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bbw GROUP

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“GREAT POTENTIAL FOR THE FUTURE: DIGITALISATION, INTERNATIONALISATION AND THE QUALIFICATION OF REFUGEES”

Anna Engel-Köhler, General Manager of Bildungswerk der Bayerischen Wirtschaft, and Prof. Günther G. Goth, Chairman of the Board, in conversation.

The world changed radically in 2016. Did the bbw Group change as well?
Günther G. Goth: Wherever we are active, the bbw Group is a part of society – in Germany, but in other countries as well. To that extent, economic, societal and political developments naturally concern us too. At present we are perceiving this most strongly in our home market with the sustainable social and occupational integration of hundreds of thousands of refugees.

The great onrush of demand forced you to make abrupt changes in your range of activities. How did you manage that?
Anna Engel-Köhler: Language courses, integration courses, systems for ascertaining fields of competence, measures for preparing and integrating occupations, and job entry and training guidance have been part of the bbw Group’s spectrum of services for many years. We can build on these and, on this basis, develop any adjustments that may be necessary. Coping with the large numbers was and remains a particular challenge. In pursuing our activities, though, we were also helped very much by our tried-and-tested cooperation with the commercial enterprises, associations and employment agencies.

Have the key themes in development collaboration changed over the past year?
Anna Engel-Köhler: The migration flows that have taken place have undeniably confirmed the forecasts of recent years and intensified the pressure on politicians. The elimination of reasons to take flight has been accorded high priority. Surveys prove that sustainable occupational training is the key for generating prospects in people’s respective localities.

How did bbw react to that?
Anna Engel-Köhler: We have made even greater use of our long experience in vocational education and training to make it even more fruitful for development collaboration. More specifically, we have developed and realised many projects for refugees so that they’ll be able to stay in the countries that received them. And also to give them a chance when they return to their respective countries of origin. In Lebanon, for example, where one-third of the population are refugees, we have launched model projects – and in Iraq as well.

The world became more digital in 2016 – and so, naturally, did bbw. What are your digital offerings contributing to the labour market?
Anna Engel-Köhler: Digitalisation is opening up new possibilities, also for our clients. We broadened our digital offerings substantially in 2016. Thanks to online competence assessments (KoJACK), our participants can compare their skills with labour-market requirements and then improve their chances with targeted further training. The modularised online media that we offer comply with the various requirements of learning in a group: Everyone learns exactly what he or she particularly needs. In virtual seminar rooms, we bring participants from many parts of Bavaria together for collective learning groups without the trouble and expense of travelling. In pursuing these activities, our learners are more than just passive media consumers. We put our faith in activating didactics: they help to design learning media and exchange views and experiences in virtual working groups.

Günther G. Goth: The digitalisation of value chains in the business world is also going to have an impact on the vocational education and training
of its workforces. We must first understand these changes in our clientele if we are to find adequate answers in our range of activities. Not least, though, this also means that the bbw Group must become more “digital” in its own value chain.

The “dual” educational system in Germany is a successful model: that’s why they want to export it all over the world. How are you getting on with that?

Günther G. Goth: In most of our vocational education projects we implement “dual training structures”, as a wholesale transfer of the German dual system – which has grown over a period of 150 years – cannot be realised in a short period of time.

First and foremost, dual structures mean transferring the most important factors in the dual system’s success: needs orientation in the real economy, qualified educational staff in companies and schools, action-oriented methodology, independent examination system, practically-oriented learning in schools and business enterprises as places of learning, and last but not least, continuous evaluation and quality assurance.

What tasks is the bbw Group taking on in 2017?

Günther G. Goth: we shall again occupy ourselves with the diversity of integration activities for refugees in Germany from a quantitative and qualitative standpoint. But that’s just the tip of the iceberg – we must and shall continue to offer public-sector clients, private and corporate customers and the relevant associations our range of activities in the quality with which they are familiar and join forces with them to develop innovative products.

Anna Engel-Köhler: Our further-education services are becoming increasingly digital and the development of innovative services tops our list of priorities. One of our central tasks remains the integration of long-term unemployed people, rehabilitants and other groups of individuals who need special services in order to regain a foothold on the primary labour market. In this area we are also helped by the diversity of our personnel. Looking ahead, we shall carry on using our decades of experience to develop suitable educational programmes for companies and the public sector: These will include training courses for management just as much as services and diverse workshops for executive staff and employees of companies.

Anna Engel-Köhler
General Manager

Prof. Günther G. Goth
Chair of the Board
Change determines our lives. We’re designing the transition with education – to make it a success.

Change has many faces. For example that of Anastasia Hein, who came to Germany from Kazakhstan in 1992. She learned German, passed her middle school qualification and soon afterwards became a mother. She had no occupational qualifications. Then her marriage broke down. Ms Hein decided to give her life a new direction. Thanks to the “Arbeitgeber-initiative Teilqualifizierung” [Employers’ Initiative for Partial Qualification], she acquired specialised knowledge and passed her final exam with success. Today she works as a machine setter at a household appliance manufacturer. Success that she fought hard to achieve. Some people simply let changes wash over them while remaining passive. Others, such as Ms Hein, play an active part and help to improve the situation. In return, Anastasia Hein was rewarded with a new life.

A COMPANY IN TRANSITION

Sometimes, though, the transition is a bit bigger than that. As in the case of Claudia Kränzle, who works as a social consultant at MAN, where she helps employees of that company to find the right work-life balance. The people who come to her need, for example, child care at short notice. With the help of the “Plattform Betreuung der Gesellschaft zur Förderung beruflicher und sozialer Integration [Care Platform of the Society for Promotion of Occupational and Social Integration (gfi)]”, Ms Kränzle always finds solutions quickly. The subject of nursing care is also close to her heart. As a result, she is now a trained nursing-care guide courtesy of a two-day training course: she advises employees who care for relatives and raises managers’ awareness of that subject. Ms Kränzle is a contact person and a knight in shining armour at the same time. Meanwhile, MAN is changing as well: men in the company are now much more receptive towards the theme of family and nursing care than they were a few years ago, says Claudia Kränzle: “That’s truly remarkable.”

CHANGE THROUGH ORDER

At the media organisation Mediengruppe Oberfranken, visitors are struck by the change immediately: it’s very neat and tidy in the company, and on many desks you won’t see much more than a pen and notepaper. Thanks to CEO Walter Schweinsberg, the firm has introduced the 5S method, a tidiness system that originates from the automotive industry. That’s why the employees at Mediengruppe Oberfranken are learning not only to keep their workstation clean, but also to prioritise and organise. Because chaos makes excessive demands on people and causes illness in the long run. Mediengruppe Oberfranken’s staff are staying healthy with the 5S method.

TUNISIA IN TURMOIL

Sometimes, however, change can take hold of an entire country. In 2011, the Jasmin Revolution had swept away the old order in Tunisia. After decades of dictatorship, Tunisian society now set about freeing itself from the shackles of the past. The country’s education system, for example, was overly theoretical, regimented and lacking in practical relevance. For that reason, career entrants often needed a lot of time before they were properly familiarised with their work. Time that nobody in Tunisia had. Mohamed Larbi Rouis, plant manager at the German auto parts supplier Leoni in Tunisia, was therefore keen to see his second revolution – an educational revolution. The groundwork had already been done: Bildungswerk der Bayerischen Wirtschaft began to offer dual training structures in 2012. It wasn’t long before the first Leoni apprentices began their working lives: they alternated between spending time in the company and at the vocational school, regularly switching between theory and practice. At the end of their course, Mr Rouis immediately hired them all – the career entrants were an immediate gain for the plant even without a familiarisation period. Now Mr Rouis is hoping that the system is going to establish itself throughout the country. So that German cars will roll off the production lines in Tunisia at last.

Nobody can stop change like that. Not states, not companies, not a single one of us. We can benefit from it. Thanks to education.

www.bbw.de/en/what-we-do
It’s her big day. She’s put her blue dress on, plus a blazer. Soon she is going to speak in the assembly room in Landshut’s town hall in front of more than 60 people – including the mayor of Landshut and representatives of Bavarian business and schools. Rebecca Hertlein is 16 and attends Landshut-Schönbrunn Mittelschule [middle school]. She’s going to present the group project together with a fellow pupil: “smart into work”. They have developed an app for the world of work in 2030. But others are getting their turn first: the Archiepiscopal Ursulinen-Realschule [secondary school] presents “smart living” a development for a property in Landshut. The Hans-Leinberger-Gymnasium [grammar school] presents “smart mobility” in the form of ideas for safe bicycle routes. Rebecca Hertlein seesaws with her feet.

“Smart City – Zukunft mitdenken” [“Think about the future”] is the name of the project from the educational initiative “Technik – Zukunft in Bayern 4.0” in Bildungswerk der Bayerischen Wirtschaft e.V. bbw projects such as these are reaching around 123,600 adults, children and adolescents, as well as 56,700 teaching staff. “Smart City” is sponsored by the Bavarian metal and electrical employers’ associations bayme vbm and the Bavarian ministry of economics. In a simulation game, around 30 pupils from Landshut think about what their town might look like in 2030. How digital will it be? How will people live and work there? The ideas generated by these questions will then be presented by representatives of the political sphere, business, schools and the general public. “The objective is that pupils should tackle computer science and technology creatively and with a sense of fun”, says Dr Jutta Krogull, general manager of the bayme vbm region Lower Bavaria. Sebastian Hutzenhaller, headmaster of Landshut-Schönbrunn middle school, is convinced by the project: “My decision was clear from the start: drafting and presenting a concept for the future is a demanding task.” 13 volunteers from the 10th grades at his middle school are wondering what a useful app for the world of work in 2030 might look like. She is supported by project manager Heike Pfeffer and Stefan Ritter from Ritter Mobile Technology, a company specialising in mobile app development. Ritter is the expert in the “smart-into-work” workshop with topics such as working hours, the workplace, communication and health, where Rebecca Hertlein works.

At Hans-Leinberger-Gymnasium, a group has been the task of making Landshut’s cycle lanes safer with the help of specific software. They are assisted by Fabian von Bechen von Esri. The company markets geo-information systems for processing geospatial data. This allows information to be placed precisely on a map: where is there a tree, and how tall is it? The project is being handled using the citizens’ science approach – as a result of which citizens are involved in the solving of problems.

And in this vein, the grammar school pupils developed two information services: in the online form, Landshut’s residents can report any damage to cycle lanes. The group christened the project “LAGuSmaR”, which is short for Landshut danger and damage reporting on cycle lanes. This means that, for example, the authorities are in possession of the following knowledge immediately: where must a path be cleared or blocked? In a second application, users themselves can enter information. The Web app
with the street network then shows whether the cycle lane is separate from the footpath or whether the surfacing has holes in it. At the end, users have a good overview as to where in Landshut it’s worthwhile to go for a bike ride. The ideas were well received at the town meeting.

Then it’s Rebecca Hertlein’s turn at last: “Experience work in a new way” is the motto of the app that she presents jointly with Alexander Straßberger. The app makes it possible to apportion the working hours freely and there is no fixed workplace any more. Communication takes place courtesy of users’ holograms. This makes it easier to understand each other over long distances, as gestures and facial expressions are communicated as well. In addition, the app keeps watch over the users’ health: it urges them to move, or sounds the alarm automatically if there has been an accident. Data protection is a topic at the town meeting, where there are general misgivings: The app was making humans superfluous. “The app wants to support humans, not replace them”, responded Ms Hertlein.

“I thought the talk was inspiring. It was forward-looking, innovative and creative”, says Dr Jutta Krogull from bayme vbm. On the way back to her seat, Rebecca Hertlein was spoken to by a woman. She asked Ms Hertlein whether she’d like to apply for an apprenticeship in her firm. “We need strong women.” In the autumn, if all goes well, Rebecca Hertlein will start an apprenticeship as product designer at the automotive parts supplier Dräxlmaier.

www.smartcity-jetzt.de
Digital competence is his mission: Ralf Kunz, head of it akademie bayern, is in charge of the Digital Enablement Expert Program (DEEP). “The onward march of digitalisation is increasingly forcing companies to change their thinking. New processes have to be developed, new techniques and fields of competence learned. That’s why we founded DEEP”, says 51-year-old Mr Kunz. Since 1 September 2016, the project has been offering workshops all over Bavaria that qualify employees from all occupational fields with regard to the subject of Work 4.0.

DIGITALISATION-offers MANY OPPORTUNITIES
The programme is being implemented by the Bildungswerk der Bayerischen Wirtschaft (bbw) and the it akademie bayern and is generating a lively response: 60 participants from all over Bavaria have already successfully completed one or more of the workshops on offer since the project began. These are the facts: digitalisation offers lots of opportunities. In the future, employees will need an increasingly broad spectrum of competencies in respect of Work 4.0 and digitalisation at their disposal if their companies are to remain competitive.

But what new qualifications are going to be necessary at all in the future? This point is precisely where DEEP would like to provide support. In the one-day workshops on subjects such as big data, Office 365, Industry 4.0 in production, the Internet of things, digitalisation in the HR department or media competence, employees ranging from managing directors to skilled workers are being trained. “The main purpose of the courses is to sensitise people to a variety of thematic areas”, explains the native of Augsburg. “We’d like to show what kinds of new possibilities there are in the manifold spheres of work and what processes can be optimised.” Although most business enterprises were now aware that things will have to change in many areas, the exact nature of these changes had in many cases not yet been defined. That, apart from understanding the abstract term “digitalisation”, was why it was particularly important for everyone to ascertain what new fields of competence they will need to have in their own work areas. “The HR department must, for example, react to the changed communication habits of applicants, while trainers will have to inform themselves about new teaching and learning methods”, explains Mr Kunz.

“WE’RE ON THE RIGHT TRACK”
In the workshops, the experts from the respective thematic areas work out strategies together with the participants, give practical tips based on best-practice examples, show economic and technological possibilities for change and provide qualifications in the handling of existing solutions. At present there is not yet any differentiation between beginners’ and advanced courses, although that might change soon: “We regard the current programme as a kind of trial run and will gradually adjust it to participants’ needs”, he said. “We want to enhance and improve it together.” The period granted for DEEP, which is financed by the Bavarian State Ministry of Employment and Social Issues, Family and Integration with the support of the European Social Fund (ESF), is provisionally limited to two years. According to Mr Kunz, there are also plans to hold workshops specifically made to measure for companies so that the training provided can be even more targeted for the long term. It will namely not be possible to exploit the digital transformation’s great potential unless it becomes comprehensible and tangible in the employees’ work environments. “I’m convinced that we’re on the right track”, declares Mr Kunz. And he’s rightly proud of the innovative project because DEEP is going to help a lot of people along their common path into the digital future.

FIT FOR THE DIGITAL FUTURE
Work 4.0: The “Digital Enablement Expert Program” prepares participants for the digital transformation in practically-oriented workshops.

Digitalisierung bietet viele Möglichkeiten. Die Programme werden von Bildungswerk der Bayerischen Wirtschaft (bbw) und it akademie bayern umgesetzt und generieren einen lebhaften Anteil: Seit September 2016, bieten diese Kurse in ganz Bayern an, um die Beschäftigten in allen beruflichen Bereichen mit dem Thema Work 4.0 und Digitalisierung in ihre Tätigkeit einzugliedern. Aber was für neue Qualifikationen werden zukünftig noch notwendig sein? Dieucksichtigen gewünscht, um den Unternehmen vor die konkrete Ausprägung neue Bereiche der Kompetenz zu eröffnen. "Wir möchten zeigen, was für neue Möglichkeiten es gibt in den vielfältigen Bereichen der Arbeit und welche Prozesse optimiert werden können."

"WIR SIND AUF DER RichtigEN Spur"
In den Kursen legt die von den jeweiligen thematischen Bereichen ausgewählten Experten gemeinsam mit den Teilnehmern Strategien fest, geben praktische Tipps basierend auf beispielhaften Lösungsansätzen, zeigen wirtschaftliche und technologische Möglichkeiten für Änderungen und bieten Qualifizierungen bei der Arbeit mit bestehenden Lösungen. Derzeit gibt es noch keine Ausdifferenzierung zwischen Grundkursen und fortgeschrittenen Kursen, was durch eine Anpassung der aktuellen Programmstruktur als einer Vorversuchsanordnung umgehen soll: "Wir beabsichtigen, die Programmausrichtung nach Bedarf zu prüfen und dann im Laufe der Zeit anpassen."

www.bbw.de/deep
Mr Omert, from when on will the construction of electric cars determine production at Audi – and what does that mean for the employees?

Specialist knowledge about the construction of high-voltage vehicles is already indispensable. The production of the Audi A3 Sportback e-tron, for example, does not proceed in isolation in our Ingolstadt plant; instead, it is integrated into the production of conventional motor variants. That is why all employees are being given safety-related instruction for the new technology.

We qualify all of our apprentices to deal with high-voltage technology and have additionally trained around 6,000 employees as electricians in the last three years alone. We developed this additional qualification for high-voltage technologies together with the research institute Forschungsinstitut Betriebliche Bildung (f-bb).

Who is suitable for the qualification?
The target group consists of all skilled workers and engineers at Audi who mainly learned how to deal with conventional technologies during their apprenticeship or studies. In this respect, the additional qualification is aimed as much at 60 year-olds as it is at 30 year-olds.

To what extent does the vocational education and training for the production of electric cars differ from that for combustion engines?

Straight to the point: dealing with high-voltage technology requires specific specialist knowledge: protective measures and risk assessment are central themes of this additional qualification. Because while a conventional combustion engine requires only twelve volts, an electric car devours 650 volts. Our employees have to be sensitised to that.

The people participating in the vocational training presumably bring prior knowledge with them. How do you manage to pick each of them up at exactly the right juncture?

In our vocational training for qualification as an electrician, as well as in our apprenticeship, we now use the methods of mobile learning. In this system, our employees learn by mobile, digital means with the help of tablet computers. The advantages: they can call up the knowledge precisely when and where they need it. They can learn the material at their own pace and repeat it whenever they like. And all the while they are enhancing their media and IT competence. Our experience shows that the seasoned employees benefit from these methods just as much as our young apprentices.

www.f-bb.eu
THE FUTURE MAKER

Her protégés are young people who have no plan for their future: as a career-start counsellor, Kathrin Schneider helps them to find a training or apprenticeship place.

“Sarah (name changed by the editors) will never amount to anything” — a sentence that Kathrin Schneider has heard more than once from the lips of her teacher colleagues at a Munich middle school. There are teachers who judge — and sometimes condemn performance or behaviour as well: Sarah, the pupil, was simply not prepared to put up with it. She was already making a negative impression as a 13 year-old in the eighth grade. “Sarah had a classical authority problem”, recalls Ms Schneider. “She repeatedly started arguments with teachers whenever something didn’t suit her.” It was in precisely this difficult phase of her teenage life that Sarah encountered the career-start counsellor at the Berufliches Fortbildungs-zentrum der Bayerischen Wirtschaft (bfz). Kathrin Schneider’s mission was, as a first step, to help pupils like Sarah complete their schooling with success, gain some orientation and find a vocation that suited them. In the second stage, she helps the youngsters to find an apprenticeship place and then complete their apprenticeship successfully.

REBEL WITH TEAM SPIRIT
While the teachers had already lost all their faith in Sarah, the career-start counsellor approached the pupil with an open mind. With the help of a potential analysis, Ms Schneider found out to her astonishment that rebellious Sarah had two particularly well-developed strengths: her keenness and her capacity for teamwork. While she was willingly picking fights with her teachers in classroom lessons, Sarah tried to settle disputes as part of the group exercises at a two-day assessment centre — and when it was all over she even tidied up the room voluntarily when the other youngsters were already long gone. In the team exercises, moreover, she gave assistance to other pupils who needed help. The potential analysis, then, showed a side of Sarah that had lain dormant and hidden throughout her classroom lessons.

COMPETENCE CHECK
How is Sarah progressing? How does she see her future? What are her fields of competence? To facilitate an even more exact picture of Sarah’s occupational possibilities when she began her work with her, Ms Schneider also used the online-based program KoJACK to analyse her areas of competence. It enquired about both social and methodological areas.

The test results showed that Sarah’s social skills were rated at 90 per cent — very high compared to the average. One negative character attribute was ascertained as well: her inability to take criticism. This almost resulted in disaster for Sarah in the ninth grade. Although she displayed a great deal of insight in one-to-one conversations with the career-start counsellor, she picked more and more arguments with the teachers, skipped school and consequently was thrown out of the “Schulsanitäter” [School paramedics] project — although she actually enjoyed it. Her marks, too, got worse and worse. Sarah felt uncomfortable in class and didn’t get on well with her classmates — a fact that she took out on the teachers.

PROSPECTS AT LAST
Ms Schneider, the career-start counsellor, tried to find out what her protégé wanted to do with her life. The result was surprising: Helping others — and not making life difficult for them — was Sarah’s secret wish. The rebellious teenager with the authority problem wanted to become a nurse. But without a secondary school leaving certificate [Realschulabschluss], it is impossible to take an apprenticeship as an occupational health nurse or medical orderly — and all the indications were that Sarah would fail to get such a certificate. Ms Schneider showed Sarah some alternative occupations that she could also learn without a secondary school leaving certificate: medical assistant or nursing auxiliary, for example. Following a number of internships in the nursing-care field for which Sarah had nothing but positive assessments, she decided to become a nursing auxiliary. But first of all, Sarah left school and completed a voluntary internship in a senior citizens’ home — by means of which she obtained a sought-after place for a voluntary social year in a hospital.
FROM PROBLEM CHILD TO MODEL PUPIL

During this period the career-start counsellor continued to meet her protégé. “Sarah leaving school has turned out to be the right decision – at the hospital she was able to show what she’s really made of”, says Ms Schneider. There were many situations in which Sarah would previously have become loud – for example when the head physician reprimanded her or a sister gave her instructions. But Sarah stayed cool – and diplomatic. She had learned a few things and she continued to seek advice regularly from her career-start counsellor as to how she should behave in difficult situations.

Following Sarah’s voluntary social year, Ms Schneider continued to help her find an apprenticeship place. With success: when Sarah’s career-start counsellor tells former teachers how well the formerly recalcitrant teenager is doing with her apprenticeship, many react with surprise. “She did amount to something and she can be very proud of herself. I am at any rate”, says Ms Schneider.

www.bfz.de

ASSISTED APPRENTICESHIP (ASA)

Help for young people in the areas of vocational orientation and training: be it guidance and support during vocational orientation, choosing an occupation that is fit for the future, finding a suitable apprenticeship place or training for applications and interviews – within the framework of the “assisted apprenticeship” (AsA), a career-start counsellor not only helps young people to find an apprenticeship place, but also looks after them beyond that and throughout their entire apprenticeship. In so doing, he or she provides help with words and deeds at the training firm and in the vocational school and prepares them for exams and other tests.

Help for companies: the companies, too, receive individual and needs-based support from AsA advisers. They help the companies if the latter are having any problems with the apprentices and they coach the trainers. Apart from that, they are available to answer questions concerning administrative and technical realisation of the material. Thanks to AsA personnel, firms receive e.g. competent advice on issues concerning the course of the apprenticeship, authorisation as a training company or the preparation of the contractual documents. In the selection of applicants, too, AsA plays an advisory role.

Target group: the participants in AsA are generally socially disadvantaged youths aged under 25 who still have no initial job training or are having problems with their courses and the firms where they have been placed. At present, 840 young people are being guided by way of Assisted Apprenticeship via the Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bfz).

SUCCESS STATISTICS AND FACTS

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<thead>
<tr>
<th>Career-start counselling:</th>
<th>more than 5,000 participants</th>
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<td>Vocational orientation:</td>
<td>approx. 30,000 pupils</td>
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<tr>
<td>Collaborations with vocational schools:</td>
<td>more than 250 classes in the school year 2016/2017</td>
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Vocational schools, technical colleges and specialised academies in bfz

The vocational education and training provided at our schools leads to state-recognised occupational qualifications.

WE PROVIDE VOCATIONAL EDUCATION AND TRAINING IN THE FOLLOWING OCCUPATIONS:

- Geriatric nurse
- Electrical engineer
- Occupational therapist
- Pre-school teacher
- Foreign-language correspondence clerk
- Social care worker
- Social care auxiliary
- Remedial therapist
- Paediatric nurse
- Plastics engineer
- Speech therapist
- Mechanical engineer
- Physiotherapist
- Podiatrist
- Social care provider

At many of our schools it is possible to acquire entrance to universities of applied science as well as an occupational qualification. In conjunction with the universities of applied science with which we collaborate, we make it possible to complete a dual course of study while the apprenticeship is still being acquired.

www.schulen.bfz.de

Offers for schools of general education

Blanket-coverage offers for all-day schools for 10.000 pupils at 400 schools

Offers for youth social work at 50 schools
Interpersonal conflicts, poor marks or stress with the boss: social worker Christoph Kaut helps pupils at the vocational school Berufsschule Aichach with their problems – and is a tower of strength for a lot of young people.

Before Christoph Kaut goes into his second-floor office in the morning at Berufsschule Aichach, he always casts a glance into the small letterbox next to the door. This is where pupils regularly leave messages for him. Many of them, though, also walk confidently straight into his office – for an advisory talk or just, as he puts it, “for a brief chinwag”. Since last April, the 37 year-old has worked for gfi as a social worker at the vocational school. He is there every day to support the young people on all issues concerning the school and work. Whether the issue is mobbing, problems with supervisors or difficulties in classroom lessons, Christoph Kaut always has a sympathetic ear for his protégés. The fact that the Aichach pupils now have their own social worker can be attributed to the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) at its Augsburg branch.

The programme is financed by the Bavarian State Ministry of Employment and Social Issues, Family and Integration, as well as the local administrative district. Until now, the specialised personnel at a few vocational schools and primary schools had a migrant proportion of at least 20 per cent. They are rather more frequently in evidence at middle schools, and there are plans for 1,000 further jobs in that area by 2019, from which all types of school will then benefit. “Youth social work at vocational schools is an entirely new field of work”, says the man from Augsburg. “Firm structures and standards will first have to be introduced, but the feedback so far has been very good.”

A MATTER OF TRUST

After gaining his secondary school certificate, Mr Kaut himself attended the technical secondary school (FOS), completed his alternative (in lieu of military) service in a hospital and then did an apprenticeship as a pediatric nurse. “I always wanted to work with people”, he says. After studying social work in Eichstätt, he got a job at the Berufliches Fortbildungszentrum der Bayerischen Wirtschaft (bfz), where he is a parenting counsellor and gives seminars. “But I noticed that I’m not suited to being a teacher”, he adds. “Apart from that, I wanted to shift my emphasis back in the direction of youth welfare services again.” When he saw the vacant gfi position at the vocational school Berufsschule Aichach, he was immediately thrilled – the school had been seeking someone with his qualifications for a long time. At the moment, Mr Kaut is looking after ten people aged between 17 and 25 on a regular basis. One of them was accused by his employer of having stolen something. “He came to me and we talked about the problem. He confessed, and discussed the matter with the company as well with the result that the police were not involved. I then helped him to find a new apprenticeship place”, says Mr Kaut. In cases like that, the social worker plays an intermediary role. His biggest help when doing so is his extensive network. It was, however, by no means a matter of course that the pupils always went to him voluntarily with their problems. “I often take a seat in the classroom, join the people during the breaks and actively seek conversation”, he adds. “But I don’t impose anything on anyone. It’s important for them to realise, “I can trust him, he’s no tell-tale.” His car – a 28-year-old VW Scirocco – is often useful for breaking the ice. “The lads and I like to talk shop about that, it goes down well”, he says with a laugh.

RELIEF FOR TEACHERS AND PARENTS

The young people have the opportunity to talk to him about their problems in individual and group sessions. There are also social-competence training sessions or workshops, for example on the subject of “money and the household”. But his work not only helps the young people, but also relieves the burden on teachers. “Most of them don’t have the time to devote that kind of attention to the apprentices”, he says. And the need for it is so great: The companies taking on trainees are having to take on more and more young people with “multifunctional problem situations” in other words those who come from difficult homes, are in debt or have problems controlling their aggression. Parents, too, are grateful for his support: “It’s interesting that a lot of people first ask me whether I have children myself. Probably to assure themselves that I’ve got enough experience”, he says with a grin. “And yes – I’ve definitely got one, as I’m the single father of a 15-year-old daughter.”

Christoph Kaut has already been instrumental in many changes at Berufsschule Aichach. And he still has plans aplenty – working with young refugees and the entire integration theme are very important to him. At that moment there is a sudden knock on his office door, followed by a hesitant voice asking whether he had time to talk. Christoph Kaut’s advice is needed again: It’s about mobbing. “Of course, come in”, he replies with a smile. “My door is always open.”

www.gfi-ggmbh.de
Social worker Claudia Kränzle helps employees at MAN Diesel & Turbo SE in Augsburg to find a good work-life balance. People concerned with this issue ask her about the subject of nursing care as well.

“THERE’S A CULTURAL CHANGE”

Ms Kränzle, you are a qualified social worker. How does that fit in with the mechanical engineering firm MAN?

Very well, actually (laughs). I’m employed in our in-house social work. The people who contact me are, among others, employees who currently have a shortage of care – for example because the mother who otherwise picks the child up from the daycare centre has fallen ill. I give details of the employee in question to the Plattform Betreuung der Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi), with which we have agreed to collaborate. The platform has an extensive network all over Bavaria. This means that a care solution can be found quickly.

You are a trained nursing-care guide. What does that mean specifically?

As part of a two-day training course at gfi, practically-relevant information was imparted on the subject of what statutory regulations exist and which of the regional networks that offer help are available. For me, the most important aspect of this is the sensitisation of the workers and management to the care situation. In this vein, I am the contact for everyone in the company whenever someone is affected by a care-related situation. Those affected are, of course, usually completely taken by surprise and overstretched at first. Job, family and care – how can these be reconciled? When the people affected come to see me, I calm them down at first. Many are relieved that in me, they have a contact within the company so that they don’t need to make additional outside arrangements as well. In the end, we jointly find an individual solution for the prevailing situation.

For example?

I once had a tragic case in which both parents of an employee became dependent on care almost at the same time. We then agreed with the relevant manager and the personnel department that she would work a total of six months part-time until a sensible solution could be found for her parents and they had become used to the new situation. This support helped her a great deal during that difficult period.

So how does MAN benefit from all that?

What would happen if the company didn’t respond to the affected persons’ situations? The stress overload involved a risk that the employee might fall ill and ultimately drop out of work altogether. Preventing that is in the interests of everyone involved. The support provided by MAN motivates the workforce at the same time. This benefits the company as well. That’s why we offer, for example, the company daycare centre or the holiday supervision service Ferienbetreuung Sommerkinder via gfi. There, children and adolescents are looked after during the summer holidays if pre-school facilities and schools are closed. That is extremely helpful for parents.

Has MAN also changed as a result of such projects?

I think so, yes. There’s certainly a cultural change. A lot of men work in our firm, and today they are much more open to themes such as care and support than they were just a few years ago. Many now also take parental leave and pick their children up from the daycare centre themselves – and problems are communicated more openly. That really is remarkable.
RECONCILING CARE AND WORKING – HOW TO MAKE IT WORK

The dual burden of care and working frequently overstretches the individuals affected without personnel managers being aware of the fact. The most important tips for companies.

1. INFORMING AND COMMUNICATING

Compile an information folder on the subject of care so that you can react quickly in the future. Communicate internally and externally that you are committed to better reconciliation of care and working.

2. SENSITISING AND SHOWING READINESS TO TALK

Show understanding for the situation of relatives providing care and encourage a considerate climate. Start by seeking personal dialogue with affected persons. Find out what kind of support is needed in the short and medium term.

3. MEDIATING AND NETWORKING

Keep the contact details of places to go, service providers and self-help groups to hand. Examine collaborations so that the effort and expense are kept as low as possible.

4. QUALIFYING IN-HOUSE CARE CONTACTS

Make someone within the company a contact and have that person trained.

5. ORGANISING AND OFFERING CONCRETE MEASURES

One of the most important points is the planning of the specific measures pertaining to the issue of how care activities can best be reconciled with working.

6. EXAMINING AND STABILISING MEASURES

Check at regular intervals whether the solutions are proving their worth.
Starting a career at over 50 years of age? No problem! Claudia Lechner dared to take that step and took vocational training as a human resources management professional. With success.

Setting oneself new goals and really pulling out all the stops to make it happen: many people dream of doing that, but only a few make their plans come to life. She’s done it: Claudia Lechner has had herself trained as a human resources management professional at over 50 years of age. In addition to her occupation as an accountant, she has completed the Chamber of Trade and Commerce (iHK) further education courses offered by the Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bfz) and the Bildungswerk der Bayerischen Wirtschaft (bbw) in Nuremberg. She now works as head of finance and personnel at a company in Gunzenhausen in Middle Franconia. “I’m certainly proud of myself for going through with it”, she says. “Even though it wasn’t easy.” After separating from her husband, she was looking for a new challenge and wanted to make a fresh start: “Some people undergo therapy at times like that, but I preferred to throw myself into my work. I always had to put my career on the back burner for family reasons. In conversations with friends and colleagues, it emerged that I should certainly not ignore my dreams in that direction. I had to be patient, but now it’s my turn. That’s a good feeling.”

“I WANTED TO GO THROUGH WITH IT”

But her wish for occupational further development also attracted some criticism. Lots of friends often asked her why she was doing that to herself. The stress, the extra work, less time – a lot of people couldn’t understand her ambitions. But Claudia Lechner didn’t let anyone put her off the idea of building a career: “I just wanted to go through with it”. Positive feedback came from her children in particular: “My son and my daughter supported me from the start. I was very happy about that”, she says. “Mum, you don’t need to prove anything”, said her son time and again. But that was when her ambition really started to develop as she ignored the negative remarks and made her dream come true. “I’ve always been interested in personnel work”, says Claudia Lechner. “It’s an area of work that demands a lot of specialist knowledge and diligence, but also a certain amount of sensitivity. Especially with regard to the interpersonal aspect.”

VIVID LEARNING MATERIALS AND PRACTICAL RELEVANCE

Subjects such as law, staff development, applicant management and marketing, among others, are part of the curriculum that the participants prepare immaculately for their operational and administrative tasks in the field of personnel work. The teaching is carried out in the form of a combined course of studies: this consists of studies from home in which the basic skills are acquired with extensive textbooks, as well as classroom teaching that serves to intensify what has been learned in a user-oriented way, clarify unresolved questions and prepare for the examination. It’s a successful concept: a pass rate of 95 per cent confirms the course’s high quality standards. “The contents were interesting and presented graphically. I feel well-prepared for my current day-to-day work and can put my knowledge into practice every day”, says Ms Lechner. And with a wink, she reveals that “even now, I sometimes resort briefly to my course folders if I feel that I’m floundering.”

Last May, Nuremberg-born Ms Lechner passed her examination. “Yes, I’m definitely a career woman”, she says with a laugh. A big career leap, fascinating tasks, more responsibility – Claudia Lechner did everything right. And throughout this period there was one thing above all else that became clear to her: “I think that women should dare to take a step like that more often. And do themselves a good turn for a change.”

www.bbwbfz-seminare.de/en/home
25 acknowledged continuing-education qualifications in the portfolio

**A BRIEF EXTRACT FROM OUR RANGE OF COURSES:**

- Business administrator (IHK)
- Freight traffic and logistics specialist (IHK)
- Health and social security specialist (IHK)
- Industrial supervisor for metalworking (IHK)
- Vocational education and training teacher (IHK)
- Technical business economist (IHK)

at least stage 6 in the 8-stage German Qualification Framework (DQR)

In more than 20 locations all over Bavaria for more than 30 years

approx. 200 in-service training courses

modern forms of imparting knowledge, e.g. blended-learning formats

Around 3,000 people attend our courses every year.

The pass rate of 95 per cent achieved by the participants in our courses confirms our high quality standards.
PRESIDING OVER CHAOS

With the tidiness method 5S, employees learn how to structure their everyday office work better. That benefits not only employees’ productivity, but also their health.

A computer, a mouse, a notepad, a pen. That’s all. This describes the contents of Walter Schweinsberg’s desk. Mr. Schweinsberg is managing director of the media group Mediengruppe Oberfranken (MGO). It’s similar with his incoming mail, too: he never has more than ten unread e-mails. Whatever he can’t deal with immediately is sorted in an electronic follow-up or in a suspension file next to his desk. “I was tidy before. But since I’ve been using the 5S method, my desk has become even more neatly arranged”, says Mr. Schweinsberg.

In 2015, the manager heard about a survey conducted by the Fraunhofer-Gesellschaft and the Kaizen Institute in Bad Homburg. This concluded that chaos at the workplace robbed employees of up to 25 per cent of their productivity because they were looking for information or had coordinated their work badly with others. That is not only inefficient, but also detrimental to health because it increases the stress level among employees. 25 per cent! Mr. Schweinsberg was flabbergasted and promptly made tidiness a matter for the boss: “I’ve designated 2016 as the year of tidiness and have invited a trainer from Bildungswerk der Bayerischen Wirtschaft to help us. Since then, employees of MGO have been able to attend a seminar about the 5S method. Of course, not everyone was immediately thrilled by that prospect”, says Mr. Schweinsberg, laughing.

But what does 5S actually mean? The tidiness system was invented by the then Toyota CEO Takashi Osada in 1991. The principle was quickly exported to factory halls all over the world because it is so simple and reasonable: everything has to be tidy and structured so that nobody has to look for anything. A drill, for example, is always to be found in the same place. 5S stands for standing, structuring, sanitising, standardising and self-discipline. The point, then, is to keep the workplace clean and dispose of superfluous objects, create a structure, develop general standards and implement everything rigorously.

“5S makes perfect sense for everyone in the factory. In the office, though, it’s not embraced immediately. But a lot of people are suffering from the chaos”, says the bbw trainer. Because in office work, a lot of processes run parallel to each other. The challenge of all this is to coordinate everything, forget nothing and be quick while doing so. Anyone who sets about this task without being well-organised will soon lose track of things and be out of their depth. And in the long term, that leads to illness. “Most of the employees in my courses complain that they are constantly being disturbed and can’t finish anything off in peace”, he explains.

5S has a remedy for that: Who do I tell that a task can’t be dealt with until tomorrow? What has to be tackled immediately? “Having 5S in the office isn’t just about tidiness. It’s also about being well-organised, prioritising tasks properly and retrieving information quickly”, says the bbw expert.

With this in mind, the trainer developed rules for “purging” everyday office work. His most important advice: downsizing. In other words, always have only one project on the desk, think about using systems for filing and prioritisation. That’s why, in his courses, he visits his participants at the workplace so that he can assess their needs individually. The trainer also believes that many employees benefit from creating sources of energy on their desks. This could be a photo of the family or even a beautiful screen background. Furthermore, sensitivity was required in communication: Is a phone call that yanks a colleague away from her work really necessary? Or would an e-mail that she can answer when it is more convenient be enough? “If we keep these basic things in mind, we’ll create a healthy working environment”, according to the trainer.

At Mediengruppe Oberfranken as well, the 5S method is slowly gaining influence. More than a third of the employees have already attended the 5S seminar. When Walter Schweinsberg looks out into the room from his workstation, he now sees more and more desks that look like his: one computer, one mouse, one notepad, one pen. Nothing else.

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STAFF AND ORGANISATIONAL DEVELOPMENT
IN-HOUSE BUSINESS SEGMENT
SUCCESS STATISTICS AND FACTS

- 45 framework-contract customers
- 15% market share
- approx. 2,000 satisfied corporate customers
- more than 130 special projects in 2016
- 27% growth
- 96% of our corporate customers are highly satisfied and engage us regularly.
FIVE TIPS FOR EVERYDAY OFFICE LIFE

Are those who keep things orderly just too lazy to search?
No! Chaos creates stress and costs time. Five simple rules
for staying healthy at work.

1. DON’T DO EVERYTHING ALL AT ONCE

A desk covered with stacks of paper causes stress – it’s a reminder of all the things that still have to be done. So only put one task on your desk – the one you’re dealing with right now.

2. STRUCTURED WORKING ENVIRONMENT

Develop a filing structure that allows you to retrieve things quickly; for example a suspension file next to the desk or a colour system for e-mails. The system is working if you don’t have to look any longer than 15 seconds for a document.

3. PRIORITISATION

Create a system for yourself that shows you the order in which the tasks have to be completed. Make a note of, for example, to-dos on a piece of paper and deactivate e-mail pop-ups. The latter tempt you to interrupt your work.

4. RECHARGE YOUR BATTERIES

Set up sources of energy at your workstation: for example a photo, a beautiful screen background or one of your child’s toys.

5. SENSITIVITY IN COMMUNICATION

Proceed according to the saying: “I don’t allow myself to be disturbed much and I don’t disturb others”. Do you really have to phone your colleague? Or is an e-mail enough?
A NEW OPPORTUNITY

Becoming a skilled worker step by step: Thanks to partial qualification, Anastasia Hein has the job qualification of machine and plant operator firmly within her sights. In the meantime she is working as a machine setter – success that she worked hard to achieve.

She has a knack for technology, works with extreme precision and operates the heaviest machines: Anastasia Hein is finally a trained specialist machine and plant operator. She began with the first module of a partial qualification and completed it with flying colours within five months. Dealing with production machines and their maintenance is now one of her most important tasks: “It’s an absolute male preserve, that goes without saying”, says 36-year-old Ms Hein with a chuckle. “But I enjoy it a lot. And in my family the women are just as good at DIY as the men – so that was never a problem”.

PERSONAL AND OCCUPATIONAL FRESH START

But the path to her current line of work was anything but easy: Anastasia Hein arrived in Germany from Kazakhstan with her family as an eleven-year-old in 1992. “Times were difficult in my home country”, she remembers. “My mother was convinced that Germany could offer us children more opportunities.” Her family settled near Dinkelsbühl in Middle Franconia and she and her siblings learned German quickly. “I haven’t been to Kazakhstan since then. I’ve felt very comfortable here from the start”, she says. A few years later she passed her secondary school leaving certificate (Mittelschulabschluss) and started a family of her own. She was a housewife and mother for 13 years – until she divorced her husband. Suddenly she needed a job in order to provide for her three children. “That of course was by no means easy and quite a reorientation”, admits Kazakh-born Ms Hein. “At first I worked as a cleaner, then as a solderer in a company that produces mobile communications antennae.” But when the firm suddenly had to shut down last year, she lost her job. That was when Ms Hein came across the EMPLOYERS’ INITIATIVE FOR PARTIAL QUALIFICATION.

In the further education field, great emphasis is put on theory and practice that prepare for qualification within the company: “Finding the internship was by no means easy and I had a lot of rejections”, she says. “But fortunately I was then able to work at a plastics company in the mascara packaging department. That was a fascinating experience.” Examinations are held after every partial qualification. Anyone who has completed all the modules successfully can take the final exam. “I was certainly pretty nervous before the exam. Of course I had to show what I’d learned – ultimately, it all turned out very well”, she said proudly.

And she has every right to be proud: after the partial qualification came to an end in September 2016, Anastasia Hein immediately received an offer from a manufacturer of household appliances to work as a machine setter near to where she lives. “For the sake of my children, though, I’m currently working part-time”, adds Ms Hein. “In that way, I can help my youngest son with his homework after school.” Partial qualification was a real stroke of luck for Anastasia Hein – one that she can build upon. Her wish for the future? “To be able to work in a job that I enjoy and in which I can advance my qualifications to the level of skilled worker here. And of course that my family is doing fine. Right now, at any rate, I’m very satisfied and happy.”

www.nachqualifizierung.de

Overview of partial qualification

In 2017, 280 successfully completed a partial qualification in Bavaria in 2016

21 occupations are currently included in the broad TQ portfolio

34 locations.

“THAT OF COURSE WAS BY NO MEANS EASY AND QUITE A REORIENTATION”
WITH A PILOT ON COURSE FOR SUCCESS

A job in the new home? Youssef Rahmoon hits the jackpot. Willkommenslotsin [welcome pilot] Dagmar Schulze guides the Syrian as he gets started.

You’ve been lending support to Mr Rahmoon since October 2016. How did the contact come into being?
Youssef attended a language course in Rostock. The head spoke to me: “Can you advise the participants in such a way that their job prospects improve after the course?” Together with the refugees from countries such as Syria or Afghanistan, we then sounded out which occupations might be suitable for whom. At that moment I thought of Youssef. The 22 year-old from Aleppo is perfectly suited to an exhibition stand construction firm that I as welcome pilot had just canvassed at an entrepreneurs’ evening. I knew that the firm was looking specifically for refugees. And asked: They wanted to get to know Youssef!

How did Mr Rahmoon fare after that?
I was there at the interview. It was soon established that during a six-week internship, Youssef and the company wanted to find out which apprenticeship would be suitable. So I informed the job centre so that things would take their course, for example with work shoes and a train ticket for the young man. Apart from that, I kept an eye on things to ensure that Youssef was punctual on his first day at work. Punctuality at work is unaccustomed for many refugees – but crucially important for surviving in our world of work.

Where else were you required as a pilot?
When, shortly before the internship came to an end and we were all agreed that a carpentry apprenticeship would be ideal for Youssef, I suggested an entry-level vocational qualification. I had to explain not only to Youssef, but also to the company just what was behind this government-funded measure. A colleague gave me this tip: Take a look at the mathematical skills. And indeed, despite his higher education entrance qualification they weren’t good enough for a carpentry apprenticeship. So we procured some books. Now we’re looking for someone who’ll practice maths with Youssef.

Youssef Rahmoon achieved his entry – with your help. What else was important?
The company tackled the integration issue with kindness, a good overall view and without any fears. The management and workforce really wanted it to be a success. And they knew that here was someone we’d have to adapt ourselves to. Needless to say, Mr Rahmoon is highly motivated as well. Unlike many refugees, he does not allow himself to be discouraged by the many challenges that he has to overcome – such as visits to the authorities or unaccustomed work processes.

So you’re going to stick at it?
Absolutely! That’s the great thing about my job: that I can give personal guidance. I perceive the many encounters as a gain. Our country, too, is going to be enriched by these people from different cultures. If even more companies develop the courage to integrate, we’ll have taken a big step forward.

Dagmar Schulze is one of Germany’s 150 or so welcome pilots funded by the country’s Federal Ministry of Economics. As an employee of the Fortbildungsakademie der Wirtschaft (FAW) gGmbH – Akademie Rostock, she helps small and medium-sized companies to employ refugees.

www.faw.de
GETTING ON MORE QUICKLY AT WORK

Gain specialist staff and fresh ideas, demonstrate social commitment: there are lots of reasons to hire refugees.

Five tips for entering the world of work.

1 PROFESSIONAL SEARCH WITH PILOT

Numerous government-funded schemes make the applicant search easier for companies who want to employ refugees. These include welcome pilots or regional contact persons such as IdA navigators in Bavaria: they initiate contacts, answer questions about provisions of law concerning foreign nationals and about intercultural issues, and/or organise internships. Companies can also make useful finds at schools, refugee initiatives or online job exchanges such as workeer.de.

2 COMPETENCE CHECK FOR IMMIGRANTS

How can I assure that the applicant is up to the occupational requirements? External job guides and testing procedures can help in this context as well. The IdA competence check, for example: it records occupational skills and experience and assesses them. The platform bq-portal.de provides information about foreign vocational education systems and qualifications and about many countries of origin.

3 PLAYING IT SAFE WITH INTERNSHIPS

Internships are ideal for sounding each other out. Another opportunity to get to know each other with no strings attached is provided by entry-level vocational qualifications funded by Germany’s Federal Employment Agency.

4 FURTHER EDUCATION AND TRAINING WELCOME!

Be it a German course or partial qualification, companies should encourage the potential of their new staff members and reduce the weaknesses such as language barriers. The range of qualifications, funded and unfunded, is extensive. The Federal Office for Migration and Refugees, for example, finances extra-occupational German courses that are implemented by, among others, the bfz in many locations. Interested parties can find funded measures at, for example, kursnet-finden.arbeitsagentur.de.

5 A SYMPATHETIC EAR FOR ENTRANTS

Listening, showing understanding, or accompanying on trips to the authorities: anyone who has a mentor will get along better in everyday working life. Companies will be strengthening their welcoming culture if they provide refugees with in-house sponsors right from the start. Tip: recruit retired former employees/officers of the company as honorary mentors.
“Welcome to the Alpenhotel Wittelsbach!” A friendly look from dark eyes. Jamaludin Wafa skilfully manoeuvres the silver tray through the lobby and quietly places a small pot and a cup onto the delicate table. When the 20 year-old pours in the steaming tea, a conversation promptly develops.

“Where are you from?”, asks the guest. “From Afghanistan”, replies the slim man with a slight accent. And smiles. As he does so often on this and other days when he, as a budding “management assistant in hotel and hospitality”, serves drinks and meals, helps in the rooms or shares jokes with his colleagues.

“His sense of humour and good mood make it easy for everyone”, says Marcus Eismann, owner of the Alpenhotel Wittelsbach. The refugee has been his apprentice since July 2016. That’s a stroke of luck for Jamaludin Wafa, but also for the Eismann family. The boss is in no doubt about that.

“We demand a lot: interest, effort, genuine affection for the guests”, says 47-year-old Mr Eismann. Emphatically he adds: “Mr Wafa has all of these attributes. Plus an excellent understanding of the tasks in a hotel and the wishes of our guests.”

Another advantage: Mr Wafa’s knowledge of German, which is almost perfect. This is by no means a matter of course for someone who has been in Germany for only two years. Before moving into the Eismanns’ apprentice’s room he lived in refugee centres and learned the foreign language day and night. “I knew how important German is for a good future.” After just 15 months he managed what others take years to achieve: the Afghan amazes everyone with his German skills. It’s plain to see how proud he is of what he has achieved so far. The young man coolly checks his grey necktie bearing the hotel’s emblem and repeatedly lets his eyes wander over the lobby so that he can fulfil the guests’ wishes.

The support programme “IdA Bayern Turbo”, which was offered to the migrant via the Berufliches Fortbildungszentrum der Bayerischen Wirtschaft (bfz) in Traunstein, could have been especially for him: qualified young refugees and asylum-seekers with a high probability of remaining in the country are prepared in German-language courses and internships for an apprenticeship or an entry-level vocational qualification. Jamaludin Wafa became one of them. “Finding out what apprenticeship I would be able to do was difficult for me. I wanted one thing above all: to work.”

While doing a “mini-job” in a motorway service area, he developed a growing interest in qualifying for the hotel management trade. “Would you like to get to know the refugee?” This was the question that confronted hotel owner Marcus Eismann when the bfz adviser phoned him. “Yes”, he replied, and that led to several internships. Be it in housekeeping, behind the bar or in service, Mr Wafa proved himself and fitted into the international team. “There were never any pre-conceived fears or anxieties pertaining to colleagues or guests”, says Mr Eismann firmly. Not even when the Afghan became the first apprentice there with a background as a refugee.

LEISURE TIME IS PRACTICE TIME

A view from the hotel window out onto snow-covered mountains: it’s still an unaccustomed sight for Jamaludin Wafa, who comes from a small village. Has he been skiing yet? Wafa laughs. Not enough time. “I only went to school for five years, so learning in the vocational school often isn’t easy for me. That’s why I practice in my free time.” He has to master terms that every child in Germany knows. His face lightens up when he talks about a female resident of Ruhpolding who has helped him from the start, for example with maths or social studies. “She’s there for me, just like a mother.” The Eismanns, too, have become a replacement family. He’s a real asset for the team, says the boss appreciatively. “Companies ought to offer refugees the same opportunities. That’s because integration functions best in companies, which thereby find new employees and benefit from the intercultural communication.” The apprentice doesn’t have any special status because of his past as a refugee, emphasises the hotelier. “He’s a perfectly normal apprentice. We’re committed to him, helping him for example to fill out his record book – in the same way that we’re committed to all of our employees.”

Mr Wafa doesn’t have to think for very long when asked about what has impressed him most in his new home. “Everyone has welcomed me very warmly and been very helpful.” Some of his colleagues have even become friends. He looks at his watch. Lunch break – with a quick visit to the kitchen, where another refugee works. What is his advice for immigrants who are keen to establish a foothold in Germany? “First learn the language, then look for an apprenticeship. Because without one, you won’t have a good future”, says Jamaludin Wafa. And smiles.
Anyone who flees to Germany and wants to stay must get fit for the local labour market. The project IdA, initiated by vbw – Vereinigung der Bayerischen Wirtschaft, gets refugees qualified and helps companies.

Six programmes for more integration:

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<tr>
<th>Programme</th>
<th>Description</th>
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<tr>
<td><strong>IdA 120/IdA 1000</strong></td>
<td>qualifies refugees linguistically and vocationally, procures internships and helps with entry into a job or apprenticeship.</td>
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<tr>
<td><strong>IdA NAVIGATOREN</strong></td>
<td>manage the diversity of IdA projects at local level and are contacts for companies and potential participants.</td>
</tr>
<tr>
<td><strong>IdA BAYERN TURBO</strong></td>
<td>prepares young asylum-seekers and applicants for an apprenticeship or entry-level qualification.</td>
</tr>
<tr>
<td><strong>IdA KOMPETENZCHECK</strong></td>
<td>facilitates the selection of applicants by online test for the logistics, metal, electrical and landscape gardening sectors.</td>
</tr>
<tr>
<td><strong>IdA AUSBILDERQUALIFIKATION</strong></td>
<td>trains training and apprenticeship personnel and those responsible for such courses in all sectors for intercultural dealings with young people who have a refugee background.</td>
</tr>
<tr>
<td><strong>IdA SPRUNGBRETT INTO WORK</strong></td>
<td>This online platform enables young refugees who are obliged to attend (vocational) schools to make quick and targeted searches for internships in companies.</td>
</tr>
</tbody>
</table>

**THE IDA PROJECT PARTNERS:** vbw – Vereinigung der Bayerischen Wirtschaft e. V., Bavarian section of the Federal Employment Agency, Bavarian State Ministry of Economics and Media, Energy and Technology, Bavarian State Ministry of Employment and Social Affairs, Family and Integration, Bildungswerk der Bayerischen Wirtschaft
“OUR EMPLOYEES REGARD THAT AS APPRECIATIVE”

Knee or back problems often cause a lot of absences among employees. “Thanks to in-company integration management (BEM), they can now be reintegrated into their jobs more quickly”, says Britt Voss, head of in-company health management at Nestlé AG Deutschland (chocolate plant in Hamburg).

Ms Voss, what is the objective of in-company integration management (BEM)?

If employees are off sick for more than 42 days within a single year, companies are obliged by law to offer them “in-company integration management” (BEM). Our approach at Nestlé is as follows: we’re not just obliged to offer them BEM; we want to offer it. The goal, after all, is to help employees return to their workstations so that – ideally – they can return to their original occupations.

How do you put in-company integration management into practice at Nestlé?

Apart from the fact that the company is supposed to set up a BEM team that helps employees with their integration, none of the details have been regulated by law. That is to say, in what way the employees are integrated, how the BEM is supposed to develop and function – in these areas there are no statutory recommendations for action. In a working group we came to the conclusion that there were basically two possible ways of organising the BEM at Nestlé: with either internal or external resources. We eventually decided to integrate external BEM advisers.

Why do you cooperate with BEM advisers from the Fortbildungsakademie der Wirtschaft (FAW)?

Whether it concerns specialist knowledge about the pension insurance institutes or various therapy institutions or possibilities, we want the best possible outcomes for our employees – and that is possible only with experts who are very well interconnected and extremely conversant with these themes. That’s why we decided to collaborate with FAW’s BEM advisers two years ago. Their competence goes beyond the purely specialist and they help our employees to find suitable measures for physical rehabilitation – as well as being psychologically trained. That’s very important because we have found that the integration of employees functions only if they also build up a relationship of trust with the BEM advisers. The employees are often people who are marked by lengthy periods of illness – which makes it all the more important to establish a trusting relationship. For these reasons we have BEM guided externally. Apart from that, the FAW advisers not only contribute specialised know-how and tact in dealings with the persons concerned, but also understand the commercial aspects.

What have your experiences with BEM been like so far?

We have ascertained that employees who have already been through the BEM process have a declining illness rate. The positive outcome for us is when the FAW adviser tells us at the end that the employee can return to his or her accustomed workplace. Our employees are telling us that they experience and perceive BEM in a very positive and appreciative way: I’m worth something to this company, I’m more than just a number, I’m appreciated as an individual. This generates a positive basic mood.

Can you give an example of how the guidance and integration of employees is handled by BEM advisers?

An employee from the production department, for example, struggled for a long time with orthopaedic problems and never returned to full health. After sifting through his medical records, the FAW adviser recommended that the employee visit a rehab clinic. The subsequent reintegration was guided very closely by the BEM adviser and the management. Thanks to the therapy and the close cooperation of everyone involved, the employee is now able to resume his work.
Employees remain fit and capable thanks to in-company health management.

If you’re healthy, you feel good. And that has a positive effect on your work. That’s why it makes sense for companies to find out the state of their employees’ health and to preserve that health – with the help of in-house health management.

An important part of this is risk assessment for psychological burdens, which is regulated by the legislature: since 2013 companies must, for example, ascertain how great the psychological burdens at their respective workplaces are. Some firms, however, have implemented the law only hesitantly so far. But not PHP Fibers GmbH, one of the leading suppliers of high-performance yarns in the automotive sector: in a pilot project the company, together with Bildungswerk der Bayerischen Wirtschaft (bbw) gGmbH, assessed the psychological risk that emanates from its workplaces. To do so, around 200 employees in the production department who work around the clock in four-shift operations were asked questions on the subject.

“The questionnaire was received very well, especially the expanded page on which respondents can make suggestions and express criticism”, says Isabella Hauser-Hasenstab from bbw. In the survey, special attention was paid not to risks threatening individual employees, but always to the workplaces. To guarantee adequate comparability, workstations were therefore assessed both in clustered form and separately, explains Ms Hauser-Hasenstab. “We received results quickly and with clarity and can now respond to them in a purposeful way”, declares Dr Michael Scobel, Managing Director of PHP Fibers. As a result of this good experience with it, the company is currently broadening the questionnaire to the entire company in Obernburg.

HEALTH!

“Great location, superb organisation” – this was the succinct conclusion of one participant at bbw gGmbH’s BGM Congress 2016 held in the former Benedictine monastery of Banz. In line with the motto “Stay healthy in unhealthy times”, Bildungswerk der Bayerischen Wirtschaft and Schön Klinik Bad Staffelstein sent out invitations to an interdisciplinary event for the first time. General and personnel managers conversed with experts from the health and social-security fields about in-company health management as a strategic challenge and management task.

More than 100 participants from all over Germany found out in interactive workshops and symposiums what keeps workers healthy and able to work. The subjects discussed included how performance and health can be balanced and how teams can protect themselves. One option, for example, is the deployment of a BGM manager. The relevant vocational training is provided by bbw.

www.bbw-bgm.de
The project “Wirtschaft Inklusiv” [“Business inclusive”] lends support to employers in matters regarding inclusion. It also benefits undertakings such as the Witt Group.

When Volkan Akcakaya comes to work, he drives his car onto the parking facility belonging to the textile retailing group Witt-Gruppe, which is well-known thanks to the “Witt Weiden” brand. Just a few minutes later he’s sitting at his desk – like so many others there. But there’s one difference: Mr Akcakaya is a wheelchair user. He therefore has his own extra-large parking space, and as he makes his way to the office he sometimes has to open heavy fire doors. That’s a challenge. “I needed a bit of time to perfect my technique. Now it’s no longer a problem”, says Mr Akcakaya. Since September 2015, the 20 year-old has been serving an apprenticeship as a merchant in wholesaling and foreign trade at Witt-Gruppe. He’s now in his second year – and very satisfied. “It’s really great that it’s worked out. Finding an apprenticeship place wasn’t easy for me.”

For his apprenticeship he can thank, among others, the project “Business inclusive”. The project is funded by the Federal Association of Outpatient Vocational Rehabilitation (BAG abR) e.V., whose aim is to facilitate access to the labour market for people with disabilities. The Association includes, inter alia, the Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bzf) gGmbH, Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gGmbH and Fortbildungsakademie der Wirtschaft (FAW) gGmbH, which coordinates the project. “Business inclusive” is active in a total of eight German Federal states, including Bavaria, North Rhine-Westphalia and Schleswig-Holstein, where bzf, gfi and FAW are active. “The project aims to help employers to achieve the inclusion of people with disabilities, to support them with the help of a large network and to help them find their way around the jungle of financial aid schemes”, says Ottmar Waterloo, head of product management rehabilitation at bzf gGmbH. “Business inclusive” deals primarily with smaller and medium-sized companies: experience shows that these have a greater need for advice and that many jobs are created there.

“We’ve wanted to offer a wheelchair user a job for some time now”, says Juliane Feneis, who at Witt-Gruppe is responsible for, among other things, in-company integration management. “But we didn’t know who to turn to if we wanted important points clarified.” Thanks to “Business inclusive”, she then got to know the right contacts, who gave advice on crucial issues. What grants are there and how does one apply for them? How does the company have to be modified? “Previously we had a lot of worries – for example that the lift would have to be replaced by a bigger one”, explains Ms Feneis. But thanks to our network, we got in touch with a technical adviser from the Federal Employment Agency who checks companies for the modification work that they will require. At Witt-Gruppe, for example, parking space for the disabled was required, toilets had to be modified and there were no door openers. The lift, on the other hand, could stay.

Witt-Gruppe incurred no costs: it acquired a fund into which, according to the law, companies that employed too few or no people with handicaps in their organisations will be obliged to pay. The fund in question will then give all-round support to companies that make an effort to promote inclusion.

When the Federal Employment Agency asked whether she had a job in logistics for a female hearing-impaired applicant who had recently become unemployed, she didn’t waste any time, says Ms Feneis. That was how she already knew crucial contacts such as the technical adviser. He analysed sources of risk at logistics workplaces. The hearing-impaired employee may be deployed only where no vehicles are in operation, as she is unable to hear them. If an alarm is sounded during working hours, a box attached to the employee’s belt promptly starts to vibrate. Most of the costs thereby incurred are covered by pension insurance. Help with communication was provided by the Fachverband für Menschen mit Hör- und Sprachbehinderung [Professional Association for People with Hearing and Speaking Difficulties] in Regensburg. This organisation offers support free of charge by providing sign-language interpreters: “That was a great help.” The familiarisation process would have been unthinkable without the interpreter. They’re understanding each other well now in everyday work: mostly improvised, they know each other. The new recruit can also read simple words from people’s lips. And in an emergency, communication can be in writing. “We’re very satisfied and so is the employee”, declares Ms Feneis. “‘Business inclusive’ has opened a lot of doors for us.”

The project is so successful all over Germany that BAG abR e.V. has now been entrusted with a new project. It was launched in January 2017 and is called “Unternehmens-Netzwerk Inklusion” [Corporate Network Inclusion].

www.wirtschaft-inklusiv.de
All in all, 6,076 companies and organisations were contacted by the bbw Group on the subject of inclusion.

The project is sponsored by the German Federal Ministry of Employment and Social Issues (BMAS) with resources from the equalisation fund.

Building blocks of success

2,287
personal advice sessions throughout Germany
Of which 953 from the bbw Group

1,555
Work and cooperation meetings with providers of rehabilitation, integration authorities, specialised integration services and network partners
Of which 503 from the bbw Group

201
Events for employers
81
bbw Group

1,683
Total project

542
Participating companies
bbw Group

739
Participating persons
bbw Group

2,420
Project as a whole
The company Fujitsu Technology Solutions closed its Paderborn plant in the autumn of 2016. 850 employees are affected by this, including ex-employee representative Andreas Ziebarth.

How did the plant closure go off, Mr Ziebarth?
Some of the employees found new jobs promptly, and in some cases small teams from partner companies were taken on. I too was lucky enough to find a job quickly. It soon became obvious, however, that a transfer company would be required for those who were in a tougher situation. A large proportion of the workforce, including me, was aged over 50 and had worked at the plant for a very long time, which made the job search extremely difficult.

How did you choose the transfer company?
Fujitsu had already had to carry out restructuring measures in 2013. There was a transfer company back then as well and we were impressed by the operators TRAIN and FAW. The further training measures that the employees were offered at that time were highly diverse and aroused a great deal of interest. Another important aspect for us was that consulting should take place on-site. TRAIN offers that through its interlinking with FAW and bfz. We therefore chose TRAIN again in 2016.

Why is a good transfer company so important?
Generally speaking, a transfer company makes time available: after a plant closes down, its employees are not simply standing around on the street, as they are employed at the transfer company for up to a year and receive a transfer short-time allowance. If they have not yet found anything new, they then receive the full unemployment benefit that is paid for the first 12-18 months of unemployment. In addition to that, many people use the opportunity to reorientate themselves with, among other things, applicant training, advice on setting up in business, and the further training on offer.

What precisely is being offered?
Naturally there are many subject-specific courses on offer, but the spectrum is much broader than that. For example, one of our colleagues acquired a qualification in landscape gardening. A number of former colleagues used their predicament as an opportunity to make a completely fresh start in their working lives – and the transfer company helps with that.
CLOSE TO WORKING LIFE

The HDBW combines academic training and practice. Students such as Konstantin Willenberg benefit from this in several ways.

Suddenly it all makes sense to him. “That’s exactly what I want to do”, thinks Konstantin Willenberg as he reads the info on his school’s notice board. It’s a warm day in the spring of 2014 and Mr Willenberg is about to commence his studies for entrance into higher education. Until then he didn’t know what he wanted to do after school. But then he read the notice displayed by the Hochschule der Bayerischen Wirtschaft (HDBW): “Bachelor degree as home game: HDBW takes the field!” There it’s all about practical relevance, about the latest teaching methods and small groups. Konstantin Willenberg likes that. Because this Montessori pupil had already appreciated practical relevance and teamwork at his economics-themed technical secondary school in Freimann.

The private, state-recognised HDBW was founded with a focus on economics and technology with a clear objective: to train suitable applicants for vocational fields that the economy needs so urgently. That’s why the institution also cooperates closely with domestic and international companies and cultivates an extensive network. The students at the HDBW all have a choice between three bachelor’s courses of study: Business Administration, Business Administration and Engineering, and Mechanical Engineering – all full-time or extra-occupational at the Munich location. In addition, all of the courses are offered, also extra-occupationally, in Bamberg and Traunstein. In the 2014 winter term, Mr Willenberg was one of 81 first-year students to commence his full-time Business Administration degree at the HDBW. 204 students are enrolled here, of whom 104 are studying Business Administration.

Mr Willenberg doesn’t regret his decision for a second: the groups are small and learning has a high level of practical relevance. “The degree course is very close to working life”, says Mr Willenberg. He has also developed personally during his time at HDBW: he is no longer afraid to give a presentation in front of other people. The 23 year-old doesn’t yet know what he wants to do after completing his studies. First of all, in a practical term, he is going to work for a large media company in the field of customer service/customer experience. “I’d already enjoyed that kind of thing during my studies.” After graduating, Mr Willenberg would definitely like to take a master’s degree.

www.hdbw-hochschule.de
AN OPPORTUNITY FOR TUNISIA

Industry in Tunisia often lacks suitable young recruits, as the training on offer in technical occupations is frequently lacking in practical relevance: bbw projects intend to change that.

Mohamed Larbi Rouis has a dream: he hopes that one day, all of the German auto manufacturers will have plants in Tunisia. He’d like to see German vehicles rolling off the production line at last in his home country. “But that day is a long way off”, says Mr Rouis with a sigh. The engineer has seen a lot of the world: he studied in the USA, in Silicon Valley, and worked in South Africa and Mexico before returning to his native Tunisia. Now he manages a factory in Sousse, a coastal town in the north-east of the country, where the German auto parts supplier Leoni operates a production facility for cable harnesses.

Mr Rouis is always on the lookout for competent staff. But finding them is by no means easy. “Tunisia was colonised by France, which was why we adopted the French education system. And it’s very theoretical and regimented, very lacking in practical relevance”, believes Mr Rouis. “We’ve got a lot of good people who are good at maths. But they’ve got no practical experience of any kind when they enter this occupation.” Sometimes it takes up to two or three years for someone to learn the ropes. This is time that nobody in the automotive industry has: “We’ve got to be quick, we’ve got to be excellent, and on top of that our costs have to be competitive”, says Mr Rouis. Well-trained staff are the key to success.

Apprenticeships in Tunisia must therefore be structured in a more practically relevant way as a matter of urgency – across the board. The German model would be good for the whole country: Tunisia will be competitive and attractive for industry only if the country has well-trained personnel. “I’m so glad that the Germans have introduced their dual education system here. It’s imperative that we take this opportunity and reform our education system.” After the Jasmin revolution in 2011, the German government resolved to become active in Tunisia and support the young democracy. This involves, among other things, a vocational training and employment offensive. This is the framework in which Bildungswerk der Bayerischen Wirtschaft 2012 launched its first activities locally. In the meantime four projects have already been implemented, one of which involves the Bavarian companies Leoni and Dräxlmeier and has a partnership-type arrangement with Tunisian vocational schools: this means that the globally admired German dual-system model has established a foothold in Tunisia. As has a new teaching profession: mechatronics maintenance engineer.

At Leoni, the apprenticeship year began with eight mechatronics apprentices who each alternated between spells of two months in the company and two months in the vocational school. The apprenticeship lasts a total of 2.5 years. Upon completion of their apprenticeship, Mr Rouis immediately hired all eight of them: “They were well trained, they knew the ropes. These are exactly the kind of people we need.”

The other employees in the plant, too, had noticed with approval how quickly the new recruits had found their bearings in their day-to-day work, said Mr Rouis. All the more gratifying for him, then, that bbw is prolonging its apprenticeship project and new apprentices will soon be starting at Leoni again.

Clients and project financing “Tunisia 2012–2018”:

Management of the Federal projects: sequa
International
A total of 260 apprentices for Bavarian companies from Spain, Bulgaria, Croatia and Romania were recruited, selected, linguistically qualified, procured and guided until completion of the apprenticeship.

1 Brazil
- Over 1,000 candidates were tested in cooperation with a German automotive manufacturer.
- 240 of the people tested completed an apprenticeship.

2 Czech Republic
- Around 400 people aged 55+ were qualified and procured to companies.

5 Tunisia
- To date 148 mechatronics apprentices in accordance with German standard in mainly Bavarian subsidiaries.
- More than 200 days of trainer qualification.
- Further training for more than 100 teachers and trainers.

4 Lebanon
- Within a year, more than a hundred teachers and trainers have already acquired qualifications to teach and train Syrian refugees in the localities.

3 China
- 200 tool mechanics with AHK qualification.
- 150 CNC-qualified employees with AHK qualification.
- Almost 300 participants for entrepreneurial exercises based on the German model.
- More than 2,500 advisory staff at Shanghai’s employment agency have acquired qualifications since 2004.

100
trainers and teachers were qualified for “action-oriented apprenticeship”

More than
1,200
bbw-employees were trained in the field of “intercultural understanding”

In 2016, 400 experts and corporate representatives from eleven countries were qualified and put in touch with Bavarian companies.
MEMBER ASSOCIATIONS – MEMBER COMPANIES – SPONSORS

Member associations

Arbeitgeberverband Bayerischer Papierfabriken e. V., Munich
Arbeitgeberverband der bayerischen Säge- und Holzbearbeitungsindustrie und angeschlossene Betriebe e. V., Munich
Arbeitgeberverband der Bekleidungsindustrie Aschaffenburg und Unterfranken e. V., Aschaffenburg
Arbeitgeberverband der Zigarettenindustrie e. V., Hamburg
Arbeitgeberverband der Versicherungsunternehmen in Deutschland e. V., Munich
Arbeitgeberverband für die Land- und Forstwirtschaft in Bayern e. V., Munich
Arbeitgebervereinigung Bayerischer Energieversorgungsunternehmen e. V., Hanover
Bayrischer Bauindustrieverband e. V., Munich
Bayerischer Ziegelindustrieverband e. V., Munich
Fachverband Deutscher Floristen e. V., Landesverband Bayern, Gundelfingen/Donau
Handelsverband Bayern e. V. (HBE), Munich
Industrieverband Schreiben, Zeichnen, Kreatives Gestalten e. V., Nuremberg
Interessengemeinschaft süddeutscher Unternehmer e. V., Ottobrunn
Landesinnungsverband Bayern des Gebäudereiniger-Handwerks e. V., Munich
Landesinnungsverband für das Bayerische Elektrohandwerk, Munich
Landesverband Bayerischer Bauinnungen, Munich
Landesverband Bayerischer Speditionäre e. V., Munich
Landesverband Bayerischer Transport- und Logistikunternehmen e. V., Munich
Landesverband Groß- und Außenhandel, Vertrieb und Dienstleistungen Bayern e. V. (LGAD), Munich
Unternehmerverband Bayerisches Handwerk e. V., Munich
vbm – Verband der Bayerischen Metall- und Elektro-Industrie e. V., Munich
Verband Bayerischer Zeitungsverleger e. V., Munich
Verband der Bayerischen Papier, Pappe und Kunststoff verarbeitenden Industrie e. V., Munich
Verband der Bayerischen Textil- und Bekleidungsindustrie e. V., Munich
Verband der deutschen Rauchtabakindustrie e. V., Berlin
Verband der Holzindustrie und Kunststoffverarbeitung Bayern-Thüringen e. V., Munich
Verband der Keramischen Industrie e. V., Selb
Verband der Kunststoff verarbeitenden Industrie in Bayern e. V., Munich
Verband der Zimmerer- und Holzbauunternehmer in Bayern e. V., Munich
Verband Druck und Medien Bayern e. V., Munich
Verband Freier Berufe in Bayern e. V., Munich
Verein der Bayerischen Chemischen Industrie e. V., Munich

Member companies

CCL Label GmbH, Holzkirchen
Döllgast Elektroanlagen Partnach GmbH & Co. KG, Garmisch-Partenkirchen
E-T-A Elektrotechnische Apparate GmbH, Altdorf
KAUT-BULLINGER & CO GmbH & Co. KG, Taufkirchen
Martin/ GmbH & Co. KG, Augsburg
NÜRNBERGER Allgemeine Versicherungs-AG, Nuremberg
NÜRNBERGER Lebensversicherung AG, Nuremberg
Robert Bosch GmbH, Bamberg
Siller & Laar GmbH & Co. KG, Augsburg
Wacker Chemie AG, Munich
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Mainzke GmbH & Co. KG, Obenburg
MAN SE, Munich
Sparkassenverband Bayern, Munich
Stiftung Aventinum, Abensberg
vbw – Vereinigung der Bayerischen Wirtschaft e. V., Munich
VDMA – Verband Deutscher Maschinen- und Anlagenbau e. V. – Landesverband Bayern, Munich

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Status: December 2016

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General Manager
Anna Engel-Köhler

Deputy general managers
Michael Mötter, Richard Nünberger, Jörg Plesch, Josef Weingärtner
NETWORK WITH SYNERGIES

Status: January 2017

bbw e. V.
Bildungswerk der Bayerischen Wirtschaft e. V.

bfz gGmbH
Berufliche Fortbildungscentren der Bayerischen Wirtschaft gGmbH

FAW
Fortbildungsakademie der Wirtschaft gGmbH

bbw gGmbH
Bildungswerk der Bayerischen Wirtschaft gGmbH

gfi
Gesellschaft zur Förderung beruflicher und sozialer Integration gGmbH

HDBW
Hochschule der Bayerischen Wirtschaft gGmbH

win
win – wir integrieren gGmbH

gÄu
gÄu GmbH

gps
Gesellschaft für personale und soziale Dienste mbH

gps Service
gps Service GmbH

Status: January 2017
SERVICE NETWORK

Status: January 2017

THE bbw GROUP’S LOCATIONS
THE BBW GROUP’S LOCATIONS (not recorded geographically)

- People’s Republic of China
  - Shanghai

Main office, academy or branch
- Berufliches Trainingszentrum (BTZ), TagesTrainingsZentrum (TTZ)
- Branch or substation
THE MOST IMPORTANT EVENTS

JANUARY

14.01.2016 Bavaria’s social affairs minister Emilia Müller visits the refugee project “Language – Coaching – Integration” at bfz Erlangen and draws an initial positive balance.

19.01.2016 With around 100 invited guests, the Hochschule der Bayerischen Wirtschaft (HDBW) celebrates the inauguration of Dr. Evelyn Ehrenberger, who has been President of the HDBW since November 2015, on the occasion of a New Year reception.

MARCH

17.03.2016 Nine Chinese teachers come to Memmingen for a six-week intensive training course at bfz’s Berufsfachschule für Altenpflege und Altenpflegehilfe [vocational school for geriatric nursing].

APRIL

05.04.2016 Six integration teachers from Sweden travel to Munich as part of the Erasmus programme and inform themselves about the implementation of integration courses at bfz.

06.04.2016 The third personnel forum “HR: Future in our sights” concerns itself with the theme “In the midst of disruptive change and commercial transformation, can HR be reinvented?”.

MAY

09.05.2016 At a vocational information day in Bad Kissingen, minister of state Ilse Aigner and bbw were both full of praise for dual vocational education and training.

JUNE

01.06.2016 With 1,500 participants from around 300 companies, the Bavarian industrial fair Bayerische Industriemeistertage was again remarkably well attended. The theme “Requirements of leadership in the world of work 4.0”.

02.06.2016 In Shanghai, Prof. Günther G. Goth and Anna Engel-Köhler open the Shanghai Bavarian Vocational Training Consulting Co., Ltd. (sbvtc) training centre.

23.06.2016 The management of procedo by gps exchange views and experiences with other people from our sector at the bayme vtm temporary-work congress in the Haus der Bayerischen Wirtschaft in Munich.

28.06.2016 For the first time, the Akademie Kinder philosophieren holds a philosophical evening discussion with around 20 participants from Wertebündnis Bayern in the Bayerische Philharmonie’s office.

30.06.2016 The Arbeitsgemeinschaft Alpenländer (ARGE ALP) awards the bbw’s 5-euro business competition the ARGE ALP prize.

JULY

01.07.2016 Three Syrian refugees have found steady jobs in the international section of bfz Hof. They are now a part of the team that is earmarked, as part of bfz’s international projects in Lebanon, to combat the causes of flight.

01.07.2016 Under the title “Globales Lernen FAIRbindet” [Global learning the fair way], a new project is being launched which, also against the backdrop of immigration, intends to anchor the knowledge of global interrelations in the bbw Group’s educational measures in the long term.

08.07.2016 35 members of a delegation from the Japanese company Chugai inform themselves about equality of opportunity in German companies at a talk given by gfi area manager Angelika Hilbert.

09.07.2016 The vocational school Weißenburger Fachschule für Kunststofftechnik und Faserverbundtechnologie celebrates its 25th anniversary.
SEPTEMBER

05.09.2016 The bbw Group concludes a framework agreement with ICOMUGE (International Conference on Banking Industry and Global Economy), an organisation for advancing the banks in Iran.

09.09.2016 On the occasion of a project visit, vbw – Vereinigung der Bayerischen Wirtschaft e.V., the Bavarian State Ministry for Employment and Social Affairs, Family and Integration, and the Bavarian regional office of the Federal Employment Agency draw an initial positive balance for the project “IdA Bayern Turbo”.

25.09.2016 Berufsfachschule für Physiotherapie at bfz Augsburg celebrates its tenth anniversary.

OCTOBER

01.10.2016 Anniversary of Fortbildungsakademie der Wirtschaft (FAW): for 30 years it has been an acknowledged partner of German business in 12 Federal states with 34 academies and around 170 locations.

06.10.2016 Minister of state Emilia Müller convinces herself in Maintal, Schweinfurt of the quality of the intercultural exchange within the project HEROES by gfa gGmbH. The project’s participants take a stand against oppression in the name of honour and speak out in favour of equal rights for women.

12.10.2016 bbw e.V. invites the members of the CSU state parliamentary group to a parliamentary evening in Munich. In small rounds of talks, the three principal themes of vocational orientation, digitalisation and the integration of refugees were discussed.

12.10.2016 On the occasion of International Mental Health Day, a group of experts including the football coach Peter Neururer discuss the topic of “Risk factor stress – when to relax?” in front of around 150 guests at the Berufliches Trainingszentrum (BTZ) operated by by bfz München.

24.10.2016 Two students at the HDBW receive Deutschlandstipendien [scholarships issued by the German state] and are supported financially for an entire year of studies.

28.10.2016 BTZ in Radolfzell commences its operations with an opening ceremony.

NOVEMBER

09.11.2016 The Chamber of Industry and Commerce honours an apprentice at bfz Nürnberg as the most successful graduate in Germany. This means that for the second time in succession, a retrainee from bfz Nürnberg passed the exams with an award.

10.11.2016 The cooperation project between bfz München and rail company DB Fernverkehr AG “Retraining as electronics engineer for operating technology” receives the special prize from Verein für innovative Bildung e.V.

14.11.2016 Successful start in Africa: for the first time, procedo holds a training course in the field of personnel leasing / direct placement in Mozambique.

25.11.2016 For successes achieved in the field of equality of opportunity, five companies in the bbw Group have again achieved the rating TOTAL E-QUALITY.

26.11.2016 In line with the motto “Integration: let’s stay on the ball”, a football tournament takes place under the supervision of bbw. Twelve mixed teams consisting of course participants with refugee backgrounds and bbw employees compete for the cup in Veitshöchheim, Würzburg.

DECEMBER

03.12.2016 Indian master trainers complete their qualifications in the field of welding and mechatronics at bfz in Kronach and Aschaffenburg.

20.12.2016 Stefan Müller, Parliamentary State Secretary in the Federal Ministry of Education and Research, hands over an official notice of grant amounting to approx. 100,000 euros to bfz Rosenheim for the Berufsorientierungsprogramm (BOP) [Vocational Orientation Programme].
COMPANIES IN THE bbw GROUP

Status: January 2017

Bildungswerk der Bayerischen Wirtschaft e. V.
Wirtschaft im Dialog (WiD)

www.bbw.de/en/what-we-do
www.bbw.de/gesellschaften/bbw-e-v
www.bbw.de/wirtschaft-im-dialog

Bildungswerk der Bayerischen Wirtschaft (bbw) gemeinnützige GmbH

www.bbwbfz.de/en/home
www.bbw.de/gesellschaften/bbw-ggmbh

Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bfz) gemeinnützige GmbH

www.bfz.de
www.bbw.de/gesellschaften/bfz

bfz Tschechien
bfz o.p.s.

www.bfz.cz
www.bbw.de/gesellschaften/bfz-tschechien

Fortbildungsakademie der Wirtschaft (FAW) gemeinnützige GmbH

www.faw.de
www.bbw.de/gesellschaften/faw

Forschungsinstitut Betriebliche Bildung (f-bb) gemeinnützige GmbH

www.f-bb.eu
www.bbw.de/gesellschaften/f-bb

Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gemeinnützige GmbH

www.gfi-ggmbh.de
www.bbw.de/gesellschaften/gfi

Hochschule der Bayerischen Wirtschaft (HDBW) gemeinnützige GmbH

www.hdbw-hochschule.de
www.bbw.de/gesellschaften/hdbw

Shanghai Bavarian Vocational Training Consulting (SBVTC) Co., Ltd.

www.sbvtc.com/EN
www.bbw.de/gesellschaften/sbvtc

Wir integrieren gemeinnützige GmbH (win)

www.win-wue.de
www.bbw.de/gesellschaften/win
COMPANIES IN THE BBW-HOLDING PERSONALDIENSTLEISTUNGEN GMBH

bbw-HOLDING PERSONAL-DIENSTLEISTUNGEN GMBH

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<tr>
<th>Company</th>
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<tbody>
<tr>
<td>bfz Tschechien</td>
<td><a href="http://www.bfz.cz">www.bfz.cz</a></td>
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<td>bfz – vzd’elavaci akademie s. r. o.</td>
<td><a href="http://www.bbw.de/gesellschaften/bfz-tschechen">www.bbw.de/gesellschaften/bfz-tschechen</a></td>
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<td>gAü GmbH PersonalServiceAgentur – Nordbayern</td>
<td><a href="http://www.bbw.de/gesellschaften/gaue">www.bbw.de/gesellschaften/gaue</a></td>
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<td>Gesellschaft für personale und soziale Dienste (gps) mbH</td>
<td><a href="http://www.procedo-personalservice.de">www.procedo-personalservice.de</a></td>
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<td>gps Service GmbH</td>
<td><a href="http://www.bbw.de/gesellschaften/gps-service">www.bbw.de/gesellschaften/gps-service</a></td>
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<td>JOBFACTORY Personalservice GmbH (Österreich)</td>
<td><a href="http://www.jobfactory.at">www.jobfactory.at</a></td>
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<td>maxplacement GmbH</td>
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<td>TRAIN Transfer und Integration GmbH</td>
<td><a href="http://www.train-transfer.de">www.train-transfer.de</a></td>
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To the company profiles in the bbw Group:
www.bbw.de/en/what-we-do
www.facebook.com/bbwev

bfz GmbH und bbw gGmbH – Mitglieder des Wuppertaler Kreis e.V.
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