ANNUAL REPORT 2015
SHARING KNOWLEDGE – CONNECTING KNOWLEDGE
The content in this report is of course intended to apply equally to both genders. For ease of reading, however, the report does not exclusively use gender-neutral terminology.
SHARING KNOWLEDGE – CONNECTING KNOWLEDGE

bbw GROUP

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Foreword by Prof. Günther G. Goth and Anna Engel-Köhler

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LIFE IS FULL OF OPPORTUNITIES. TO MAKE THE MOST OF THEM, IT’S GOOD TO HAVE AN IDEA OF WHAT YOU WANT TO ACHIEVE NEXT AND A PARTNER WHO CAN SHOW YOU HOW TO GET THERE.
In 2015, the German economy again went from strength to strength and experienced increased demand for workers – employment in Germany reached another record high. At the same time, more and more companies found it difficult to find adequately skilled workers. The lack of professionals in the labour market remains a key challenge for the German economy. For 2015, the Cologne Institute for Economic Research identified a deficit of 140,000 employees in the STEM sector, including an increasing lack of professionals. Last year, the Federal German Employment Agency noted a shortfall of skilled labour and experts in the healthcare sector across almost all the German states. Further compounding this development, the KMK (Standing Conference of the Ministers of Education and Cultural Affairs) is predicting a significant decline in students completing lower secondary school (Hauptschule, Realschule) by 2025.

The federal government has introduced a Skilled Labour Strategy that includes the following measures to secure a supply of skilled labour: decrease in secondary school dropouts; more training qualifications for low achievers; return-to-learn programmes for adults; improved integration of young people with disabilities; increased job mobility; integration of non-working women; expansion of day-care services; later retirement for senior employees; and improved integration of workers with an immigrant background.

The Bildungswerk der Bayerischen Wirtschaft (bbw) focuses firmly on these challenges. Through a process of continuous dialogue with our clients, our teams have been able to work out comprehensive strategies and individual personnel development tools. To name just a few examples, our range of solutions includes early childhood development projects with a specific focus on STEM skills; practice-based projects for students and teachers; and measures towards practice-based career guidance and competency assessment. We support low achievers with measures such as mentor and buddy programmes, assisted training, and projects such as “power(ise)” – we offer partial qualifications for unskilled and semi-skilled workers, as well as retraining programmes and external proficiency examinations. Our range of programmes includes development programmes for HR managers, master craftsmen and supervisors, as well as qualification projects for women in managerial roles.

We provide training to disabled youth and in-house rehab retraining and further training for adults. We have expanded our child and student day-care supervision services, which makes it easier for workers to integrate work into family life. On a federal level, we offer companies advisory services on occupational health and safety and also on occupational integration management.

Helping unemployed people find their way back to the job market remains another of our key objectives. This includes improving job opportunities for asylum seekers and tolerated residents through language instruction, proficiency assessments and training.

Our personnel-related services range from temporary work management, including full administration and coordination of temporary work opportunities, through to interim management, recruiting and direct placement, right up to taking on full-scale outsourcing of HR tasks.

The services we provide to corporate and private customers continue to flourish. We have noted increased demand for our services in forward-looking personnel management. Last October, for the fifth time, students started classes in our Executive Master of Human Resource Management (hrmaster). With Hochschule der Bayerischen Wirtschaft (HDBW), our training college for Bavarian businesses, we also offer professionals a new path into continuing vocational training.

Increasingly, a company’s market success relies on its international scope. For this reason, we reorganised and further expanded our international activities. We are currently running vocational training projects in Tunisia, Romania, Serbia and Macedonia. These are characterised by a strong practical focus, and they foster our dual vocational education and training approach.

One of our most crucial challenges is keeping pace with societal change. The digital revolution is reshuffling learning paradigms from the bottom up. We are adapting our learning structures accordingly, and as part of this, we are expanding our blended-learning programmes. bbw’s range of seminars is strongly focused on subjects related to Industry 4.0. Given the rapid technological progress taking place in this area, there is also increased demand for seminars in corporate culture and organisational development.

2015 was a good year for our corporate group – we successfully met all the challenges we were set and that we set ourselves. For this, we would like to express our gratitude to all our clients and commissioning partners, as well as our employees.

Our clients can be sure that here at bbw, we will continue to pursue our goal in 2016 of enabling them to increase their knowledge and expertise, and to share and network their skills in order to reach their enriched vocational and business goals.
In today’s information age, knowledge has become part of a larger dynamic process. Lifelong learning and continuous updating of expertise are key factors for participation in the job market. Conversely, businesses, institutions, education providers and public authorities must provide fairer and wider access to knowledge acquisition and qualifications – on a global scale. Acquiring new knowledge is a powerful tool for meeting the challenges of the day.

By using the latest learning methods, techniques and contents, we ensure workers can keep updating their knowledge and participate in high-quality lifelong learning processes. We also make sure knowledge acquisition is increasingly based on digital formats; our e-learning products are a great example of our response to the latest changes in knowledge communication.

In the area of personnel development – central to meeting future demand for skilled workers and management staff – we offer a wide range of training programmes on intelligent leadership and management as well as modules aimed at groups such as management trainees and women in managerial roles. At bbw, we don’t just talk about equal opportunities, we make sure they are instated – shown by the fact that we are a signatory to Germany’s Diversity Charter and that many of the companies in the bbw Group have repeatedly been awarded the Total E-Quality seal of approval for equal opportunities and gender mainstreaming.

On the basis of this company philosophy, we have matured into a training provider with 40 years of experience and an unmatched proximity to both the economy and the job market. Thanks to our extensive presence throughout Germany, with around 150 sites in Bavaria alone, we are a capable and agile partner that can precisely steer the competencies in managerial roles. At bbw, we don’t just talk about equal opportunities, we make sure they are instated – shown by the fact that we are a signatory to Germany’s Diversity Charter and that many of the companies in the bbw Group work together and join competencies on a project-by-project basis, enabling them to offer every client the best individual solution.

Sharing knowledge – connecting knowledge: 2015 was an excellent year for the bbw Group. We were entirely successful in convincing employees, experts, managers, business owners and heads of HR alike that “knowledge shared is knowledge doubled”.

What we offer
- Shaping change
- From school and studies into work
- Work – parenting – elderly care
- Staff and business development
- Getting back to work
- Immigration and Integration
- Promoting health at the workplace
- Inclusion: participation in the world of work
- Global networking
- Personnel services
- Hochschule der Bayerischen Wirtschaft
Business in Dialogue

Knowledge shared, knowledge connected – knowledge x 2: the “Business in Dialogue” programme uses this formula to foster knowledge in individuals and institutions. Topics are investigated and educational impulses triggered through projects and networks instigated with partners from business, politics, secondary and tertiary education, public authorities and trade associations. This wide-ranging dialogue between business and society is bearing fruit.

Networks and knowledge sharing are vital in the successful transition from school to work, and accordingly they form the basis of the SCHULEWIRTSCHAFT networking initiative. sprungbrett bayern offers career guidance measures such as “Speed Dating”, which brings together students and businesses, and parent-teacher meetings, which help parents support their children at this crucial stage in their lives. Since its launch ten years ago, the portal has become one of Bavaria’s most important career guidance platforms. Currently, www.sprungbrett-bayern.de lists more than 32,000 internships and work placements.

First and foremost, career guidance is the responsibility of schools. This is the area that the SCHULEWIRTSCHAFT Akademie and its Berufswahl-SEIGEL (Career advice and seal of approval) project are pitched at. Participating schools are aimed to integrate career guidance into their student services. The project’s career and study guidelines were developed with experts from education, business and science, and are published as a brochure by Bayerisches Staatstitut für Schulqualität und Bildungsforschung (IB). The brochure was publically launched on 16 February 2015. As a state that has declared its commitment to start-ups, Bavaria relies on youthful entrepreneurial spirit, and those young entrepreneurs need ideas and networks. The 5-Euro-Business project brings all that together. Over 15 years and through 90 campaigns held at 14 different tertiary education locations, the project has attracted over 2,600 participants, and its competitions have led to ten to 15 new start-ups each year.

Our society thrives on people sharing ideas. Constructive dialogue between youth and entrepreneurs, teachers and trainers, and between the Church and business is crucial for a society where individuals can develop their own values, accept others’ values, and pursue entirely new ways of thinking.

In April and October 2015, Bavaria’s Economics Minister Ilse Aigner held Q&A sessions with around 1,000 students from all types of secondary schools to discuss the perspectives and opportunities of vocational training in the region. The sessions were organised by the Bavarian State Ministry for Economic Affairs, Media, Energy and Technology in conjunction with SCHULEWIRTSCHAFT Bayern.

“Living Environment 4.0”, a project by SCHULEWIRTSCHAFT Bayern is a unique cross-sector network that develops practical career guidance approaches and focuses on the challenges of the digital age. According to the motto „Lebenswelt 4.0 – Pack ma’s“ more than 500 knowledge disseminators from education and business met in Ingolstadt last September to discuss the issues at hand.

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OUR ACHIEVEMENTS

Approx. 30,000 Participants

60 Wide-Impact Projects

32,000 Internships and Work Placements Listed on www.sprungbrett-bayern.de

What we aim for

- Enabling dialogue between society and the economy
- Facilitating career guidance
- Boosting education in business and STEM subjects

What we offer

- Practice-based education projects
- Competitions and camps
- Further teacher training

Junge Vor/Denker

Bringing together the topic of sustainability with the methods and approaches of philosophy is the aim of the „Junge Vor/Denker“ project jointly organised by Akademie Kinder Philosophieren and BMW’s Eberhard von Kuenheim Foundation. How do people live in other countries? How do we want to live together? How much is enough? Children and youth are free to pose questions about the future of their world without any pressure to act and without being subjected to doomsday scenarios. Instead, the decision-making process is informed by experiences, insights and shared knowledge. The children learn to plan and act as a team. This project won a UNESCO prize as a further training measure for teachers, as part of its Decade of Education for Sustainable Development (DESD).

www.kinder-philosophieren.de

A TOTAl OF More thAn 1.100 RecipieNTS OF A SupplemenTARY CertIficate IN “Guided phosphAlos PhiliPhiPher”

What we aim for

- Philosophy as a cultural technique and educational principle
- Philosophy-based life and career guidance
- Orientation towards value and meaning in a business context

What we offer

- Workshops and seminars
- Certified supplementary qualifications
- Educational projects on career guidance

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PHILOSOPHERS

Who develop their own values. People who grow with the times they are living. People who share their expertise and knowledge. We foster what society needs.

OUR ACHIEVEMENTS

What we aim for

- Ensuring lifelong learning and providing insight into the complex interplay between business, public administration and the private sector. While management staff from Bavarian businesses learn about the processes that public authorities need to follow, in return, around 70 Bavarian civil servants spend a two-week placement in a business each year.

For the past 15 years, the education initiative “Technik – Zukunft in Bayern?” has enabled children and youth to experience technological progress. The initiative sparks the interest of children and youth of all ages in STEM-related subjects and inspires teachers, instructors and parents to do the same. The motto for 2015 is “STEM – education delivers the skills sets of the future.” Placement hosted in cooperation with the Bavarian state government foster lifelong learning and provide insight into the complex interplay between Bavarian public administration and the private sector. While management staff from Bavarian businesses learn about the processes that public authorities need to follow, in return, around 70 Bavarian civil servants spend a two-week placement in a business each year.

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SUCCESSFUL VOCATIONAL EDUCATION AND TRAINING HELP INDIVIDUALS TO GROW, AND ADVANCE SOCIETY AS A WHOLE. IF PEOPLE ARE TO ENJOY A SUSTAINABLE WORKING LIFE, THEY NEED TO ACQUIRE AND MAINTAIN KNOWLEDGE, SHARE IT WITH OTHERS, AND APPLY IT TO NEW CHALLENGES. THE SUCCESS OF CAREER GUIDANCE AND SUPPORT MEASURES DEPENDS NOT JUST ON THE NUMBER OF PEOPLE WHO FIND WORK; WHAT MATTERS EVEN MORE IS THE PERSPECTIVES THESE MEASURES OPEN UP FOR INDIVIDUAL MEMBERS OF OUR SOCIETY.

PERSPECTIVES FOR EVERYONE

Successful vocational education and training help individuals to grow, and advance society as a whole. If people are to enjoy a sustainable working life, they need to acquire and maintain knowledge, share it with others, and apply it to new challenges. The success of career guidance and support measures depends not just on the number of people who find work; what matters even more is the perspectives these measures open up for individual members of our society.

Reliable childcare is important for creating equal opportunities. For many mothers and fathers this is the most important prerequisite for rejoining the workforce. One of the goals of the Bavarian state government is state-wide expansion of all-day school services for primary and secondary pupils. This is currently being implemented by Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi), which runs hundreds of groups providing afternoon care. It cares for several thousand primary school children from lunchtime until 2 or 4 p.m. gfi is also an active partner for schools, running numerous groups in the recently introduced optional all-day primary school service, which consists of classes in the morning and activities in the afternoon. gfi offers its services to schools, communities and parents for pupils in Years 5 to 9 at both optional and mandatory all-day schools. Across Bavaria, pupils from Years 1 to 9 enjoy expert supervision and care, homework help, and optional recreational activities. For parents, childcare structures such as these represent an affordable solution for integrating family life with work. For disadvantaged youth with social, academic or family problems, gfi offers social support services at 50 different schools. gfi also offers career guidance and transition-to-work support for young people finding their way into training and employment. A special project in this area is educational support via practical classes; this is aimed at pupils who are practically minded but have difficulties with theory. For many young people, finding a pathway into training and work is still challenging despite the improved situation in the training and labour markets. Early career guidance and transition-to-work measures at school are a good way to ensure young people find a training placement or apprenticeship that suits their skills and interests.

The advantages include long-term integration, fewer training and apprenticeship starts, and more skilled labour for the economy. The career guidance measures offered by the Federal German Employment Agency are aimed at pupils from Mittelschulen (lower secondary schools) and special needs schools, and include measures such as career guidance camps, in-company training and practical experience. In 2015 alone, we provided 15,000 schoolchildren with realistic, practice-focused insights into the world of work. As part of the career guidance programme offered by the Federal German Ministry of Education and Research, 13,000 pupils learnt about possible career paths as well as their own preferences, skills and strengths. Our Kempten site participated in a study on career guidance and transition into work that covered 28 EU countries. At the 9th Annual Conference of the Career Guidance Programme from 30 November to 1 December 2015, Secretary of State Stefan Müller issued Berufsbildungszentren der Bayerischen Wirtschaft (bfz) an award for the exemplary conception and implementation of its career guidance programme. bfz began putting together a career guidance toolkit four years ago; this is available to all team members via the Internet, and it ensures consistently good results thanks to standardised workflows. From 7 to 10 December 2015, bfz exhibited at Berufsbildung 2015 in Nuremberg, Germany’s biggest vocational training fair. Skill checks utilising the bfz toolkit were particularly popular with the young attendees, as was the option to reproduce objects scanned on-site on a 3D printer.

KoJACK® is our proprietary modular skills assessment tool that looks at a person’s talents and skills very objectively and from a fresh perspective. The KoJACK Basis module, which provides skills assessment online, has been accessed more than 7,500 times since its launch. The module enables pupils, trainees and prospective trainees to take an in-depth look at their interests and aptitudes, and then match these to possible careers. The KoJACK Potential module is a certified andproved-on-site programme for analysing capabilities. It permits stream-lined observation of personal skills being applied to specific situations over an extended period of time. In 2015 alone, this module was used 15,000 times. So far, we have predominantly deployed these tools at participating schools as part of our transition-to-work support programme (BerUb). The other modules – KoJACK Praxis, KoJACK Talent, KoJACK International and KoJACK Basic (in English) – are also being used very successfully by numerous projects and initiatives. All these measures for analysing skills and aptitudes, including the self-assessment tools, can be used individually or within a network.

bfz, Fortbildungskademie der Wirtschaft (FwW), gfi and bbw also provide numerous measures for the transition from school to training. These institutions work hand in hand to help individuals integrate into work life more successfully. Their various services and programmes are consolidated within a well-organised network that speeds up the transition process and aims to minimise the impact of individual disadvantages. By 2020, the state of Saxony-Anhalt will be operating regional working alliances for managing the transition from school to training right across the state. As providers of local youth welfare, the state’s municipalities are forming working alliances with local job agencies, and working with schools and other partners, they are establishing long-term cooperation structures. The goal is for young people transitioning from school to training or employment to receive all the relevant advice and support services from a single source.

Saxony-Anhalt’s Ministry of Labour and Social Affairs is using its Regional Transition Management – KoMAGA programme to consolidate social security (SGB) benefits and services at the level of rural districts and urban municipalities. Together with the ise institute, Forschunstitut Betriebliche Bildung (f-bb) provides advice to the participating parties of the working alliances and helps them establish and develop their collaborative efforts. From now on, f-bb will also support organisational development within the working alliances, link up communal contributors at state level, and publicise the programme.

Our enabling measures for young people provide valuable support to school leavers without a work or training placement. By reading them for training, we give them a solid foundation for eventually entering the workforce. With our pre-vocational schemes (BvB), we offer individual measures for people to enter training or re-enter the workforce. These include support in obtaining or refreshing key qualifications and skills for various fields of work, as well as remedial teaching and in-depth social support work.

What we aim for:

- Development of individual training and vocational goals
- Integration into the labour market according to individual profiles
- Targeted exam preparations

What we offer:

- Career guidance and skills assessment
- Transition-to-work support
- Training preparation and support
- Pre-vocational schemes (BvB), also for returners to work

Transition-to-work support (BerUb) is an educational service offered by the Federal German Employment Agency (Art. 49, SGB III) to improve the training opportunities of young people in need of support. The goal of the service’s measures is to provide support at school, and for the following tasks: to experience a successful training start. Typical tasks include assistance and motivational support for attaining school qualifications, for personal issues, for finding a suitable career path, for getting a training placement, and for application procedures.

The experts from bfz and FwW offer practice-based solutions for each of these tasks that are tightly integrated into the young people’s day-to-day education. Training support measures (AbS) are intended to help young people complete their training successfully. These are particularly

OUR ACHIEVEMENTS

All-day care services provided to 10,000 pupils across 400 schools

Approx. 2,500 students at the 92 vocational schools and technical colleges of Bfz

More than 4,500 participants in a transition-to-work programme

Approx. 13,000 participants in career guidance activities

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- Targeted exam preparations

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- Transition-to-work support
- Training preparation and support
- Pre-vocational schemes (BvB), also for returners to work
helpful in cases when the training goal seems reachable in principle but has been blocked by a problem of some kind. Typical services include both practical and theoretical tutoring, assistance in preparing for tests and examinations, German-language tutoring, support for everyday prob-
lems, as well as positive communication with teachers, trainers and par-
ents.Measures entailing vocational training in non-company establish-
ments (BiA) make it easier for young people with social disadvantages or learning impairments to attain training qualifications. Predominantly, this includes tutoring and remedial classes on subject-specific theore-
tical and practical learning content and general education, targeted exam and test preparation, advice, and problem support. Extended recreation-
al activities away from home and including overnight stays are an im-
portant part of the youth commitment measures provided by the Federal Employment Agency. MoFUn is a system we developed for our team members to plan and carry out extended recreational activities. As well as
a number of subject-specific seminars, MoFUn also provides a de-
tailed guidebook and support materials for planning and documentation.

The AMF project “Sicher verstärken – Potenziale nutzen” aims at the
term vocational integration of youth and young adults who have been in
jail. Detainees at the Nuremberg correctional facility start being pre-
pared for their reintegration into work life even before being released.
By gaining employment-related skills from a support network of quali-
fication, placement and follow-up services, rehabilitated young offenders
can enjoy a smoother transition back into the workforce. This also lowers
the chance of them re-offending. Since the project’s commencement, a third
of the participants have already succeeded in gaining permanent employment.

In 2015, there was a lot of demand for enrolments at biA’s technical col-
leges and vocational schools and academies. The growth experienced
in this area is due not only to well-qualified teaching staff and engaging, well-prepared courses but also the fact that the graduates from these institutions are known to have excellent job prospects. With a total of
52 vocational schools and academies as well as technical colleges, and
currently approx. 2,500 students, biA is one of Bavaria’s largest pri-
ate education providers. biA’s schools include nine vocational schools
each for generic nursing and generic nursing support; four vocational
schools for occupational therapy; seven vocational schools each for cu-
rative education care and curative education care support; one technical
college each for physiotherapy, speech therapy and pedagogy; as well as
three vocational academies for social pedagogy and one vocational
academy for curative pedagogy. In 2015, biA opened five new schools.
The existing eight technical schools offer excellent job perspectives and
can easily be integrated with students’ family lives. Courses are
either two years of full-time study or four years of after-work part-time
study, and at the end, students gain technical diplomas in mechanical
engineering, electrical engineering and plastics engineering. More than
1,000 new students commenced studies last September. Three further
schools are planned for 2016.

Career guidance projects in Bamberg and Schweinfurt
The career guidance projects offered by biA in Bamberg and Schwein-
furt aim to provide a realistic career path to every Year 8 pupil, and
they also aim to decrease the number of drop-outs from training. biA
Bamberg’s 4+1 career guidance network, based at biA Schweinfurt’s
“work experience day” concept, enables Year 8 pupils from lower sec-
ondary schools to trial their skills and interests within extended work
experience placements. This is set up so that the pupils spend one day
a week at the placement. Before this happens, the pupils complete a
four-week introductory and preparation stage where they learn essen-
tial application skills and prepare for the placement. They then go to
their work placement one day a week for the next eleven weeks. The
experiences gathered there are discussed in a group context, and they
help to inform the pupils’ preparations for a second placement in a
different line of work. A support person from the biA network provides
guidance and support throughout the project and acts as a contact for
the parents and participating businesses.

Advice and workshops for study dropouts
The new Landeskoordinierungsstelle Studienabbruch (State Coordina-
tion Centre for Study Drop-outs) coordinates and supports the recruit-
ment of dropout students from Bavaria’s applied science and technology
colleges. Its task is to support the recruitment bodies in establishing
regional structures for identifying, advising and informing drop-out stu-
dents, with the aim of providing them with vocational alternatives outside
of the technical college system – such as dual vocational and educa-
tional training. For this purpose, the coordination centre organises infor-
mal events, regional workshops to support networking activities, and
Bavaria-wide promotional activities. In addition, it is responsible for doc-
umenting all monitoring contacts. At cross-regional level, the coordina-
tion centre also fosters collaborations between network partners such as
technical colleges, Federal Employment Agency branches, and business
associations. The project, which is being run by biA Bildungsforschung,
is financed from the labour market fund of the Bavarian State Ministry
of Labour and Social Affairs, Families and Integration, and also receives
funding from the Bavaria head office of the Federal Employment Agency.

Assisted education
Assistierter Ausbildung (AsA/Assisted education) is a new support tool.
It brings together numerous support services and measures, not only for
young people before and during training but also for the businesses that
provide the training. Among other things, young people are supported in
career guidance, career choices, securing a suitable training placement,
and the application skills needed for this. AsA also supports young peo-
ples during their training, which includes problem resolution at the busi-
ness or college providing the training, preparation for tests and exams,
and personal issues. Businesses receive expert advice on questions re-
garding training structures and schedules, certification as a training pro-
vider, and contractual paperwork. AsA also provides businesses with
advice when it comes to the applicant selection process.

power25+(me)
In April 2015, the “power25+(me)” project was commissioned by
baym-techn (Bavaria’s employer associations of the metalworking and
electrical industries) and the Federal Employment Agency. As part of
the programme for securing skilled labour, “power25+(me)” is aimed at
young adults aged 25-35 who typically would not retrain to work in the
metawork and electrical industries. To ensure a successful qualification
for employment, both the participating businesses and the young adults
are prepared in advance of the retraining measures, and both receive
ongoing support for the duration of these. A total of 240 applicants were
recruited and have participated in the preparatory stage. The assisted
training and retraining course commenced on 1 September 2015 with
54 participants in Augsburg, Marsh and Nuremberg.

Meeting family commitments without neglecting work can be an enormous challenge. Managing all your daily duties while juggling work, parenting, and possibly even elderly care requires more than just a sympathetic employer. Flexible structures, individually tailored work schedules and bolder approaches to training carers can all make a vital difference for people with multiple commitments. The advantage for businesses is simple – they retain a valuable team member.

In his policy statement on 12 November 2013, Bavarian State Premier Horst Seehofer made the following promise: “By 2018, all school types in Bavaria will offer all-day school services to every pupil up to the age of 14.” At the summit involving carers and families and the state government is finally responding to calls from carers and families to reduce the amount of paperwork involved in institutional care. 

More and more people are torn between work commitments, child-rearing and caring for elderly family members. We aim to create the right conditions for people to integrate work and family life in a way that makes sense to them.

**OUR ACHIEVEMENTS**

**Cooperation partner for 30+ pilot groups on providing optional all-day schooling in Bavaria**

**Holiday care for approx. 1,200 children of employees from 72 Bavarian companies**

**In-service training of 30 primary school teachers as specially qualified day-care educators**

**Pilot project: 26 company employees trained as care guides**

**What we aim for**

- Integrating family, parenting and care
- Family support services offering advice, supervision and care
- Future-proof training prospects

**What we offer**

- Afternoon care at primary schools; optional and mandatory all-day schools
- Nurseries and after-school care
- Holiday care programmes for children of company employees
- Further training of specialists

Demographic change is making the issue of elderly care increasingly important. Carers have eagerly been awaiting a more efficient approach to care documentation so they can dedicate more time to their patients. With “De-bureaucratization and reduction of documentation in in-patient elderly care”, a specialist event held at six locations and attracting more than 100 attendees, the state government is finally responding to calls from carers and families to reduce the amount of paperwork involved in institutional care. 

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- Family support services offering advice, supervision and care
- Future-proof training prospects

**What we offer**

- Afternoon care at primary schools; optional and mandatory all-day schools
- Nurseries and after-school care
- Holiday care programmes for children of company employees
- Further training of specialists
When it comes to further training for company employees, it is tempting to imagine the classic setting: a seminar room with an instructor at the whiteboard and a PowerPoint presentation. However, this is quite an outdated preconception; vocational training has evolved in giant leaps over the past years. Electronic media have become fully established, a lot of the instruction is web-based, and the upcoming generation of digital natives wouldn’t think twice about basing all its learning experiences on the internet. Social media and Web 2.0 on the whole have opened up vast opportunities for gaining knowledge via network-based communication.

Over the past years, we have established more and more learning concepts that make full use of the options offered by blended learning. At the same time, our e-learning range of services has become more varied and appealing. This is true not only for teaching materials and media such as texts, images and animations, but also new digital advisory services, pretesting, self-assessments, electronic skills assessments, and digital forums for discussion and knowledge sharing. The main challenge is the digitalisation of vocational training. There have been different target groups – companies, individuals, institutions – need to be offered precisely tailored training services to help them attain their training goals as efficiently as possible. The success of training modules is measured by how flexible they are both in terms of their level of learning and their hours.

Blended learning – learning and teaching that brings together a number of different communication channels and media – is becoming increasingly popular in further training. This approach is set to fulfill all the demanding requirements of vocational training over the coming years. Employees can participate in study courses with excellent personal guidance without the company incurring any travel costs. An intelligent mix of delivery methods – such as traditional e-learning, personal advice, coaching, in-person seminars and use of a learning management system – makes it possible to tailor a programme to specific target groups. Blended learning structures have a long way from being an education fad; they are the new norm for further training.

bbw supports the digitalisation of personnel development and offers on-location seminars and advisory sessions in this area. The "Creating Modern Learning Concepts" workshop, for example, introduces attendees to the wide range of media, methods and formats available today for putting together engaging programmes in further training.

Nobody is born a leader, but everybody can learn leadership. Our instruction series on development courses for industrial leadership serve this purpose. Each course consists of three to four two-day modules plus one or two supplementary modules. The "Leadership" instruction series comprises four two-day modules spread over a year. In these practical instruction sessions, participants learn about the foundations of effective leadership and how to apply these. They are given a range of tools and methods that help them to act professionally, consistently and independently. While all the modules can be booked individually, companies are increasingly choosing to book the entire development course, and they keep sending new participants every year. The leadership course for junior managers was recently augmented by a "Change Management" module to satisfy the increased demand.

Considering how demographics are changing, company employees are becoming increasingly valuable economic assets. This is particularly true for managerial forces. Systemic coaching enables managers to gain an integral perspective on situations, as well as to identify and take advantage of inherent strengths and weaknesses. bbw is closely working together with CoachAkademieSchweiz (CAS) in this area. The first outcome of the collaboration is the Systemic Coach and Advisor training course – a new addition to the programme and also a strategic expansion of bbw’s range of offers. The two-week training course was held in early November 2015, and at 15 participants, it was completely booked out. Two further courses are planned for 2016.

For many years, the fostering of women in management has been an important goal in the Bavarian economy. To date, more than 100 women employees from 40 member businesses of bayme vbm have participated in the Women in Management course that bbw hosts on behalf of bayme vbm for the fourth round, which was completed at the closing seminar of this round on 18 March 2016. The closing seminar of this also acted as the introductory seminar for the fourth round, which will be completed at February 2018, again, around 50 women employees from 20 companies will be participating.

In addition, there are several other training and qualification measures designed to help women managers develop the potential of their subordinates, and also to increase the proportion of women managers.
Corporate culture can only thrive if all of the company’s employees understand and enact it. With a long-term bbw project towards the sustained embedding of corporate culture into executive management, Wiesbaden Electric Gmbh from Bamberg – a pioneer of electronic connection technology with 2,000 employees and company sites across Germany, the Czech Republic and China – did exactly that. The goal was to implement a change process for improving the corporate culture. This process was instated through group seminars with 65 management staff, chaired by bbw.

In-house personnel development: The bbw Group vitally depends on the motivation and expertise of its employees. Naturally, we invest into an appealing work environment, social services and personnel development to ensure that all the work performed here is of an impeccable standard.

Primarily, this relies on the training and further training of our team members. In 2015, for example, more than 100 employees received in-depth training on how to provide adequate support and supervision to refugees and asylum seekers taking part in a wide variety of programmes.

In addition, we managed to double our number of cross-location and cross-regional seminars in 2015. Around 2,300 issued certificates and attendance slips are ample evidence of how much our team members enjoy our personnel development measures.

Over the last 40 years, Management Akademie München (MAM) has provided consulting, training and coaching services to 250 businesses, with 39,000 management staff receiving further training. In 2015, MAM took on a complex reorganisation project for Raumerith’s Kathrin Werke. MAM’s role was to advise the factory’s section managers on the planning and implementation of the change project. This entailed the amelioration of the mechanical and electrical development teams, which previously were organised into separate sections, with the aim of future products being developed jointly.

For this, new teams needed to be formed involving employees from both sections, and the section managers and team leaders needed to be prepared for the structured reorganisation. The new tasks, competencies and responsibilities were defined over several workshops held with the company’s managers and supervisors. This also included defining new rules for collaborative work. At the same time, another new factor had to be accommodated as well – the factory’s product platforms were being extended.

At the 20th Plenum of the Campaign for SMEs (OM), Fortbildungsakademie der Wirtschaft (FAW) was recognised as an “Institution for Training OM Consultants”. This entitles FAW to train consultants for SMEs in conjunction with partners such as the Federal German Employment Agency or Fachhochschule des Mittelstandes (FHM). “OM” is the SME network of the New Occupational Qualities initiative (INQA) launched by the Federal Ministry for Labour and Social Affairs in 2002. The plenum also included an official recognition of the Lübeck/Westmecklenburg OM network run by the FAW Academy of Lübeck. As part of the “Life-Cycle-Oriented Employment Policy and Demographic Management in Action” (“LoB in Action”) project, the FAW Academy of Lübeck has also trained several of its own employees as OM consultants. Over a seven-month course, eleven team members were trained as “demographics pilots.” “LoB in Action” is a project run by FAW together with Trade Association of Northern Germany Mecklenburg-Schwerin (UV) and the DGfbV-VHS “Arbeit und Leben” Society (“Life and Employment”), wherein selected companies receive support and funding towards employee retention and junior staff recruitment.

On 30 September 2015, FAW’s Advisory Service for Inclusive Employment (BIHA) and its partners hosted their 12th seminar in the “... und es geht doch!” series (“... you can do it!”). Converging under the motto of “Barrierefreie Ausbildung... find ich gut!” (“Accessible training... I love it!”), more than 200 business representatives and experts from the areas of integration and rehabilitation were provided with ideas and stimuli on accessibility in day-to-day working environments. BIHA provides Hamburg employers with support on current HR issues. Their main focus lies in optimising company processes to facilitate the employment of persons with severe disabilities.

Rheinbahn AG operates public transport in the cities of Düsseldorf and Meerbusch and in parts of the Mettmann district. Within the Diagnostics Project for Rheinbahn AG run by FAW, eleven employees who could no longer continue their work due to health impairments took part in an eight-day Assessment Centre programme. Following this, seven of the eleven employees completed a three-month preparatory training course (industrial/business). Thanks to our support, two of the graduates from this course are currently being retained in-house. The goal of this project was to provide the employees with different but equally important roles within their company.

Course for training and further training instructors

Training professionals are currently facing several new challenges. As well as demographic change, new target groups such as people with an immigration or refugee background are demanding entirely new approaches to integration. Similarly, the increasing digitalisation of learning methods and learning support is necessitating change. Pedagogues who have completed our course as “Training and Further Training Instructors” know how to deal with these challenges, and they are able to comprehensively plan and instate full-scale training measures in-house.

The course, which is offered by bbw as an in-service programme, enables its graduates to pursue a career in managing vocational training in the private sector. The course is offered in Augsburg, Nuremberg and Passau.

Academy for Plant Fire Brigades

The public relations successes of Winkelwehrwehrbund Bayern (WvF) have resulted in a growing demand for training at the member fire brigades. bbw’s “Academy for Plant Fire Brigades” and its training centre for occupational fire prevention are home to all the relevant training programmes for plant fire brigades. The academy focuses on training people as fire protection chiefs and on recruiting newcomers to the discipline of industrial fire protection. The training concept devised by bbw and WvF has assigned bbw the role of coordinating, administrating, planning and implementing the training courses. Overall, the training concept is geared towards personnel recruitment and helps to minimise personnel fluctuations.

Executive Master of Human Resource Management (hrmaster)

Technological as well as societal progress is placing considerable pressure on businesses. Successfully addressing the complex challenges to be found in the areas of recruiting, talent management and evidence-based personnel management requires well-trained HR professionals who have strategic long-term perspectives and forward-looking personnel expertise. The in-service degree course Executive Master of Human Resource Management (hrmaster) provides personnel managers with all the skills they need. Run by bbw together with Munich’s Ludwig Maximilian University, the course is taught by renowned researchers recruited from leading technical colleges across Europe and the US. A number of DAX-30 companies (BASF, Deutsche Bahn, Deutsche Telekom, Infineon etc.) as well as leading trade associations such as bayme vorn and ZAAG support the hrmaster programme. The combination of academic excellence and practical focus offered by this course is unmatched within the German-language region.
TAPPING THE POTENTIAL

Returning to gainful employment after a prolonged absence, or finding work despite insufficient training: It is challenges such as these that define the cohesion of a society, and also its economic stability. General measures towards labour market integration are often inadequate in this context. A better approach is to offer flexible networks that combine process-oriented support and guidance with individual knowledge sharing.

The growing shortage of skilled labour calls for dedicated training measures aimed at those target groups deserving the most support – low-skilled workers, people seeking work after prolonged unemployment, and people with an immigration background. The goal is to help job seekers attain the best qualifications they can by providing them with training and support according to their individual needs. Measures range from small group training sessions for occupations such as warehouse clerk, skilled metal worker, tax accountant, chef and housekeeper through to retaining support measures including learning process guidance and modular refresher courses with job-related language instruction.

As well as providing theoretical and practical expertise, these measures also offer social support, which greatly increases the chances of successful integration in the long term. Digital, individually-supervised learning programmes based on blended learning are proving very popular; these combine in-person classes with virtual learning units based on digital media. Individual qualification needs can be addressed very precisely thanks to a range of around 2,200 learning units in areas such as SAP®, MS Office, accounting/control/commercial arithmetic, Lexware, and CNC basics. “B2 Online” is a blended-learning product that we offer for language instruction. In 2015, more than 85,000 learning units were booked across all our course programmes. The overall success rate is over 80%, and over 95% for SAP® user certifications.

According to the recommendations of the AZAV advisory committee (Accreditation and Approval Ordinance for Employment Promotion), measures according to SGB III Sec. 162 (German Social Security Code, July 2015) are permitted for measures towards occupational integration and mobilisation (SGB III Sec. 45) as long as every module enhances labour market value and as long as it can be combined with other modules. This means it is now possible to develop solutions for individual target groups assembled from individual measures. Beneficial Fortbildungscentren der Bayerischen Wirtschaft (bzw) have already taken advantage of this and implemented demand-driven measure combinations for more than 750 Mobilisation and Placement Vouchers (AIVS) in 2015.

Modular partial qualifications enable non- and low-skilled workers to quickly gain the vocational qualifications they need. For example, FAW Paderborn’s partial qualification as Safety Officer/Provider comprises an expertise examination according to Trade, Commerce and Industry Regulation Act Sec. 34a, certification as fire protection officer, and first aid certification. A Class B driver’s licence can also be attained. A partial qualification as Safety Officer/Provider is suitable for participants with out prior technical skills and can be used as a prerequisite for further partial qualifications.

Germany’s Professional Qualifications Assessment Act (BQA) grants every holder of a foreign job qualification the right to have this assessed for recognition. This is particularly beneficial to third-country nationals and EU nationals with skilled occupations that were previously ineligible. Qualification recognition depends on where the qualification was gained, i.e., which migrant group the person belongs to. Support measures such as Perspektiven für Flüchtlinge – Perspektive Identifikation, Integration empölmögen (Perspectives for refugees to identify potential and facilitate integration) or the services offered as part of the Ablaufbereit Deutschland Mobilisation and Placement Voucher (AIVS) – an easily accessible mobilisation measure for refugees in the Bavarian districts of the Federal Employment Agency – speed up integration into the labour market. Measure modules are used to compile individual support packages consisting of language instruction, introductions to different occupational areas, skills assessment, support in the recognition of foreign qualifications, and job application training.

Young persons, self-employed persons dependent on benefits, persons with hearing impairments, international students and people from different cultures can take advantage of AIVS benefits and services as a result of recent changes to this voucher-based support programme (AVGS, Sec. 45). With FAW’s Module Catalogue acc. to SGB III (Sec. 45 (Nos. 1, 2, 3 and 5) in combination with SGB II Sec. 16, individual services can be provided more promptly. Its Placement Activities programme (cf.

SGB III Sec. 45), which is supported by Forschungsinstitut Betriebliche Bildung (f-bi), provides employees with a training seminar on qualification recognition and recognition advice, which enables them to advise migrants and refugees on the recognition of their qualifications acc. to SGB III and II.

As part of the ESF federal programme for integrating long-term unemployed welfare recipients acc. to SGB II (L2A), the Federal German Ministry of Labour and Social Affairs grants funding to job centres that provide long-term unemployed welfare recipients who are able to work with perspectives on re-joining the labour market. The job centres are specifically encouraged to find job seekers for the long-term unemployed. In addition, qualification issues are addressed where possible, and participants receive in-depth support after starting paid employment. To ensure smooth progression, across Bavaria, 77 job centres have applied for this grant, 28 of which have advertised a measure for in-depth coaching. In addition, various ideas have been developed for Combating poverty – opportunities for the long-term unemployed, a project which addresses a total of 3,000 participants. In a three- to four-month preparatory course, long-term unemployed persons over the age of 35 who have no relevant job qualifications and also face health-, age-, or language-related difficulties are gradually prepared for training and/or employment. FAW Hanau’s “Active MOM” project, part of the Stark am Bank (Strong in employment) support programme, is a coaching measure for 34 mothers with an immigration background (from 15 different nationalities) receiving welfare benefits acc. to SGB II. The main goals are mobilisation, networking, sharing of experiences, provision of support, bolstering of skills relevant to the labour market, and job application training.

“Support Care” qualification

In the care sector, there is growing demand for skilled workers with multiple qualifications. The new “Support Care” qualification combines up to three training certificates required for care provision: care assistant, household service provider and care worker. In the first half of 2015 (so far), 144 persons have been enrolled in the programme based on blended learning. The training programme teaches skills for care work, documentation and dealing with patient death (Care Assistant module), and for nutrition, home care and household management (Household Service Provider module). The theoretical training is followed by a four-week placement to show how the learnt skills are applied. The Care Worker qualification corresponds to the further training stipulated by SGB XI Sec. 67b(3) for providing care to dementia sufferers. In 2015, the Care Worker qualification programme was installed throughout Bavaria. 1,200 care workers participating in 85 courses received the qualification. The new “Support Care” qualification was attained by more than 100 persons. Across Bavaria, the rate of integration into steady employment was at over 80%.

Collaborative project of TheaterFABRIK Gera and NÖTHA André Menhartt and Uwe Hupfer from the NÖTHA project (East Thuringian literacy network) at the FAW Academy of Plauen decided to stage a play about functional illiteracy. Together with Péter Przetak from TheaterFABRIK Gera, they developed a play titled “Vom Hören-Sagen” (“About Hear-Say”) – the story of an actress who can’t read. When the actress auditions for a role, the director is so impressed that he asks her to do an impromptu reading for another part. This shows that she cannot read. The play incorporated experiences gathered at FAW, which also provided contacts to literate persons. The play was staged in Gera, Schmiedl and Greiz.

www.bzw-seminare.de
www.bzw.de
www.ffaw.de
www.faw.de
www.nachhaltigkeit.de

OUR ACHIEVEMENTS

38,000 BLENDING-LEARNING UNITS

59% SUCCESS RATE FOR BLENDING LEARNING

1,200 PARTICIPANTS QUALIFIED AS CARE WORKERS

What we aim for

- Social and vocational integration
- Tapping into employment potential
- Vocational mobilisation and qualification on an individual basis

What we offer

- Identification of individual skills
- Removal of obstacles to placement
- Blended-learning packages
- Partial qualifications, second-chance qualifications

What we achieve

- 38,000 blended-learning units
- 59% success rate for blended learning
- 1,200 participants qualified as care workers

SOCIAL AND VOCATIONAL INTEGRATION HELPS BOTH INDIVIDUALS AND SOCIETY

GETTING BACK TO WORK
Immigration and integration are two of the biggest sociopolitical issues of our time. People who immigrate to Germany are not only faced with the challenge of having to learn German; it is also of vital importance for their successful integration that they meet the requirements of the German labour and training market.

The Beruflichen Fortbildungszentren der Bayerischen Wirtschaft (bfz), the Bildungswerk der Bayerischen Wirtschaft (bwb), the Fortbildungsakademie der Wirtschaft (FAW), the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) and the Forschungsinstutit Betriebliche Bildung (f-bib) offer a diverse range of practical measures that help immigrants to integrate while also incorporating the host society in the integration process. For integration can only succeed if it is desired and actively pursued by both sides. To help immigrants and refugees make a new start in Germany, we provide a whole host of services to need-based consulting services and training concepts.

Our portfolio of services ranges from professional qualifications and training or critical for swift integration into German society.

Our COMMON INTEREST

Today’s immigrants will play a key role in tomorrow’s society. To successfully forge a future in Germany, they need access to relevant and applicable knowledge and the opportunity to expand their know-how and skills with an eye to their personal life planning. A closely linked set of practical measures for learning German and obtaining a professional qualification or training is critical for swift integration into German society.

Our achievements

Agency’s nationwide programme Perspektiven für Flüchtlinge – Perspektiven für Integranten (Perspectives for refugees to identify potential and facilitate integration) at ten FAW Academy locations with 287 total participants, and at 32 bit locations with 1,356 total participants.

Critical to improving the labour market integration of immigrants is making their professional potential visible. Evaluating this potential through needs assessment is often the first step in selecting appropriate occupation training measures or preparing job placement activities. This requires tools that are easily accessible and deliver solid results. The f-bib has developed a new tool – a set of cards for analysing immigrants’ educational and professional potential – to enhance advisory services for adult immigrants. Over 60 individual competencies and further material help to identify and document the target group’s potential. More than 500 advisory centres nationwide have been supplied with the box.

AMF-Ausbildungsförderung (vocational training recruiters of the Bavarian Labour Market Fund) provide advice throughout Bavaria to young immigrants and refugees in the dual vocational education and training system and encourage them to enter vocational training. It is key to involve the family in the advisory process so everyone works together to provide sound, realistic career guidance.

Bavaria offers cooperative classes for refugees and asylum seekers who are required to attend vocational training. In depth language instruction and supplementary social worker support provides students in the Beruflichintegrationsjahr (Job Integration Year) preparatory classes with language proficiency and social competencies while also addressing cultural differences. Besides language proficiency, the goal of the second Job Integration Year is to reach training maturity through the acquisition of competencies and theoretical knowledge specific to the particular occupational field as well as interdisciplinary competencies.

The Berufliche Übergangsberufe (BÜO) (Job Transition Occupations) employs new strategies to bring together refugees and training enterprises. This includes assessment of professional aptitude, practical, hands-on vocational experience, and the strengthening of personal and social skills, all of which helps prepare young people for training opportunities and develop their career perspectives after finishing vocational training college.

The project also provides job-related language training and socio-educational support. The practice of matching participating young people with training enterprises ensures participants a viable training programme and a solid integration into the world of work. BÜO is a cooperation partner with the vocational training colleges in Munich and Höchstädt. The project is being implemented under contract from the Bavarian State Ministry for Education, Culture, Science and the Arts and the Bavarian regional office of the Federal Employment Agency, and with support from the Bavarian industry association vbw.

What we offer

Initial language orientation, integration courses, job-related language courses, transition classes

Vocational training recruitment, adult-EU training assistance measures

Preparatory courses for workers holding foreign qualifications to be approved as nursing staff

Supervision and care services for refugees

The project Triple Winn: Recognising Third-Country Qualifications of Nurses in accordance with Sec. 256 of KHG (Nursing Act), a joint undertaking of FAW Cologne, the GIZ (German Agency for International Collaboration), and the Federal Employment Agency, targets nurses who obtained their professional qualification abroad. The training example, a five-week course, includes 198 on-site training days for the nursing aptitude exam. Its main focus includes doing work shifts at hospital nursing stations, assisting with geriatric nursing care and linking theoretical knowledge with practical experience. After completing the training programme, nursing professionals from abroad will possess the necessary competencies and qualifications to practice nursing in Germany. The lectures have long-time experience teaching the relevant language skills in the healthcare field.
Many people who come to Germany after fleeing their homeland are marked by negative experiences. Woman and children in particular suffer from anxiety and depression as a result of traumatic events and isolate themselves from social life. FAW Betrieb’s easily accessible care service, *Die kleine MuK* – *Mutter-und-Kind-Gruppe* (Mother and Child Group) aims to help women with children aged between three and six to rebuild confidence. Interaction in a relaxed setting (a themed break-fast) is designed to help the women get acquainted with the people “behind the desks.” In the intensification phase the goal is to build trust in government agencies, in mainstream projects and in services such as kindergartens and schools. During this phase the mothers and their children go on outings in the region and visit playgrounds together with their advisors. Five children and their mothers are currently participating in the project, which was launched in August 2015 and is scheduled to run until mid-2016.

**Language-learning programmes**

German language skills are key to a successful integration into society and the world of work. Indispensable here is a language-learning concept tailored to the individual learning and life situation. This is the only way to ensure that each student makes progress and stays motivated until the end of the programme. *Our initial orientation courses for asylum seekers* – funded by the Bavarian State Ministry of Labour, Social Affairs, Families and Integration – combine activities for getting adjusted to the new living environment with the hands-on acquisition of language skills. Focus is placed on topics such as orientation in the local community, day-to-day life in Germany, and health and medical care. So far more than 6,000 asylum seekers have attended initial orientation courses. *Our B2 online project* offers a flexible way to prepare for the *telc language test*. The lessons in virtual classrooms combine a variety of learning methods with ultimate spatial flexibility.

**ARRIVAL – Ankommen in Deutschland** is another project aimed at providing refugees and migrants with initial language orientation in everyday life situations. This project offers non-welfare recipients in accordance with SBG III, which was first offered at FAW Lübeck, gives refugees and migrants 16 weeks of initial career guidance in Germany. Its goal is to help newcomers quickly find their feet in an unfamiliar environment, so that they can rapidly integrate into everyday life and the workplace and maintain their employability. Participants first complete an assessment-based competence check and an initial consultation, as well as a German placement test for levels A1–B2. The results from the competence check are used in the four-week initial career guidance course. In a hands-on phase participants get an opportunity to put their professional skills to the test in companies.

Immigrants who want to pursue vocational training in Germany especially need German language proficiency and profession-specific language skills. For example, 23 young Vietnamese who completed a condensed training programme in geriatric nursing received need-based language instruction as part of their training programme. By closely involving the participating companies and the technical college for geriatric nursing, the 23 men and women were able to effectively prepare for their final examination and their professional career – all participants completed the training programme successfully. Project funding was provided by the ESF-BAMF programme.

FAW Cologne uses language and integration courses to prepare its programme participants for training, education and career opportunities or to improve participants’ communication skills in their current profession. Offerings include German courses for different skill levels and for different target groups, for example, integration courses, adult literacy courses, courses for parents with part-time jobs, youth integration courses and B2 language courses. German courses for physicians and nurses and specialist language courses for the fields of business, administration, technology, and shipping and logistics round out the language offerings. FAW Academy Cologne is a licensed test centre for tests offered by *telc* GmbH and for the “German as a Foreign Language” test.

Under the slogan “WörterWollen” (WordsWishes), participants from around the world celebrated the first anniversary of the cooperation between the Foreign Language Centre (FSC) and the Nuernberg pilot project “Perspectives for Families”. The FSC’s language instruction programmes for individuals help migrants to achieve good learning outcomes.

**Integration through Work**

Integration durch Arbeit (IFA-Integration through Work) is a job-related integration project in accordance with Sec. 45 of SGB III aimed at placing and integrating asylum seekers and refugees in the labour market. Geared towards asylum seekers with good perspectives for staying, this pilot project by the bbw Group systematically prepares participants, many of whom suffer from trauma and grew up in completely different cultures, for life and work in Germany. The project was launched in June 2015 with two-month language courses in Munich, Nuernberg, Augsburg, Regensburg and Mainburg. 100 people from some 20 countries took part in these initial courses. Course content includes day-to-day and profession-specific language instruction, intercultural training, practical trials in specific fields, skills enhancement and a company internship. The project was initiated by the Bavarian industry association vbw. It is implemented by the bbw Group and funded by the Federal Employment Agency, the vbw and the Bavarian State Ministry of Labour. Each participant is supported by an advisor over the entire duration of the project. Because of the positive outcomes, the project has been expanded to 5,000 participants across Bavaria.

**Fit in work**

Fit in Arbeit (Fit in Work) is a programme for people with an immigration or refugee background who need help finding their footing in the labour market and want to improve their job-related German language skills. Funded in accordance with Sec. 45 of SGB III, the programme is divided into two modules. MODULE II lasts a week and is jointly organised by btz and another partner. The MODUL German is implemented by btz and runs for four months including a four-week internship. It covers all areas necessary for a successful integration into the workplace: work location options and language assessment, assistance with the search for a suitable internship or job; development of an individual job application strategy; language training aimed at improving job-related German skills; and preparation for a return to or entry into the workplace. To help participants achieve this last step, btz collaborates in several projects with companies such as Deutsche Bahn, McDonald’s and BMW. Fit in Arbeit is part of a comprehensive package of closely linked measures with which we tackle a diverse range of tasks such as training guidance and job search coaching. It is the single most popular programme within the bbw Group’s integration and immigration activities.


**Language connects people. By offering language courses for all levels, we enable people to communicate across cultural boundaries.**
Health management is an important strategy in preparing for the future. Firstly, because employees and companies have become more aware of the importance of being and staying healthy. Secondly, because factors such as demographic change, an increasing shortage of skilled workers and the rising number of employees off sick due to mental health issues are all adding to the significance of Operational Health Management (OHM) and Operational Integration Management (OIM).

Health management is an important issue these days and its relevance extends to the search for qualified employees. Nowadays, younger employees in particular expect employers to offer them measures specifically designed to ensure a healthy work-life balance and for keeping healthy and fit in the long term. This has become a criterion for younger people in their search for a suitable job. At the same time, the number of employees over the age of 50 is growing steadily, as is the number of employees who have reached retirement age but either want to carry on working or cannot stop because of their low pensions. These older employees naturally have a disproportionate need for operational health management. Maintaining the ability of younger employees to work is just as important as they are the skilled workers of tomorrow.

In 2015, 100 consultants were trained as Certified Disability Management Professionals (CDMP). CDMP are health experts in the enterprise that can provide in-depth support in the implementation of OHM concepts.

In 2015, the Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) and the Fortbildungsakademie der Wirtschaft (FAW) further expanded their operational integration management (OIM) activities. Global corporations, renowned large companies and SMEs called on our nationwide team of around 120 OIM consultants to advise their workforce on health issues and particularly in operational integration management. Our consultants’ wide-ranging experience is based on OIM consulting of 1,500 employees. Furthermore, over the past ten years, the FAW’s OHM Centre of Competence for Saxony and Thuringia has initiated a series of business leader breakfasts called Punkt9, where companies in the region regularly meet to discuss current challenges. These events now take place in three locations, giving HR managers in the region the chance to discuss health-related topics such as “Hybrid office models”, “How to discuss difficult issues”, “Thank God it’s Monday – motivating employees” and “Operational Health Management is yesterday’s news – how new concepts spark enthusiasm”.

In 2015, the FAK Berlin’s Unternehmensberatung Inklusion (ubi/Inclusion Consulting) invited interested employers to meet monthly for “6W10Kungen” (round table on OIM) to share their ideas and experiences on Operational Integration Management.

We have also held training sessions and customized workshops on health at the workplace and conducted coaching sessions to help in-house OIM teams. In knowledge management terms, the OIM provides a chance to apply the findings from the OIM process to identify stress factors and to find suitable OIM concepts for the individual enterprise. In this way, we draw up customized solutions for companies to support all employees in maintaining their health. OIM is an integral component of a comprehensive OHM concept.

Regularly sharing ideas and experiences in OHM and OIM is one of the most important tools used by our consultants in their advanced training process. 2015 saw the start of our “Using Synergies” series of concept development workshops, in which our consultants jointly develop innovative approaches, including concepts to promote work structures that match the needs of the different life phases of employees and of the different industries. These platforms are an important mechanism for pooling the knowledge of our experts on maintaining employee health at the workplace and further developing our services for enterprises. In 2015 we were able to integrate the wealth of experience gathered in our many years of conducting OHM processes at FAW even more closely with the experiences gained by our external OHM business consultants.

What we offer

- OHM project management, if you are looking to handle individual or small cases where there were particularly difficult situations or illnesses. We were also commissioned with the consulting and support of employees with severe disabilities as part of the prevention procedure set out in the German Social Code (Sec. 84(1) SGB IX). The third focus of our activities was preventative OHM services, for example to identify risk factors that lead to excessive stress.

What we aim for

- Maintaining employees’ ability to work
- Reduction of employee sickness rates
- Promoting health

What we offer

- Individual OHM process advice
- Services to promote mental health at the workplace
- Customised OHM concepts, external OHM case management, OHM seminars
- OHM/OIM forums
- Training courses for executives on a health-promoting management style
- Compliance training for HR managers
- Certified CDMP training

Our achievements

More than 1,500 external OHM cases managed since 2004

120 OHM consultants throughout Germany

753 OHM trained
Inclusion in Action

If the concept of occupational inclusion is to succeed, everybody needs to support it. People with disabilities can only fulfill their potential on the labour market if it is set up to include them. Barrier-free access to knowledge, qualifications according to individual strengths, flexible rehab management, needs-based support services: these are the building blocks for people with disabilities to succeed in their chosen vocation. Inclusion is a challenge that needs to be met by society as a whole.

The services in question are carried out at numerous locations of bfz and FAW. Also recognised by BA are bfz’s and FAW’s Berufliche Trainingszentren (BTZ) for people with mental disorders. Since June 2015, btz Munich’s BTZ has been offering ‘Assessment & Training’ measures for skills and aptitude assessment, and for verifying and training psychological resilience. The modules range from analysing vocational potential to skills assessments and on-site training at employer companies. The outcome of this programme for each individual is a recommendation of further services to foster their participation in work life. Since 2008, the Integration Centre for People with Autism (MaAut) at btz in Munich has been offering increasingly popular job preparation training measures for young people with autism spectrum disorder (ASD). The range of programmes also includes integration job commencement training in small groups, which since 2015 is providing a qualification as I Specialist in “System Integration”, amongst others. This programme spans 23 or 35 months and includes training at external companies and attendance of a vocational school. In 2015, nine young trainees attained an IHK-tested qualification as warehouse clerk, and another eight as stock manager. FAW Bielefeld’s KOMPASS project and FAW Jena’s AUSTER project have also been very successful in providing inclusion for people with ASD.

Inclusion in Action

The main approach of the bwg Group for enabling participation is rehab management. Our occupational rehabilitation services are specifically tailored to the needs of people with disabilities. The services range from participation in work life at comparable institutions as specified in SGB IX Sec. 35 (German Social Security Code). The strategies behind these services have been approved by the Federal German Employment Agency (BA).

To address this need, FAW and Mannheim University’s Psychological outpatient Clinic have jointly developed KOAMT – an individual, module integration model for rehabilitation management aimed at persons with post-traumatic stress disorder (PTSD). This programme offers measures towards occupational reintegration and individual therapeutic support from a single source.

One of gfi’s aims is to increase inclusion for young people. A great way to foster inclusion is to provide school mentors for children requiring special support. In 2015, this was expanded to include five new locations. With its 104 school mentors, gfi enables children with physical or mental impairments or disorders to attend primary and secondary school, even the academically-focused Gymnasium. btz Augsburg’s TdM – Tagungsdienstliche inklusive Ausbildung (institutionally-supported inclusion training) is a project that aims to increase dialogue and mobility between integrative, practice-focused, cooperate and business-based learning locations. The running time of this pilot project, which is funded by the Bavaria branch of the Federal Employment Agency, has just been extended. btz and gfi Schwerin’s SOTI Mahn-Plan project aims to integrate people with severe disabilities from the region into training, retraining or employment. Out of the project’s 86 participants, 26 have already been placed in further training or regular employment.

Whether or not reintegration into the workforce succeeds often depends on the longevity of the provided support services. To investigate this, Charité Berlin’s Institute for Medical Sociology and Rehabilitation Research has started a research project on Integration management following occupational rehabilitation, which is being funded by Deutsche Rentenversicherung Bund. This study examines what support is needed in the integration process, what services are in demand, and what integration services are funded after the training measure is completed. For this purpose, structured qualitative interviews were conducted at btz’s Kempen and Weiden locations, and a questionnaire survey was held at various other btz and FAW locations.

Integrating people with disabilities into the open labour market requires extensive communications and networking. To demonstrate its expertise in this area, btz exhibited at the WerkstättenMesse trade fair in Nuremberg, and it participated as an educational ‘pit stop’ in the Career Forum’s Job Face. btz furthermore participated in the 24th Rehabilitation Research Colloquium held by DRV Bund and DRV Schwaben in Augsburg. In October, the world’s leading trade fair for rehabilitation – IHM CARE – was held in Düsseldorf. Here, we presented our support services for people with hearing impairments, as well as the FAW project on written language acquisition. At ConfoBas, btz, bwg and gfi jointly hosted a stand that was attended by experts from across Bavaria. The motto of this year’s REHA Forum was ways to inclusion – on the future of support services for enabling people with disabilities to participate in gainful employment. There were approx. 150 attendees including representatives from the German Pension Insurance (Deutsche Rentenversicherung), the Federal Employment Agency (BA), German Statutory Accident Insurance (DGUV), Germany’s providers of mandatory liability insurance, and specialist rehabilitation clinics. FAW’s virtual dialogue in the Messe: submitted to the German Multiple Sclerosis Society, discussed the topic “From Integration to Inclusion” and emphasised the significance of cooperative structures for enabling participation in the workplace. The MyLandcap foundation held an inclusion tandem bike tour to promote a more inclusive community. Each tandem bicycle had one rider with and one without disabilities; the bikers rode through Bavaria for three days.

Inclusive economy

The “Wirtschaft inklusiv” (“inclusive economy”) consultation project aims to secure businesses and companies to provide training or employment to people with disabilities. A brochure titled “Occupational inclusion: more productive that you’d think” was launched in the summer. It describes positive results achieved to date, and outlines the main building blocks for successful inclusion. The project, which is commissioned by the Federal German Ministry for Labour and Social Affairs, is being implemented in eight of Germany’s states by the members of the Federal Association for On-site Occupational Rehabilitation (BA gGmbH). FAW, btz and gfi are all participating in the project.

Inclusion at day-care centres

The growing number of refugee families in Germany requires day-care workers to make more effort towards inclusion. The annual Conference for Educators at Day-care Centres, hosted by btz in Neu-Ulm, focused on the topic of “Inclusion at day-care – children from all over the world at kindergarten”. The workshops provided the attendees included “Cultural diversity at day-care – migration in intercultural teams”, “Introduction to intercultural skill training” and “Values and norms in the Middle East”.

Innovative educational strategy for deaf people

Germany is home to around 19,000 deaf people aged 20-65 who have insufficient written language skills for regular gainful employment. With the rise of digital media, this impairment is becoming increasingly obstructive. More and more communication at work relies on methods based on written language. German language courses for deaf people are intended to overcome this impairment, and enable them to participate in work life. An innovative new IT version of sign language was developed by FAW for the course in collaboration with Hamburg University and Workplace Solutions. Advisory services for businesses are also part of the programme.

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Global Networking

Learning from others is a tremendous opportunity. We help people, institutions and economic settings around the world experience how community improves everyone involved and also creates the buy-in that every international project needs.

LEARNING FROM OTHERS

We bring people, cultures, educational and economic systems together in international partnerships on vocational training and further training. We train specialists and foster knowledge sharing and skills sharing. Our goal? To connect the benefits of different worlds in such a way that everyone wins. We support international partners in many locations with setting up German-style educational systems. This includes training multipliers who are capable of passing on their knowledge, method and experience to others.

Expanding our international activities and intelligently connecting all of the actors on the international education and business stage – is one of the bbw Group’s core tasks. Our focus is on projects to optimize skilled worker training for multinational companies in many countries abroad. Within this group, we give special attention to supporting the international locations of Bavarian companies. At the same time, we help bring about lasting improvements in local structures for vocational training and skilled workers. Because only by professionally training the next generation to international standards will emerging economies be able to meet the rising demand for skilled workers in all industries on their own and accelerate their economic development.

The bbw Group has been active in the People’s Republic of China for more than 20 years. In cooperation with Chinese colleges and German enterprises, we are responsible for vocational training and further training of skilled workers in compliance with German standards.

But we do more than establish lasting connections to businesses and educational institutions. We also work hand-in-hand with the responsible contact points in the Chinese administration. In recent years we have been implementing a growing number of qualification and integration measures on behalf of the Chinese labour administration. Our most recent project to support Chinese university graduates during their transition to the regular labour market involved setting up so-called Job Factories and led to a jump in enrolment. As a result, they have had to expand the training facilities in Shanghai. The building is slated to open in 2016.

We have been successfully implementing activities to attract, place and train apprentices from other EU countries for Bavarian businesses since 2013. Most of these apprentices come from Spain, Bulgaria and Croatia were added to the list of countries of origin in 2015. In Bulgaria we used a municipal partnership between Deggendorf (Bavaria) and Burgas to bring in Bulgarian apprentices for Bavarian companies – another form of sustainable networking. In Croatia, we helped convince youth with good German skills to do an apprenticeship in Bavaria.

As part of our educational pact with Tunisia, we completed a three-year project to improve the dual vocational education system in 2015 with great success. Since October 2012 more than 170 Tunisian instructors and vocational school teachers went through training programmes that would enable them to subsequently prepare apprentices for a career in accordance with the principles of the dual education system. A total of 48 training programmes were completed in Tunisia and Germany during the three years of the educational pact with Tunisia. Having successfully introduced new job profiles and methods to the Mediterranean country, we were recently rewarded with another project. The Federal Ministry for Economic Cooperation and Development (BMZ) has asked the bbw to enter into a three-year vocational education partnership with Tunisia. The partnership aims to expand the system to other job profiles as well as to other regions and other participating German and Tunisian businesses.

The bbw Group is also working for long-term prospects when it comes to qualifications for future skilled workers in Mozambique. Mozambique’s economy is growing at a higher-than-average rate of roughly 10 percent per year. Its vocational training system, however, is in need of improvement. Some 70 percent of the population have not completed basic education. The shortage of qualified skilled workers is becoming an obstacle to private sector growth. In June 2015 the specialists at our international division in Hof (Germany) started a vocational training project for the economy of Mozambique with the ACB business association from the provincial capital of Beira. The project is funded by the BMZ. Training and vocational education is one of the three focuses of the bilateral partnership. The bbw Group’s experience with offering businesses advanced training to qualify their personnel comes into play here. The goals defined for the first three years of the project are to create an attractive vocational training offering, set up stakeholder forums and begin a serious dialogue with responsible government offices.

Six months into the project we were already celebrating our first achievements, which included developing a work agenda and installing a permanent specialist (an engineering graduate and vocational trainer) in the office of our partner association, ACB.

New representation in Iran

Iran is at the heart of an economic area that comprises around 400 million people. German and Bavarian products have long enjoyed an excellent reputation in Iran. Iran’s economy is expected to pick up now that the nuclear deal has been signed in Vienna and economic sanctions have been lifted. Machinery in particular has great potential given that it currently accounts for 30 percent of Iranian exports. With this in mind, the Bavarian industry association vbw has started an initiative to strengthen economic relations between Bavaria and Iran. At its centre is the Tehran branch of the Bavarian Industry Association, which a delegation of over 100 representatives of the Free State of Bavaria opened in 2015. Bavarian Minister for Economic Affairs Ilse Aigner and vbw president Alfred Gäßler were among those who attended. The many duties of the new representation include advising on market entry, establishing contacts with partners and customers, and assisting with projects all the way through to contract signing. The Bildungswerk der Bayerischen Wirtschaft e.V. (bwv) will be teaming up with vbw to offer its entire portfolio in Iran. The bwv has set aside space in its new Tehran branch specifically for this purpose.

Training in mechatronics and machining

High youth unemployment poses a problem for countries across Europe. bbw has won two contracts in the “Strategic Partnerships” Key Action, part of the EU’s Erasmus+ programme. The projects aim to implement dual vocational training structures in mechatronics and machining at locations in Romania, Macedonia and Slovakia and to facilitate trainers’ transition to the labour market. Local vocational schools and school authorities are involved, as are the companies Continental, Dräxlmaier, Schaeffler and Stabilus. The first step is to adjust content and material to activity-oriented teaching methods. Seminars and workshops are held in parallel to equip instructors and teachers. The project promotes the growth of networks between government vocational training institutions and the private sector and helps to link learning locations. The project runs for three years. Scheduled start date: 1 September 2015.

www.bbwtz-seminare.de
www.international.btw.de
www.iranz.bbw-seminare.de
www.dwic.de

WHAT WE OFFER

Education for foreign trainees and trainers

Collaborations with vocational training colleges and companies

Recruitment of skilled workers

Development of associations and organisational consulting

WHAT WE AIM FOR

Supporting German companies’ activities abroad

Fostering global development collaborations

Improving vocational training structures abroad

Developing and expanding local infrastructures

OUR ACHIEVEMENTS

Mobililty for EU apprentices: since 2013 around 2,000 youth interviewed, of which 230 prepared in German courses and 200 placed in apprentice positions in Bavaria

New apprentice projects in Bulgaria and Croatia

Export of dual education and training concepts to new markets like Mozambique and Ukraine

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FINDING THE RIGHT MATCH

Personnel management is especially important in times when skilled workers and managers are in high demand. Companies want to fill vacant positions with suitable candidates and offer their employees attractive opportunities. A portfolio of intelligently integrated services ranging from coaching and recruiting, all the way to qualification-driven temporary work, ensures an optimal balance of supply and demand.

Our wide range of personnel services are carried out by several HR service providers in the bbw network. The Germany-based Gesellschaft für personale und soziale Dienste (gps) JOBFACTORY in Linz, Austria and bb Tischchen in the Czech city of Cheb, all operate under the common brand name procedo on the basis of uniform quality standards. The experienced personnel provider gps offers on-site and interim management as well as recruiting and direct placement, procedo has more than 30 locations in six German states and in Austria and the Czech Republic, allowing it to provide services close to its clients and some 2,000 temporary employees. It also practices fair play in its dealing with clients and temporary employees, and offers qualification-driven temporary work through the procedo gGmbH. Unique in Bavaria are the sector-based solutions in collaboration with employers’ associations under the umbrella of procedo M+E, interim M+E, procedo druck, procedo BayPapier and procedo textil & mode.

**TRAIN** Transfer und Integration provides solutions supporting personnel adjustments at 300 locations across Germany. Its offerings range from outplacement consulting to the take-over of employees in a professional reorientation unit or temporary employment agency – in a socially responsible and transfer-oriented way. In 2015 we implemented transfer projects for more than 30 companies nationwide and provided consulting services to several hundred people, of which 77 percent received new career prospects. Here we focus on individual advisory services, tailored qualification measures and active job placement. Our newest sector-based solution is Transfer Druck + Medien. Thanks to a cooperation entered into with the VDMB (Bavarian Association of Printing and Media) in mid-2015, the association’s member companies can now also benefit from TRAIN’s transfer solutions.

The company maxplacement supports management staff and other key personnel through placement and coaching services or the performance of a potential analysis as part of career reorientation efforts. It works closely with companies and personnel to find mutual solutions in several procedures.

Skilled workers with good foreign language skills are in high demand. The bbw Group’s wide range of education services helps both special-
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NETWORK WITH SYNERGIES
As of January 2016
SERVICE NETWORK

As of January 2016

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

Training location

PR China:
Shanghai

Other locations (not on the map):
- Regional centre, academy or branch, vocational training centre, day training centre
- Training location
vocational training centre BTZ Plauen. Bundestag representing the Vogtlandkreis district Robert Hochbaum visited the “Best Western Hotel Am Straßberger Tor”.

The “Wirtschaft inklusiv” (Inclusive Economy) initiative presented the first interim report of its work in the form of the brochure “Occupational Inclusion: more productive than you’d think”. Members of the initiative include FAW, DAZ, and g8.

The bbv Group hosted a joint booth at the vocational training fair Berufsbildung 2015 in Nuremberg.

In the context of the federal initiative “Wirtschaft inklusiv” (Inclusive Economy), representatives from science and politics attended an event on employment opportunities for people with disabilities at the Wito-Gruppe in Walden.

Over 160 guests from politics, industry and education attended the MAN Truck & Bus forum to learn about the 15-year success story of the STEM Initiative’s Technology – Future in Bavaria? project. The project’s name change to Technology – Future in Bavaria 4.0 emphasises its new focus on the promotion of digital skills.

Over 400 participants and 78 exhibitors attended the 30th Wiesstapfage (non-woven fabric days) in Hof. The event was organised by the Verband der Bayerischen Textil- und Bekleidungsindustrie, Hof University of Applied Sciences München, and bbv Hof.

Gps Service GmbH began operational activities with the onsite management of gps Passau.

The bbv Women in Management project for bayme-vm member companies began its fourth series of courses.

At its 25th anniversary, g8 honours five temporary employees for the very first time as part of its tenth anniversary celebrations.

For the 15th edition of the business start-up competition for students “5-Euro-Business”, teams from all across Bavaria battled it out in the first “5-Euro-Business” Bavaria Cup held at the Museum of Communication in Nuremberg.

On the interplay between people, digitisation and future-proof locations, the question being investigated at bbw gGmbH’s personnel forum “Taking HR into the Future” in Munich, with a focus on “How are society and business developing and what is the role of human resources in this development?”

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COMPANIES OF THE bbw GROUP

As of January 2016

**COMPANIES OF THE bbw GROUP**

- Bildungswerk der Bayerischen Wirtschaft e. V.  
  www.bbw.de  
  www.bbw.de/gesellschaften/bbw-e-v

- Wirtschaft im Dialog (WiD)  
  www.bbw.de/wirtschaft-im-dialog

- Bildungswerk der Bayerischen Wirtschaft (bbw) gemeinnützige GmbH  
  www.bbw.de/bbw-generated.de  
  www.bbw.de/gesellschaften/bbw-ggmbh

- Berufliche Fortbildungscentren der Bayerischen Wirtschaft (bfz) gemeinnützige GmbH  
  www.bfw.de  
  www.bfw.de/gesellschaften/bfw

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

- Fortbildungskademie der Wirtschaft (FAW) gemeinnützige GmbH  
  www.faw.de  
  www.faw.de/gesellschaften/faw

- Forschungsinstitut Betriebliche Bildung (f-bb) gemeinnützige GmbH  
  www.fbb.de  
  www.fbb.de/gesellschaften/f-bb

- Gesellschaft zur Förderung beruflicher und sozialer Integration (gfi) gemeinnützige GmbH  
  www.gfi-ggmbh.de  
  www.bbw.de/gesellschaften/gfi

- Akademie Kinder philosophieren in der gfi gGmbH  
  www.kinder-philosophieren.de

- Hochschule der Bayerischen Wirtschaft (HDBW) gemeinnützige GmbH  
  www.hdbw-hochschule.de  
  www.bbw.de/gesellschaften/hdbw

- Shanghai Bavarian Vocational Training Consulting (SBVT Co., Ltd.)  
  www.sivtc.com  
  www.bbw.de/gesellschaften/sivtc

- Wir integrieren gemeinnützige GmbH (win)  
  www.win-wue.de  
  www.bbw.de/gesellschaften/win

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  www.bbw.de/gesellschaften/bbw-e-v

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  bfz – vzdělávací akademie s.r.o.  
  www.bfw.de/gesellschaften/bfw-tschechien

- gAü GmbH PersonalserviceAgentur – Nordbayern  
  www.procedo-personalservice.de  
  www.bbw.de/gesellschaften/gaue

- Gesellschaft für personale und soziale Dienste (gps) mbH  
  www.gps-service.de  
  www.bbw.de/gesellschaften/gps

- gps Service GmbH  
  www.bbw.de/gesellschaften/gps-service

- JOBFACTORY Personalservice GmbH (Österreich)  
  www.jobfactory.at  
  www.bbw.de/gesellschaften/jobfactory

- Management Akademie München GmbH (MAM)  
  www.mam.de  
  www.bbw.de/gesellschaften/mam

- maxplacement GmbH  
  www.maxplacement.de  
  www.bbw.de/gesellschaften/maxplacement

- TRAIN Transfer und Integration GmbH  
  www.train-transfer.de  
  www.bbw.de/gesellschaften/train

To see the company profiles of the bbw Group visit:  
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bfz gGmbH and bbw gGmbH – Members of Wuppertaler Kreis e.V.
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