



Social Partner Initiative Lifelong Learning Germany

Examples from Professional Practice and Lessons Learned

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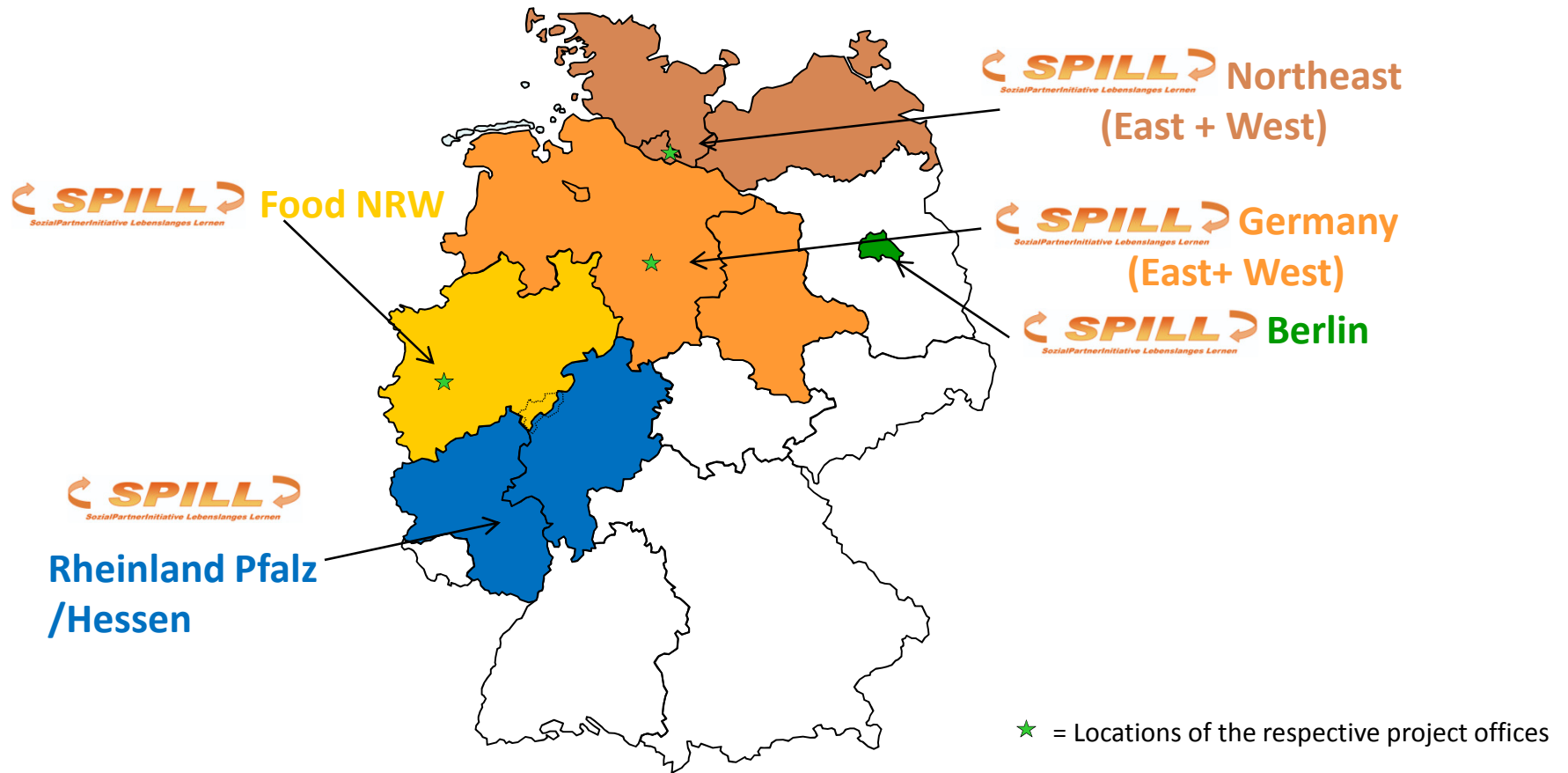


- bfw is a vocational training institution
- 200 vocational training centres
- 1,800 employees (vocational trainers, teachers, social teachers, structural and qualifying advisers, administrators)
- bfw is project sponsor of 10 projects in the Social Partner Programme “weiter bilden”
 - Two projects with hospitals
 - One project in Siegen-Wittgenstein in metalworking industry
 - SPILL
- Rita Kley, project manager, trainer and consultant in metalworking project, consultant in SPILL projects
 - This presentation is based on experience in different industry sectors

What is S P I L L ?

- **SPILL – SocialPartnerInitiative „Lifelong Learning“**
- **Social partner**
 - ✓ Employers' federation of nourishment (registered association) ANG
 - ✓ Union of nourishment NGG
- **Project sponsor**
 - ✓ Bfw – Unternehmen für Bildung
- **Goal:**
 - ✓ Promoting vocational training in companies in the food industry
 - ✓ **Building sustainable structures** in human resource development
- **SPILL Basis:**
 - ✓ Nationwide framework agreement between the employer's federation and union of the food industry

Overview of SPILL-Initiatives



Approx. 70 projects in companies from 150 to 2500 employees



Multifaceted Projects in Companies

Important question in a first SPILL Workshop in companies
“Choose two critical aspects that the project should improve!”



- Projekt Hit list
- Leadership in Production
- Qualification Matrix
- Age-Structure-Analysis
- Staff Appraisal Meetings

Example Project Bitburger

■ The Company:

- ✓ Traditional company in rural area
- ✓ 1120 employees in the city of Bitburg
- ✓ Campaign: Life-phase-oriented Human Resource policies



■ SPILL Project: „Caught between young values and old virtues“

- ✓ Project group: human resource management, work council members, human resource development, managers from production and distribution, SPILL consultant
- ✓ Support for proactively addressing demographic change
- ✓ **Tailored concept for management-training**
- ✓ Test training in 2 pilot sectors
- ✓ Roll-out





Workshop Results Bitburger

	Traditionalists	Baby Boomers	Generation X	Generation Y
	1945 and older	1946-1964	1965-1978	1978-2000
Motivation	Duty and honor	Freedom	Quality of life	Fun and purpose
Knowledge of Technology	Unsure	Pragmatic	State of the art	They live in it
Leadership type	Authoritative	Participatory or Laisser Faire	The boss as a coach	Collaborative
Feedback given	None	Little	Openly, in a team	Constantly and in all directions
Important virtue	Honor	Protest	Reservation	Trust, authenticity
Self-examination	Me as part of society	Self actualisation	Self-referred, no extremes	Me – a junction in the network



What makes SPILL Projects Special?

- Work council is involved from the beginning
- Work council and chief executive decide on the type of project together
- Work council members and (department) managers are involved in the conceptual work and contents
- Management of change top-down and bottom-up
- **Participation oriented collaboration**
- Challenging role for SPILL Consultant → moderator, consultant, trainer
- Transferrable Workshops in the federal states



Advantages of Partnership Based Projects

- ✓ Reduces the fears of employees
- ✓ Workforce trusts the process more
- ✓ Involvement of the work council grounds the project
- ✓ Improved flow of information to the employees
- ✓ Growth of Mutual appreciation
- ✓ Moderation via consultants is important (neutral position)
- ✓ Work councils are often pleased with the projects



Critical Points

- Not all companies have active work councils
- Not all work councils and executives desire change
- Conflicts within the company from other departments influence the course of the project

SPILL Lessons Learned

- Teamplay of social partners creates pragmatic processes
- The mix of consulting and trainings increases quality
- New human resource processes must be adapted to the current ones
- Winning over the middle management is important
- Team leaders and foremen must be first human resource developers in the team
- Many of them are not yet aware of their responsibilities
- Implementing numerous Lifelong Learning processes in the company requires cultural change and patience

Thank you for your attention!

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