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TRAINING PROVIDER WITH THE PROJECT “QUALIFICATION NETWORKS” IN GERMANY

Abstract

The digital driven structural change in our working society will once again explicit be pushed by the corona crisis and change the labor market. Further education will come always stronger into the focus. New ways and in-plant strategies are necessary to support the interaction of enterprises with each other and to develop further ways to knowledge and education for possible many employees. With the support program of qualification networks the aim comes nearer to implement a new culture of further education in Germany. The text will give a short overview on the program and describe two examples of good practice.

1. OVERVIEW

In August, the 2020 the Federal Ministry of Labour and Social Affairs started a federal program to build up further education networks. Thereby the Federal Ministry of Labour and Social Affairs implements a central agreement of the National Strategy of Further Education. With the support program especially employees of small and medium-sized enterprises (SME) shall get the possibility to participate in further education more frequently. The aim is to build up obligatory structures of cooperation and networks between enterprises, educational institutions and all other important actors in the field of further education with the help of regional coordination agencies. Regional networks of economy and innovation will be strengthened by that. The point is,

- to identify the need of further training of employees and to advise SME being neutral against other providers,
- to investigate and prepare information of vocational further education and to hand this to SME,
- to support training providers and training institutions in the arrangement of new further educational offers for SME regarding to the content.

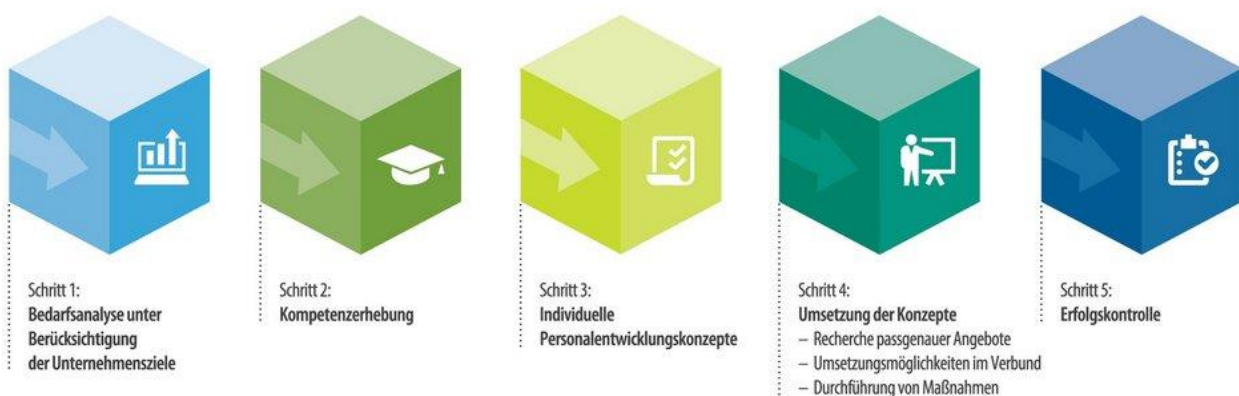
Since December 2020 the Federal Ministry of Labor and Social Affairs supports different projects in a testing phase in at least 13 federal states of Germany (BMAS 2020). In the next chapters the work of the qualification networks will be pointed out exemplary for the federal state of Baden-Württemberg.

2. QUALIFICATION NETWORKS IN THE FEDERAL STATE OF BADEN-WÜRTTEMBERG

The project of qualification networks in the federal state of Baden-Württemberg supports SME with counselling offers to develop further training programs within a qualification network to cope with actual challenges.

Fields of counselling

Counselling orients on following questions: Which objectives does the enterprise pursue in the future? Which competences do the employees need for that? The provider offers counselling and attendance – for the network, for the individual, for the whole process or with respect to single steps.



Step 1: Requirement analysis with respect to the aims of the enterprise

Step 2: Assessment of competences

Step 3: Individual concepts of HRD

Step 4: Implementation of concepts: (a) inquiry of adequate offers, (b) possibilities to make a transfer within the network, (c) implementation of programs

Step 5: Control of success

Possibilities of support

The further education and training can be granted. The counselling provider helps the employer to define adequate training programs for the enterprise. Financial support is possible on the one hand for the whole enterprises and on the other hand for single persons (employees). Financial help comprises charge fees of courses, travelling costs, loss of salary or subsidy of payment. The financial support is granted by the federal government, the federal states, the European Union and unions and foundations. The training provider acts as a “pilot” and an advisor for the enterprise which has no costs or commitments against any providers.

Frequently asked questions

Frequently asked questions regarding the qualification network in the federal state of Baden-Württemberg are listed below:

1. What is a qualification network?

In a qualification network, different enterprises with similar challenges in the HRD and the qualification of employees join their forces.

2. Which advantage has a qualification network?

In a qualification network the participating enterprises realize different synergies. This is the improvement of further education and quality offers by widening the offers as well as adequate development of measures. This also comprises the buildup of a network to support the communication of the participating enterprises, the learning from each other and the mutual support. Also, the costs of further education can be reduced by distributing the costs on all participants of the network. The attractiveness of the employer can be enhanced by improving the further education offers and by increasing the degree of popularity (press, meeting of branches etc.)

3. How does a qualification network function?

The participating enterprises decide by themselves in which direction the qualification network should be developed and how intensive the collaboration should be. In common meetings the enterprises set foci regarding to content depending on actual and strategic needs and measures developed. By doing this, they will be supported by network managers (counsellors)-.

4. Which tasks do network managers have?

The network managers give advice to interested enterprises to their actual and strategic needs of HRD. They give advice to appropriate educational programs and to possibilities of support by using the new "law of chances of qualification" ("Qualifizierungs chancen gesetz") which is obligatory in force since January 2019. They link the enterprises with similar needs and support the structure of qualification networks. Besides, with their pilot function training managers connect enterprises with experts who offer deepened counselling and/or conduct training offers.

5. What costs the participation in the qualification network?

The participation in the network and also the counselling with network managers are free of charge for employers. The project is supported by the Ministry for economy, labor and house building in Baden-Württemberg, the public employment service of Baden-Württemberg and two trade associations. Costs arise by conducting further qualification offers. But these can be reduced or fall away by using different possibilities of support.

6. Is a membership in an employer association obligatory?

No, a membership is not necessary to participate in a qualification network.

7. Is an exit out of the qualification network possible?



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Yes, an exit is possible. Generally, a long-term cooperation in the qualification networks is meaningful. When changes happen in the entrepreneurial circumstances the networks also again can separate.

3. EXAMPLES OF BEST PRACTICE

3.1 Qualification network “Human resource development concrete”

Seven enterprises in the industrial sector of metal and electro in the metropolitan area of Stuttgart are engaged with digitalization in the human resource development and the role of HR in the enterprise. They always meet the same questions, like

- How can we offer a larger program of further education and training? We cannot do this by ourselves.
- How can we learn from others, to change for the better and to develop solutions together?
- How can we reduce costs and risks of further education and training offers?
- How can we build up a strong network?

By trying to bring these topics into practice the enterprises always again come up against limiting factors. To deal with this situation the seven enterprises joined forces to the qualification network “human resource development concrete”. The aim is, to develop the digitalization in HR in a helpful collaboration, cooperative and continuing teamwork, with mutual appreciation, support and honesty and free from competitive thoughts.

In the first kick off meeting the following core areas were defined.

- Building up knowledge management
- Change management /transformation “how can we involve the employees?”
- Role of HR in the enterprise
- Digitalisation in the HR area
- Building up a program to support competences 4.0
- Development of competences in the direction of learning chains
- Development of an onboarding system

Further activities of the network are the development of concrete training modules and therefore uses the synergies of the enterprises among each other.

- Program digital@all, knowledge and sensibilization against digitalization.
- learning videos for different activities
- video security training.

3.2 Qualification network “Union Hohenstein”



Textile enterprises had interest on company overlapping textile specific projects of further education and training. They contacted the employer union “Southwest textile” (Südwesttextil) with the request to coordinate common offers of further qualification.

For the three well-known enterprises the following questions were central:

- How can we secure the new generation of trainees in our companies together and support their commitment?
- How can we minimize the costs and the work load when distributing these on all partners

At the end of 2019 three well-known enterprises in the textile sector, the “Hohensteiner Institute”, the “Amann Group” and “Olymp Bezner” integrated to the “Union Hohenstein”. In the year 2020 the enterprise “Hero Textil” joined the group. In the network the enterprises identify and concentrate common needs of qualifications, design measures and set them into practice by dividing the costs.

The “Union Hohenstein” focusses on two topics.

- Implementation of courses with “textile basic knowledge” for commercial employees
- Development of an enterprise overlapping program for new trainees with the following aims
 - commitment of high-performance employees
 - consolidation of the employer brand
 - exchange of experiences of employees overlapping for all enterprises

For the enterprises it is very much important to develop the social, methodical and personal competences of the participants. For the managers of the qualification network, it is very much exciting to watch how trustful and purposeful is worked in the “union Hohenstein”. The managers inform, that it is much fun for them to join and advice the “union Hohenstein” in its activities.

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