialer Integration (gbi) GmbH and Fortbildungsakademie der Wirtschaft (FAW) gGmbH have been helping companies with their workplace health management for many years. Our teams of psychologists, business administrators, rehabilitation specialists and disability managers are working for many major companies and are spread across 150 locations throughout Germany. Our experts’ OIM concepts help employers and employees with the individual re-integration of workers back into their daily routines following periods of disability or incapacity, and they also help out with case management. Thanks to their joint expertise, FAW and gfi can also provide OIM case management outside Bavaria, which is an advantage for companies with nationwide branches and production sites requiring special processes or large numbers of experienced consultants.

Similarly, the bbw Group functions as a reliable partner to companies looking to introduce OHM / OIM. As well as providing expert consultancy services, we can also take on the entire project management if required. Our range of services further includes seminars on all matters pertaining to employee health, the development of individual prevention concepts and the training of Certified Disability Management Professionals (CDMP). The latter has been very popular recently. In 2014, bbw Group companies provided numerous client companies with advisory services for OHM implementation and managing existing OHM processes. One aspect that became very clear was that psychological stress was and is one of the most important issues to address. Advisory sessions therefore often focused on finding specific solutions for reducing workplace stress. These could be as simple as providing fruit baskets and back massages, or offering stress management training. But what are the measures that will effectively reduce psychological stress in the long term? As well as traditional health promotion measures, our consultants’ work-life balance programmes are increasingly focusing on topics related to workforce organisation. For many employees, flexible work hours are the key to integrating different parts of their lives – particularly when it comes to coordinating work and family commitments.

Another important aspect was employee acceptance of the OHM measures. When employees make very little use of the measures offered to improve their health, this can be discouraging to those implementing them. How, then, can employees be encouraged to actively join in? Our consultants help companies to integrate OHM measures into long-term overall concepts. In 2014, the bbw Group significantly expanded its range of health promotion services. In collaboration with Wesp GmbH, FAW is offering companies efficient practice- and experience-based health measures, which can also act as a stepping stone to fully-fledged operational health management.

In late 2013, 22 of FAW’s employees completed their training as health pilots. Acting as information disseminators and motivators, they effect change directly in the workplace – such as with fascia training, which consists of simple exercises for toning connective tissue and joint and organ capsules. Our health pilots also provide excellent support for psychological stress. Stress management and burn-out prevention are that much more effective if they are pursued in conjunction with a focus on physical health. Together with Wesp GmbH, the health pilots held a series of health check days for several companies. Measurements of bodily functions can be very revealing of nutritional or fitness deficiencies – and in many cases provide a great starting point for reducing stress, introducing more physical activity into day-to-day routines and changing eating habits.

OIM Manager qualification scheme: In a working environment where employees are fast getting older and there is less skilled labour, OHM is increasingly being tasked to attract and motivate employees as well as keeping up their performance levels. The OHM Manager qualification scheme creates decision-making experts that know how to analyse and address the OHM challenges at hand. Over a course of twelve days, the OHM trainees gain a toolbox of methods that enables them to future-proof day-by-day operational processes in coordination with management. The qualification scheme, which is run by btz and funded by the European Social Fund (ESF) in Bavaria, is offered at four different locations and can train up to 48 participants at a time.

Unternehmensberatung Inklusion (ubi) / Inclusion Consulting: As demographics are changing, the implementation of occupational inclusion and preventative OHM is becoming an increasingly important issue for employers. FAW’s Inclusion Consulting ubi perceives this not as a challenge but as an opportunity to create a healthy working environment in the long term. ubi’s main focus is on developing needs-driven and practical solutions for employers and employees located in Berlin. To this end, the company has analysed the structural parameters of Berlin’s suburbs and forecast the demand for different types of skilled workers in each suburb. On the basis of project objectives, suburb-specific work plans and feedback from client companies, ubi compiled a Consultancy Product Catalogue that details consultancy services in reference to existing standards. Since the start of the project, 438 companies have turned to us for help. OHM and OIM are among the most sought-after consultancy topics. Employers are finding themselves needing to cope with their employees’ rising age and accommodate the health issues associated with this. Fittingly, the motto of ubi’s second conference in Berlin is ‘Strengthening Companies through Prevention and Inclusion’.

Our achievements

Teams consisting of psychologists, business administrators, rehabilitation specialists and disability managers available at 150 different locations
9 approved consultants of Offensive Mittelstand (OM Campaign)
11 demographics pilots in training (certification to follow in March 2015)
438 Berlin companies that have received consultancy services from Inclusion Consultancy ubi

What we aim for
– Workplace health promotion
– Reduction of employee downtime due to health-related issues
– Restoring employees’ ability to work

What we offer
– Individual OHM process advice
– OHM concepts, seminars and case management
– Services and measures towards re-integration
– Training of skilled workers
– Occupational health and safety
– Health checks and employee surveys

www bbw-bgm.de
www ubi.de
www faw-bgm.de
www gfi gmbh.de
www bwb-ftz.de
www gfi gmbh.de
GIVING EVERYONE A ROLE

Persons with disabilities are capable of many tasks if they are trained accordingly and if they have accommodating work structures. Acceptance and goodwill from management and team members are the main prerequisites, but extensive integration and supervision measures are often needed as well. These can help persons with disabilities make a greater contribution to work and society.

There are numerous possibilities for disabled persons to join work environments. These range from production workshops specifically designed for the disabled through to full regular employment within the labour market. The latter is very much what the bbw Group’s occupational rehabilitation services focus on. bbw’s services are tailored to both individual requirements and individual abilities.

The ‘Prüfung der Arbeitsmarkträglichkeit’ (PaA / Employability Test) pilot project, jointly developed by the Kempen branch of the Berufsbildungszentren der Bayerischen Wirtschaft (bbw) gemeinnützige GmbH and German pension insurance DRV Schwaben, is designed to better determine the abilities of rehabilitation clients through intensive potential analyses. An important part of this is to identify basic school-level competencies and key skills. These are decisive factors in determining whether the rehabilitation client is more suited to a workshop for the disabled or the mainstream labour market.

As a result of the increase in mental health issues over the last years, numerous specialist institutions situated at the intersection of medical and vocational rehabilitation have sprung up, such as vocational training for persons with mental health issues (PdA / Reha/Retraining of persons with mental health issues – individual model), which it is implementing for DRV Schwaben, DRV Nord-bayern, DRV Bayern Süd and DRV Bund. This on-location service for companies ensures that the person’s mental health rehabilitation is aligned with existing work structures. The overriding goal is to rehabilitate persons rather than putting them on a pension straightaway. Eligible persons can join the programme at any time, and the range of services offered is individually tailored to each rehabilitee’s abilities.

In its role as a rehabilitation service provider, Fortbildungsakademie der Wirtschaft (fta) gGmbH has consistently expanded its rehabilitation management since 1998. In November 2014, the 12,000th rehabilitation case was successfully closed by FAW.

In cooperation with Unterallgäu Werkstätten and Regen-Wagner Werk, Bildungswerk der Bayerischen Wirtschaft (bwb) gGmbH has been developing a concept for ‘Betreuungskraft Demenzerkrankter – individuelles Modell’ (Rpb-i / Supervision of dementia sufferers – individual model), which it is implementing for DRV Schwaben, DRV Nord-bayern, DRV Bayern Süd and DRV Bund. This on-location service for companies ensures that the person’s mental health rehabilitation is aligned with existing work structures. The overriding goal is to rehabilitate persons rather than putting them on a pension straightaway. Eligible persons can join the programme at any time, and the range of services offered is individually tailored to each rehabilitee’s abilities.

For many rehabilitation clients, the most pertinent question is what kind of work they will do once they are medically rehabilitated. bbw’s service for ‘Betriebliche berufliche Umschulung für Rehabilitanden’ (bBR / Reha/supervised on-location vocational retraining of rehabilitants), provided under contract to the Federal German Employment Agency, aims for participants to gain a recognised vocational qualification during regular business operations. The bbw team provides supervision of the rehabilitees, advice for the company’s contact persons and coordination with the applicable vocational college. The advantage of this approach is that all of the training is provided in the company. So far, it has been a success – more than 80 of the graduates have gained employment following retraining.

The Schwaben district council is funding the retraining of the paralympics for the Fallachausfall of the 12th Rehabilitation Symposium, held in February 2014, was ‘Einfach (!) machen!’ – (Betreuter Jugendliche auf dem Weg ins Arbeitsleben) (Simply (!) do it – disabled young persons on the path to employment). More than 150 participants attended the two-day symposium, which was hosted by FAW Academy Plauen, to discuss how disabled young persons can make their way from school into training and then into employment. As well as looking at how disabled young persons are best prepared for training and the labour market, participants also discussed topics such as financing, support and supervision during school years, ADHD, autism and learning disorders.

One aspect that is becoming increasingly important for success is the broad spectrum of services Towards Inclusion) – This yearly bhz-hosted forum demonstrated the possibilities of on-location occupational rehabilitation, it introduces new services, and it identifies changed needs – all the while referring to plenty of real-world examples. A special focus was given to employer experiences that emphasised the value of disabled persons as reliable and capable workers in day-to-day operations. Attendees included representatives from the German pension insurance DRV, the Federal German Employment Agency and German social accident insurance DGU, representatives from public liability insurers and specialised rehabilitation centres, as well as the rehabilitation coordinators of bbw’s branches in Bavaria and eastern Baden-Württemberg.

Wirtschaft inklusiv: The ‘Wirtschaft inklusiv’ (Inclusive Economy) project aims to persuade companies to employ persons with severe disabilities. By 2017, the initiative – which has been launched in eight German states – is intended to reach 10,000 companies.

Advisory staff from bbw and gfi (Lower Bavaria / Upper Palatinate) as well as from FAW (Schleswig-Holstein, North Rhine-Westphalia) is showing employers how to utilise the special capabilities of the severely disabled. The consultancy process is informed by professional expertise as well as the workforces occurring within the companies. The project is funded by the Federal German Ministry of Labour and Social Affairs by the equalisation fund.

Inclusion project: Written Language Proficiency for the Deaf: Since March 2014, FAW has been implementing its inclusion project – Schriftspracherwerb für gehörlose Menschen (Written Language Proficiency for the Deaf) in Chemnitz, Cottbus, Dortmund and Kiel. The project encourages inclusive participation in the labour market by teaching course participants how to read and write German. For this project, which is funded by the Federal German Ministry of Labour and Social Affairs (BMAS) via the equalisation fund, FAW is collaborating with Hamburg University and Workplace Solutions GmbH (WPS).

Our achievements

High integration rates

- 12,000th rehabilitation case closed by FAW
- 50 school chaperones currently deployed

What we aim for

- Participation in work life and society
- Comprehensive and individual supervision and support
- Training and qualification in practical environments
- Advice for companies

What we offer

- Rehabilitation management
- Rehabilitation training and retraining
- Services tailored to special target groups
- Vocational training centres (BTZ) and day training centres (TTZ)
- Supported employment

www.btz.de
www.gfi-gm.bund.de
www.wirtschaft-inklusi.de
In the global economy, worldwide networking is paving the way for cooperative projects that make expertise available on demand and bring together the very best of different cultures, economies and education systems. Our international projects are tapping into new market sectors, training much-needed skilled workers and fostering knowledge sharing on a global scale.

The markets of newly industrialised countries and countries experiencing crises rely on the support of the international community. Having access to high-quality vocational training is an important aspect of this – better qualifications open up better career opportunities for young people, and consequently, countries benefit from higher employment rates.

In many countries, schooling and vocational training are still not integrated sufficiently. The qualifications gained by the graduates of vocational training colleges are frequently not well aligned with the requirements of the private sector. One of the ways that the bbw Group is attempting to address this is through education and training exporting – in effect sharing the vocational training model of Germany’s dual education system and adapting it to the target country’s educational and business conditions. Introducing a modularly structured concept of part-time qualifications can also help to implement the required educational strategies. Graduates from schools and vocational colleges alike can thus gain qualifications that are tailored to the requirements of local businesses. For this, the in-company training is supplemented by theory modules in the local educational institutions.

In response to youth unemployment figures in Greece, an education law was introduced that prescribes vocational college courses to be followed by one year of work experience. A study conducted for the tourism and accommodation sector examined how companies can implement their new employee training structures in collaboration with stakeholders from Germany. The study, Bemessung Berufsausbildung in Griechenland (Operational vocational training in Greece), was funded by the Federal German Ministry of Education and Research and supervised by the German Office for International Cooperation in Vocational Education and Training (GOETI) under the auspices of the Federal German Institute for Vocational Education and Training. Together with the Institute of Technology in Kavala / Greece, the Forschungsinstutit Betriebliche Bildung (F-bb) gemeinnützige GmbH analysed the conditions in north-eastern Greece for integrating companies, communities and associations more closely into vocational education and training. Following several stakeholder workshops and extensive dialogue with experts in the field, a concept was worked out for a sector-specific training cooperation with regional partners from Germany.

A pilot project by the Berufliche Fortbildungszentren der Bayernische Wirtschaft (bfz) gemeinnützige GmbH under the auspices of “Dein Traum für die Zukunft (Your goal for the future) is based in São Paulo and engages the Brazilian population’s passion for soccer. The project offers disadvantaged young people career perspectives, which is of vital importance in a country like Brazil where there are severe gaps in public education. Funded by the Bavarian State Chancellery, a number of professors are currently being trained to test young persons’ skills and place them in German companies. The first ten such interns are already working for Volkswagen do Brasil. By 2018, the project aims to have placed 400 Brazilian youths into dual training structures and a practice-oriented updating of curricula.

In Polands, renewables are becoming an increasingly important topic. In Starachowice, the Akademia Przedsiebscictw (ap) has set up a training workshop for renewables in cooperation with the city’s vocational training college. The project, PWP-EXO – Techni- ker – Bildung mit Energie (PWP-EXO Technicians – Education with Energy), provides qualification programmes to electrical and construction engineering trainees, enabling them to service renewable power generation systems and migrate existing systems towards renewables.

In 2014, HR service provider proceed analysed the cross-border activities of its clients and company contacts (Germany – Aus- tria – Czech Republic) to identify potential synergies. Consequent- ly, proceed by JOBFACTORY used its business relationship with the interface and enable energy GmbH & Co KG in Linz / Austria to establish contact with Germany’s Felbermayr Deutsch- land GmbH in Hilden near Düsseldorf. This has resulted in six new temporary positions being filled in Hilden since July. Similarly, when Aptar GmbH from Freyung / Germany, a client of proce- do’s Passau branch, was looking for seasonal workers, proceed was able to recruit suitable employees at short notice. With the help of the team from bfz Tschechien, an open day for applicants was organised in Strakonice / Czech Republic which resulted in 30 % of the applicants joining Aptar. The com- pany was very pleased with the temporary staff recruited from the Czech Republic.

The Jobfactory for Shanghai project offers young Chinese jobseekers professional guidance and team environments to indepen- dently identify and gain employment. After five projects of this kind were successfully implemented by the colleges and universi- ties of Shanghai, the labour office of the Yangpu district has now also launched such a project. This is the first time that the bbw and the Shanghai Bavarian Vocational Training Consulting (SBVTC) Co. Ltd. have implemented a recruitment project for the unemployed within China. The project offers young Chinese jobseekers professional guidance and team environments to independently identify and gain employment. After five projects of this kind were successfully implemented by the colleges and universities of Shanghai, the labour office of the Yangpu district has now also launched such a project. This is the first time that the bbw and the Shanghai Bavarian Vocational Training Consulting (SBVTC) Co. Ltd. have implemented a recruitment project for the unemployed within China.

Projects to implement dual structures abroad: Internationally, Germany’s dual vocational education and training system is widely regarded as a key factor of the country’s low youth unemployment rate. Accordingly, Bildungswerk der Bayerischen Wirtschaft (bw) gGmbH is experiencing a significant rise in demand for dual structure projects to be implemented abroad. In 2012, bwö and local partners in Tunisia began installing a range of measures to improve both Tunisia’s vocational education structures and vocational training itself. As well as cooperative projects in Romania, Slovakia, Macedonia, and Ukraine, further projects are being planned with partners in Spain, Lithuania and Bulgaria. Services being provided include the professional development of supervisors and knowledge disseminators in local vocational training facilities, the establishment of network structures and a practice-oriented updating of curricula. Submissions for new projects in China, Pakistan and Iran are posing intensive collaborations with private companies, vocational training colleges, universities and associations.

Training alliance for China’s professional newcomers: One of the biggest challenges faced by German companies in China is securing skilled workers. An interesting way to address this is for companies to collaborate directly with local vocational training schools and colleges that operate their own, suitably equipped workshops. At its Yizheng site in the Jiangsu province, VW Shang- hai has initiated a bilateral training alliance for young Chinese skilled workers involving the Technical College of Yizheng as well as bfz / SBVTC to provide three pilot classes for mechatronics engineers. VW Shanghai offers the trainees internships for the dura- tion of their course, as well as full employment after they pass their examinations. The curricula and examinations were developed by bfz / SBVTC and comply with German standards. bfz / SBVTC also provides German experts to the college in advisory roles and or- ganises teacher training seminars in Germany. All of the students who participated in the first year of the course passed their final examinations successfully.

Our achievements

Successfully exporting dual education and training concepts

Rising demand for cooperative projects in vocational training and qualification

What we offer

- Education of foreign trainees and trainers
- Collaborations with vocational training colleges and companies
- Recruitment of skilled workers
- Development of associations and organisational consulting
- Institutional education projects

Training alliance for China’s professional newcomers

What we aim for

- Supporting German companies’ activities abroad
- Fostering global development collaborations
- Improving vocational training structures abroad
- Developing and expanding local infrastructures

Authorized: Carmen Schröder
WORKERS WITHOUT BORDERS

Tools that facilitate flexible personnel management can provide crucial competitive advantages to companies. Together with a number of synergistic HR companies, the bbw Group has further expanded its comprehensive range of human resource services. Vocational orientation and re-orientation, coaching, and intercultural and foreign language competencies open up career opportunities for trainees both at home and abroad.

With procedo by gas (Germany), procedo by JOBFACTORY (Austria) and iQ Techcenter (Czech Republic), the bbw Group has become a powerful HR service provider on an international scale. For employers, being provided with comparable quality standards as well as cross-border synergies in recruiting and employee qualification are crucial advantages. One factor that sets bbw’s HR services apart is the qualification-driven temporary work scheme operated by the procedo by gas Academy. The procedo M+E brand, on the other hand, represents the full range of HR-related services. The career (me) sub-brand provides member companies of vbm (part of the Employers’ Associations for the Bavarian Metalworking and Electrical Industries) with qualified national and international profiles free of charge. interim M+E collaborates with bayme (also part of the Employers’ Associations for the Bavarian Metalworking and Electrical Industries) to recruit temporary management staff. Transfer M+E collaborates with TRAIN Transfer und Integration GmbH to determine HR transfer demand, and also with maxplacement GmbH to determine placement demand for skilled workers and management staff. The success of this combined range of services is demonstrated by the case of Dr. S., who, after studying and gaining his doctorate and working abroad, decided to return to Germany for a fresh start. The business coaching provided by one of the maxplacement consultants helped Dr. S. to work out his career perspectives, create an appropriate search profile, and also become skilled in self-promotion. The result – a new job that not only offers advancement opportunities but is also fun and rewarding.

Companies are increasingly relying on their skilled employees to have foreign language skills. The bbw Group’s wide range of education services helps both technical and management staff to gain new competencies in foreign languages and cultural awareness. For example, the Nürnberg-Bamberg-Gesamthochschule für Fernsprachen, bfhV provides qualification programmes for language specialists. As well as English, our foreign language centres offer language training in many other languages. Instruction is provided individually, in small groups and via blended learning. bbw subsidiary iQ Internationale Sprach- und Studienreisen takes the learning experience one step further and offers on-location language immersion abroad. Every year, around 8,000 students travel to a country of their choice to hone their language skills.

In-service retraining and qualification: The in service retraining and qualification of temporary staff working in production support at Schaeffler Technologies AG in Ingolstadt/Germany is part of the qualification measure intended to increase employee retention. After passing an external examination held by the Chamber of Commerce and Industry, the employees ascend to the position of ‘skilled worker in mechanical engineering’, which offers a higher pay level and permanent employment.

Professional reorientation unit – Fujitsu Technology Solutions GmbH: Fujitsu is Japan’s leading provider of information and ICT business solutions, offering a diverse range of IT products, solutions and services. Due to restructuring, Fujitsu Technology Solutions GmbH, based in Munich, downsized operations right across Germany in 2013. Management and the joint works council contracted TRAIN to implement a professional reorientation unit. For this, the TRAIN project leaders initially attended 14 works meetings across the company’s German sites and held 23 information events. 400 employees joined the professional reorientation unit. The programme offers individual advisory services across 29 locations, 433 qualification measures, as well as active job placement.

Our achievements

Efficient cross-border network with synergies

Successful sector-based solutions in collaboration with associations: procedo M+E, BayPaper, druck, test & mode; Transfer M+E, BayPaper, Chemie Bayern, KfV Bayern, 2VE

What we aim for

– Services towards flexible HR deployment
– Well-trained personnel for a globalised market
– Competent and skilled employees

What we offer

– Temporary work, recruiting, direct placement
– Professional reorientation units, upplacement
– Language courses and study trips

www.bfh.de
www.maxplacement.de
www.train-transfer.de

What we aim for

– Study structures designed to accommodate students
– Study programmes to accommodate existing work and family commitments
– One of HDBW’s biggest strengths is its close connections to Bavaria’s private sector and the practical learning experiences that arise from this in the form of project-based study modules. Students at HDBW gain not only the required theoretical foundations but also the practical decision-making skills that employers are looking for. Thanks to its cooperation with the associations and companies of the Bavarian industry association vbw, HDBW is able to offer its students excellent contacts to a wide range of companies from Bavaria and across the world.

HDBW’s in-house lecturers, as well as guest lecturers from the industrial sector, base their teaching methods on the latest didactic research. One of the main skill areas they pursue is digital literacy. Collaborative projects, work experience, and field trips all complement in-depth scientific knowledge with practical relevance. This approach makes HDBW students eminently suitable for internships, and unsurprisingly, HDBW graduates enjoy excellent career prospects. Thanks to its thoroughly modern learning paradigm and individual tutoring structure with small study groups, HDBW is a unique study destination – one that truly is a ‘training ground for careers’.

Practical orientation as a decisive factor: When prospective students choose their higher education institution, the real-world applicability of their course is an importance decisive factor. This was recently confirmed by a large-scale survey conducted by bbw. In this, 91% of respondents placed great value on the practical relevance of their studies. Other important factors included individual tutoring and the ability to study without holding a university entrance qualification. Evidently, HDBW’s study structures are exactly what today’s prospective students are looking for.

Digital literacy – preparing for the future: What sets HDBW apart – aside from conveying practical decision-making skills – is its emphasis on digital communication and knowledge sharing. The university’s innovative learning formats include virtual classrooms and other teaching structures provided via blended learning and Skype conferences. On a larger scale of digitalisation, the entire university’s research and teaching efforts are geared towards ‘Industry 4.0’.

Our achievements

Three new full-time and part-time study courses

– Studying without university entrance qualifications
– Excellent career prospects
– Two endowed professorships

What we aim for

– Campuses close to home for easier integration with work and family
– Study structures designed to accommodate students
– Study programmes to accommodate existing work and family commitments

What we offer

– Bachelor degrees in business administration, industrial engineering and management
– Full-time and part-time study courses that can be completed alongside regular work
– Small study groups with individual supervision

www.hdbw-bayern.de
Executive Board and Management
As of January 2015

Executive Board

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Prof. Günther G. Goth, München

Deputy President
Günther Hohlweg
Siemens AG, München

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vtm – Verband der Bayerischen Metall- und Elektro-Industrie e.V. und

vtw – Vereinigung der Bayerischen Wirtschaft e.V., München

Klaus Lindner
Verband der Bayerischen Textil- und Bekleidungsindustrie e.V., München

Member Associations

Arbeitgeberverband Bayerischer Papierfabriken e.V., München

Arbeitgeberverband der bayerischen Säge- und Holzwerkeindustrie und angeschlossenen Betrieben e.V., München

Arbeitgeberverband der Bekleidungsindustrie Aschaffenburg und Unterfranken e.V., Aschaffenburg

Arbeitgeberverband der Zigarettenindustrie e.V., Hamburg

Arbeitgeberverband der Versicherungsunternehmen in Deutschland e.V., München

Arbeitgeberverband für die Land- und Forstwirtschaft in Bayern e.V., München

Arbeitgeberverband des Verbandes der Luft und Raumfahrt in Bayern e.V., München

Arbeitgeberverband der Bayerischen Baubranche e.V., München

Bayerischer Bauindustrieverband Steine und Erden e.V., München

Bayerischer Ziegelindustrieverband e.V., München

Fachverband Deutscher Floristen e.V., Landesverband Bayern, Gundelfingen/Donau

Handelsverband Bayern e.V. (HBB), München

Industrie- und Gewerbeverband Schreiben, Zeichen, Kreatives Gestalten e.V., Nürnberg

Interessengemeinschaft süddeutscher Unternehmer e.V., Ottobrunn

Landesverband Nordbayern des Handwerksverbands der Zimmerei- und Holzbauindustrie in Bayern e.V., München

Landesverband des Bayerischen Handwerks, München

Landesverband Bayerischer Bauindustrie e.V., München

Landesverband Bayerischer Transport- und Logistikverrechnung e.V., München

Landesverband Groß- und Außenhandel, Vertrieb und Dienstleistungen Bayern e.V. (LGAD), München

Unternehmerverband bayerischer Handwerker e.V., München

uvh – Verband der Bayerischen Metall- und Elektro-Industrie e.V., München

Verband Bayerischer Zeitungsverleger e.V., München

Verband der Bayerischen Papier, Pappe und Kunststoff verarbeitenden Industrie e.V., München

Verband der Bayerischen Textil- und Bekleidungsindustrie e.V., München

Verband der deutschen Rauchtabakindustrie e.V., Bonn

Verband der Holzindustrie und Kunststoffverarbeitung Bayern-Thüringen e.V., München

Verband der Keramischen Industrie e.V., Selb

Verband der Kunststoffverarbeitenden Industrie in Bayern e.V., München

Verband Druck und Medien Bayern e.V., München

Verband Freier Berufe in Bayern e.V., München

Verein der Bayerischen Chemischen Industrie e.V., München

Member Companies

CCL Label GmbH, Holzkirchen

Dürrgast Elektroanlagen-Partner GmbH & Co. KG, Garmisch-Partenkirchen

E-T-A Elektrotechnische Apparate GmbH, Aichtal

KAUT-BULLINGER & CO GmbH & Co. KG, Taufkirchen

Martin GmbH & Co. KG, Augsburg

NÜRNBERGER Allgemeine Versicherungs-AG, Nürnberg

NÜRNBERGER Lebensversicherung AG, Nürnberg

Robert Bosch GmbH, Stuttgart

Siller & Laar GmbH & Co. KG, Augsburg

Wacker Chemie AG, München

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Allianz Deutschland AG, München

Augsburger Feinhandwerk GmbH, Königbrunn

Aventicum e.V., Verlag der Weltenburger Akademie, Abensberg

Bayerischer Bankenverband e.V., München

BMW AG, München

”Der neue Tag – Oberpfälzischer Kurier” Druck- und Verlagshaus GmbH, Weiden

Mainstelle GmbH & Co. KG, Obernburg

MAN SE, München

Sparkassenverband Bayern, München

S+S Separation and Sorting Technology GmbH, Schöneck

vtw – Vereinigung der Bayerischen Wirtschaft e.V., München

VDMA – Verband Deutscher Maschinen- und Anlagenbau e.V. – Landesverband Bayern, München

Management

Managing Director
Anna Engel-Köhler

Deputy Managing Directors
Michael Möller
Richard Nürnberg
Jörg Plesch
Josef Weingärtner
Network with Synergies
As of December 2014
LOCATIONS OF THE BBW GROUP
Service Network
As of December 2014

Regional centre, academy or branch, vocational training centre, day training centre
Training location

Poland:
- Starachowice
- Skarżysko Kamienna

VR China:
- Shanghai
- Jiading
- Yizheng

Other locations: (not on the map)
On 31 December Herbert Loebe went into retirement. Anna Engel-Köhler succeeds him as Managing Director of the bbz Group.

At the 11th event in Berlin “Der Viertel gereicht werden?” (Doing justice to diversities) experts discussed migration-specific career advice.

The FAW participates in the parliamentary evening of the federal initiative “Wirtschaft inklusiv” (Inclusive Economy) in Berlin on the employment of people with disabilities.

On 28 July 2014 the new Hochschule der Bayerischen Wirtschaft für angewandte Wissenschaften opens its branch in Traunstein.

The new Hochschule der Bayerischen Wirtschaft für angewandte Wissenschaften opens its branch in Traunstein.

The Bavarian Social Minister Emilia Müller visits a bbz German course for asylum seekers in Eggental.

Dr Karin E. Oechslein, Director of the Bavarian State Institute for School Quality and Education Research, and Kurt Mützsch, Chief Human Resources Officer and Director of Labour Relations at Schaeffler AG, are appointed the new Chairperson of the state working group SCHULWIRTSCHAFT Bavaria.

The cooperative project ‘GOL – Dein Tor für die Zukunft’ (Your goal for the future) of F-bb and AUDI was initiated by Bavarian Values Alliance visits bbw. The alliance is tasked with holding an open debate on values and implementing projects on values education.

The new FAW Virtual Academy opens in Lübeck.

The FAW celebrates its tenth anniversary.

The business start-up competition ‘5-Euro-Business’ of the bbz at the University of Passau attracts a record level of participation with 100 participants and 19 teams.

The cooperative project “GOL – Dein Tor für die Zukunft” (Your goal for the future) of the international department at bbz and Volkswagen Brazil held the first training session for ‘professors’ in Brazil. The project gives disadvantaged young people an opportunity to enter the labour market.

The bbz gGmbH hosts the personnel forum “Taking HR into the Future” for the first time with 120 guests and renowned speakers from the world of HR.

The Cooperative project “GOL – Dein Tor für die Zukunft” (Your goal for the future) of the international department at bbz and Volkswagen Brazil held the first training session for ‘professors’ in Brazil. The project gives disadvantaged young people an opportunity to enter the labour market.

Minister-President Horst Seehofer is tasked with holding an open debate on values and implementing projects on values education.

The Bavarian Values Alliance visits bbz. The alliance is tasked with holding an open debate on values and implementing projects on values education.

A new project by gfi branch opens in Lübeck.

In Ingolstadt, the new gfi children’s nursery “vier elemente” (four elements) is officially opened by Lord Mayor Alfred Lehmann.

In Munich, the 100,000 student of vocational language courses of the national ESF programme is honoured by the Federal Office for Migration and Refugees.

The Bavarian State Minister for European Affairs and Regional Relations, Dr Beate Merk, visits the bbz gGmbH project on dual education during a delegation trip to Tunisia.

The gfi rehabilitation facility “LICHTHOF” is open in Hof.

The FAW Virtual Academy celebrates its tenth anniversary.

The new Hochschule der Bayerischen Wirtschaft für angewandte Wissenschaften opens its branch in Traunstein.
### Companies of the bbw Group

**As of December 2014**

**Bildungswerk der Bayerischen Wirtschaft e. V.**
- Educational Institute of the Bavarian Employers’ Associations
  - [www.bbw.de](http://www.bbw.de)
  - [www.bbw.de/steckbrief/bbw-ev](http://www.bbw.de/steckbrief/bbw-ev)

**Akademie Kinder philosophieren im bbw e. V.**
- Children Philosophers’ Academy
  - [www.kindergarten-philosophieren.de](http://www.kindergarten-philosophieren.de)
  - [www.bbw.de/akademie-kinder-philosophieren](http://www.bbw.de/akademie-kinder-philosophieren)

**Wirtschaft im Dialog (WID)**
- Business in Dialogue
  - [www.bbw.de](http://www.bbw.de)
  - [www.bbw.de/stockbrief/wirtschaft-im-dialog](http://www.bbw.de/stockbrief/wirtschaft-im-dialog)

**Akademia Przedsiębiorczości (ap) sp. z o.o.**
- [www.ap.org.pl](http://www.ap.org.pl)
- [www.international.bfz.de](http://www.international.bfz.de)
- [www.bbw.de/stockbrief/ap](http://www.bbw.de/stockbrief/ap)

**Bildungswerk der Bayerischen Wirtschaft (bbw) gemeinnützige GmbH**
- Training and Development Centres of the Bavarian Employers’ Associations (bfz) gemeinnützige GmbH
  - [www.bfz.de](http://www.bfz.de)
  - [www.bbw.de/stockbrief/bfz](http://www.bbw.de/stockbrief/bfz)
- bfz Austria
  - [www.bfz-oesterreich.at](http://www.bfz-oesterreich.at)
  - [www.bbw.de/stockbrief/bfz-oesterreich](http://www.bbw.de/stockbrief/bfz-oesterreich)

**bfz Österreich**
- [www.bfz phốrzechien.at](http://www.bfz-phoryzechien.at)
- [www.bbw.de/stockbrief/bfz-tschechien](http://www.bbw.de/stockbrief/bfz-tschechien)

**bfz Tschechien**
- [www.bfz-czech Republic](http://www.bfz-czech Republic)
- [www.bbw.de/stockbrief/bfz-tschechien](http://www.bbw.de/stockbrief/bfz-tschechien)

**Fortbildungssakademie der Wirtschaft (FAW) gemeinnützige GmbH**
- Further Training Academy for Business (FAW) gGmbH
  - [www.taw.de](http://www.taw.de)
  - [www.bbw.de/stockbrief/taw](http://www.bbw.de/stockbrief/taw)

**Forschungsinstitut Betriebliche Bildung (fb-b) gemeinnützige GmbH**
- Research Institute for Vocational Education and Training (fb-b) gGmbH
  - [www.fb-b.de](http://www.fb-b.de)
  - [www.bbw.de/stockbrief/fb-b](http://www.bbw.de/stockbrief/fb-b)

**Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gemeinnützige GmbH**
- Organisation for the Promotion of Professional and Social Integration (gfi) gGmbH
  - [www.gfi-gmbh.de](http://www.gfi-gmbh.de)
  - [www.bbw.de/stockbrief/gfi](http://www.bbw.de/stockbrief/gfi)

**Hochschule der Bayerischen Wirtschaft (HDBW) gemeinnützige GmbH**
- University of Applied Sciences of the Bavarian Employers’ Associations (HDBW) gGmbH
  - [www.hdbw-hochschule.de](http://www.hdbw-hochschule.de)
  - [www.bbw.de/stockbrief/hdbw](http://www.bbw.de/stockbrief/hdbw)

**Shanghai Bavarian Vocational Training Consulting (SBVTC) Co., Ltd.**
- [www.btvtrain.com](http://www.btvtrain.com)
- [www.international.bfz.de](http://www.international.bfz.de)
- [www.bbw.de/stockbrief/sbvtc](http://www.bbw.de/stockbrief/sbvtc)

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### Companies of bbw-Holding Personaldienstleistungen GmbH

**bbw-Holding Personaldienstleistungen GmbH**
- [www.bbw.de/stockbrief/bbw-holding-pd](http://www.bbw.de/stockbrief/bbw-holding-pd)

**bfz Tschechien**
- [www.bfz-czech Republic](http://www.bfz-czech Republic)
- [www.bbw.de/stockbrief/bfz-tschechien](http://www.bbw.de/stockbrief/bfz-tschechien)

**gAü GmbH Personalservice-Agentur – Nordbayern**
- [www.procedo-personalservice.de](http://www.procedo-personalservice.de)
- [www.bbw.de/stockbrief/gaue-psa](http://www.bbw.de/stockbrief/gaue-psa)

**gps Service GmbH**
- [www.bbw.de/stockbrief/gps-service](http://www.bbw.de/stockbrief/gps-service)

**iSt Internationale Sprach- und Studienreisen**
- [www.sprachreisen.de](http://www.sprachreisen.de)
- [www.bbw.de/stockbrief/ist](http://www.bbw.de/stockbrief/ist)

**JOBFACTORY Personalservice GmbH (Österreich)**
- [www.jobfactory.at](http://www.jobfactory.at)
- [www.bbw.de/stockbrief/jobfactory](http://www.bbw.de/stockbrief/jobfactory)

**Management Akademie München GmbH (MAM)**
- [www.mam.de](http://www.mam.de)
- [www.bbw.de/stockbrief/mam](http://www.bbw.de/stockbrief/mam)

**maxplacement GmbH**
- [www.maxplacement.de](http://www.maxplacement.de)
- [www.bbw.de/stockbrief/maxplacement](http://www.bbw.de/stockbrief/maxplacement)

**TRAIN Transfer und Integration GmbH**
- [www.train-transfer.de](http://www.train-transfer.de)
- [www.bbw.de/stockbrief/train](http://www.bbw.de/stockbrief/train)

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**Profiles of the bbw Group and bbw-Holding Personaldienstleistungen GmbH**

- [www.facebook.com/bbwev](http://www.facebook.com/bbwev)
- [www.facebook.com/bbw-holding-personaldienstleistungen](http://www.facebook.com/bbw-holding-personaldienstleistungen)
- [www.facebook.com/verbund-iq](http://www.facebook.com/verbund-iq)
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<table>
<thead>
<tr>
<th>Publisher</th>
<th>Bildungswerk der Bayerischen Wirtschaft e. V.</th>
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