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Human Ressource and Training Challenges – Approaches in Germany

**Training, Workforce and Retention Issues with Winter Maintenance
PIARC Prospective Session February 2, 2022**

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1.1 Modernization of vocational training

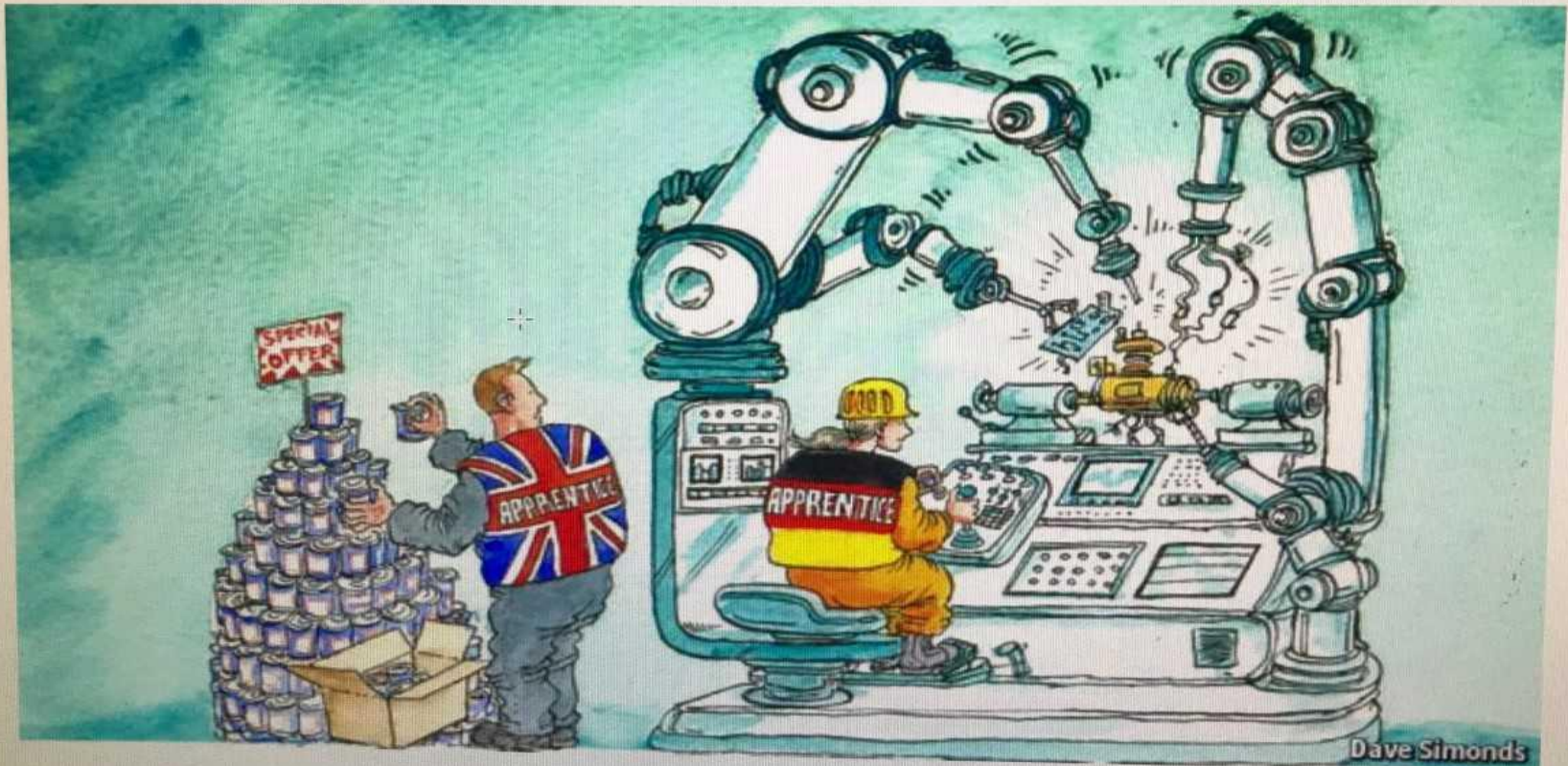
- 61% of German employees have vocational training qualifications
- Around 5 % of the employees are apprentices in the dual system of vocational training
- Training in around 350 national white and blue collar occupations
- Training duration 2 – 4 years, 3 days a week in the company, 2 days in vocational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

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

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

„Keeping up with the Schmidts“ -- ??

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



Dave Simonds

Cartoon von David Simonds©

1.3 Modernization of vocational training

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

1.4 The four joint minimum contents for all training regulations

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

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

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

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

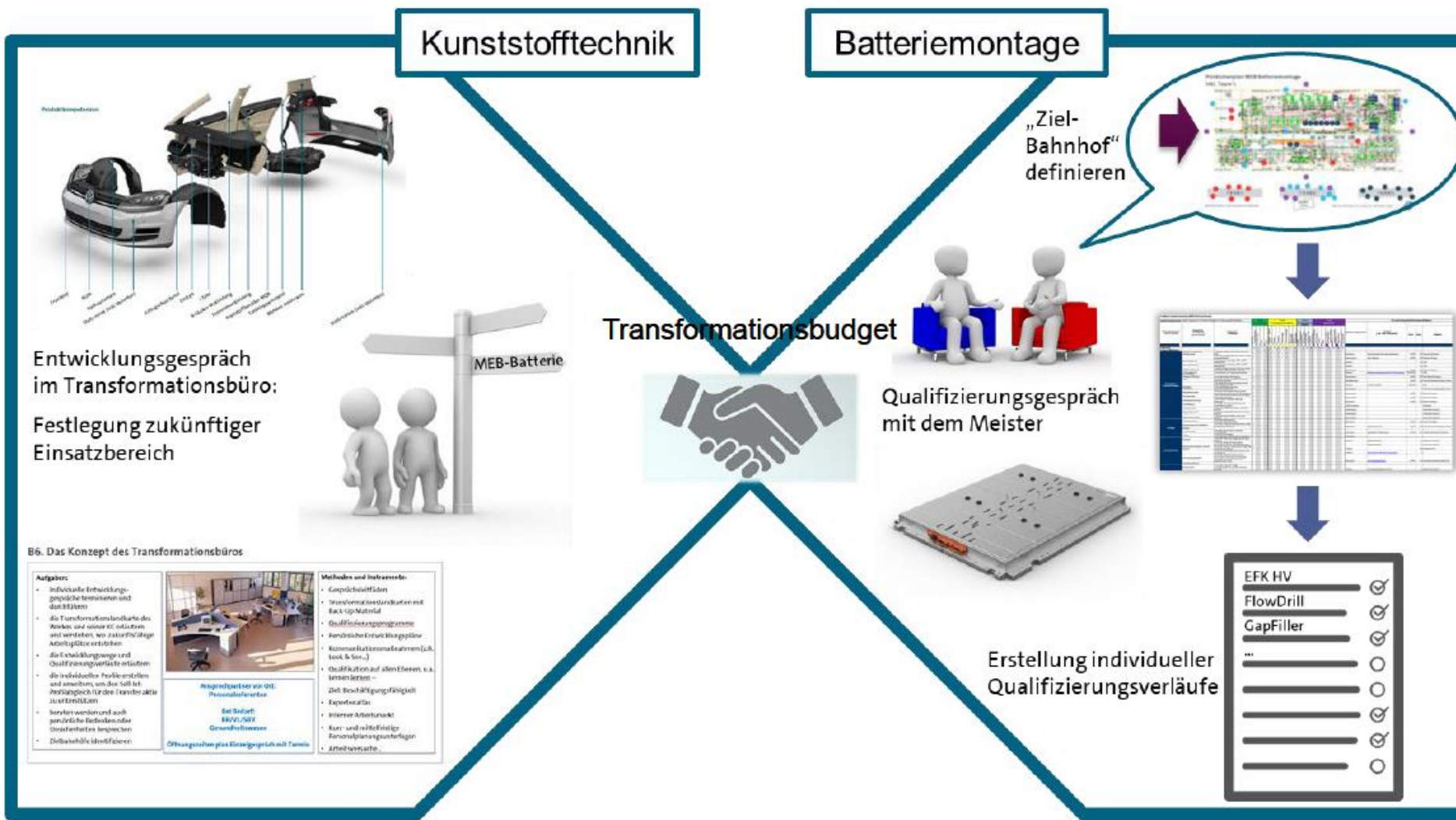
2.1 Conversion to electromobility Volkswagen Braunschweig

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

Participation of the works council central for conception and implementation

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

2.2 Conversion to electromobility Volkswagen Braunschweig



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

Labor market policy

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

Adult grant and loan system:

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