

How to get personnel

A case study on (international) recruitment and HR management in the craft sector

Abstract

After completing his training as a plant mechanic for sanitary, heating and air-conditioning technology, Alexander Kremer became self-employed in 1989 and in the same year he and his long-time friend Herbert Worr opened their own company in Siegen, Germany. After the two initially handled smaller orders from relatives and acquaintances, however, there was a rapid increase in demand, so that further skilled workers were constantly hired. In the year 2004 42 employees were finally employed in the field service and office for the crafts enterprise. However, the company is forced to hire even more staff due to the further increase in orders, which is not at all easy due to the lack of skilled workers. The daughter of the Kremers, also trained and has been working in the field for a long time, is now more involved in human resources because "Alexander Kremer GmbH" is in a tense situation. The management is faced with a number of decisions regarding personnel recruitment. Should an external expert be called in as a personnel consultant? Is it better to train the personnel themselves, should national already trained people be recruited or should international recruitment be preferred? But what about EU law on the free movement of persons? The company does not know anything about this at the moment. And in the end it's all a question of cost, effort and time...

Students develop a strategy to meet staffing needs, taking into account business and market conditions.

KEYWORDS: Human Resource Management – Skills shortage – Personnel department – Recruitment in Germany vs. abroad – Enterprise organisation

The use of case studies offers, especially in business studies, the possibility for students to deal independently with complex, economic questions and problems, so that networked thinking and problem solving are promoted.

The present case study can be assigned to the **Case Problem Method**¹, which in this case has the following characteristics:

- The problems are roughly mentioned and the necessary information is given.
- The students identify possible causes, further partial problems and interdependencies. They independently develop varied solutions and make a decision.

¹ inspired by Kaiser 1983, p. 23

TEACHING NOTE

1. Intended audience

1.1 Student group

The case study is for students

- at the end of Bachelor's degree, or
- in the Master programme

in the field of business administration.

Thinkable courses of study for the use of the case study are Business Administration, Human Resource Management, Business Psychology, Personnel and Organisational Development, etc. However, the case study is designed in such a way that it can also be easily applied in other economic fields.

1.2 Required previous knowledge

Students should have basic knowledge in the field of business administration as well as basic economic know-how. They should be familiar with the most important concepts of human resource management and possibly recruitment strategies as well as labour markets or the education system.

2. Case background

The case is in the craft sector, where the family business “Alexander Kremer GmbH” is struggling with the challenges of staffing requirements. It concentrates in particular on perspectives and decisions on the future personnel work of the company. The case illustrates the characteristics and strategic implications of a flourishing industry facing massive challenges and restructuring due to a shortage of skilled craftsmen.

The case can be used and transferred to other (European) countries and sectors, as corporate governance plays a role in every company. There is also a shortage of skilled labour in many other sectors and countries. Although the craft trades in Germany are particularly characterised by their special form of training in the dual system, every company, no matter what sector, must draw up personnel plans and recruit and search for employees.

The problem of the case focuses on staffing needs and the related interdependent issues that students need to consider, such as the labour market situation, their own resources, legal conditions, etc. An important part of this is short- and long-term planning. The student assumes the entrepreneurial role of the Kremers and has to consider various stakeholders and perspectives, as well as entrepreneurial and legal framework conditions in decision-making and further personnel and recruitment planning.

3. Didactic instructions

3.1. Learning goals

3.1.1. General learning goal

Students learn to develop a recruitment strategy under the conditions of the market, human resources, the company and costs.

3.1.2. Specific learning goals

Content competences:

- Students define theories, models and approaches of national and international recruitment and identify possibilities for the present case.
- Students identify strengths and weaknesses of existing approaches of the literature and make use of the findings for their own strategy.
- Students analyse the conditions of the company and the restrictions of the market for their own strategy.
- Students design their own strategy (especially for recruitment and training) by considering the company and market situation.
- Students evaluate the developed solutions in the light of side effects, the interaction between the different elements of decision making, of the company's situation and goals and market positioning.

Social competences:

Social competencies are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, cooperation in groups implicitly enhances team competence, including conflict resolution.

Self-competences:

Self-competences are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, it can be assumed that, for example, time management, self-learning competence or the assessment of one's own performance are also implicitly promoted.

4. Organisation

4.1. Procedure and time

The case study can be used with the following progress, but of course it can also be adapted structurally or temporally depending on your preferences.

Time schedule for the use of the case study:

<i>Time</i>	<i>Phase</i>	<i>Classroom activity</i>
0,5h	1. Confrontation: Groups receive the case study in the lecture	The group deals with the case and the accompanying materials and develops a plan for the processing of the case.
1h	2. Information: Groups survey the case material provided and identify their own sources of information	The group works on the case study and researches the necessary contents.
3h	3. Exploration: Each group discusses alternative solutions	The group develops solutions and weighs between the different results so that the alternatives are discussed.
0,5h	4. Resolution: Each group makes its decision	The group comes up with a solution for the case study
1h	5. Disputation: Each group defends its decision ²	The groups present their results with reasons and a final discussion takes place.

Time schedule for final presentation and discussion:

<i>Minutes</i>	<i>Classroom activity</i>
0-45	Each group presents a summary of its approach to the solution records this in key points on the blackboard or similar media.
45-60	The students get into a discussion about the presented solution.
60-75	If necessary, the lecturer stimulates controversy again by impulses. The following reflection questions can be used for this purpose
75-90 and in the further course	Lecturer establishes references to the specialist science and, together with the plenum, places the solutions in the theoretical context.

² inspired and translated from Kaiser 1983, p. 26

5. Teaching tips

5.1. Use in the university context

- Recommended group size: Up to 4 students.
- Resources: Lecture or seminar room, in the best case with group tables and information or research facilities such as access to the internet.
- Accompanying material: As a lecturer, you decide which material you want to give, when you want to add it or to what extent you want to differentiate internally.
- Adaptation to learning group: This case study is designed for Europe-wide use. However, you can of course adapt or modify it to your learning group and their environment or professional orientation, previous knowledge and competences.

5.2. Role of the lecturer

As a lecturer, you merely take on the role of a learning advisor and moderator when working with the case study. The students should work on the case independently in groups, acquire the necessary knowledge, identify problems and find solutions by themselves. You do not give tasks, instructions or directions. Only if a group of students does not progress and the learning process is prevented, you can act as a learning guide and help through impulses or clarify difficulties in understanding.

5.3. References

This case study deliberately does not include any possible solutions or outcomes, as from a pedagogic point of view, openness to solutions is an important criterion for the learning process. As the lecturer, however, it may still be necessary to know the underlying concepts. Therefore, we would like to provide at least some literature tips:

- Lazear, E. P., Gibbs, M. (2017). *Personnel economics in practice* (3rd ed.). Hoboken: Wiley Custom.
- Knox, T. (2018). *International Human Resource Management. Policy and Practice*. New Orleans: White Press Academic.
- Bellmann, L., Janik, F. (2007). To recruit skilled workers or to train one's own? Vocational training in the face of uncertainty as to the rate of retention of trainees on completion of training. *Journal for Labour Market Research*, 40 (2/3), 205–220.

5.4. Questions for reflection

A case study is for students to discover problems themselves, control the learning process and develop their own solutions. Tasks or questions within the case study therefore are unnecessary. These reflective questions should only be asked if the discussion stops or remains too superficial. They only serve to give new impetus in the final discussion at the end or to open up other perspectives. Ideally, students should consider and discuss these questions and interdependencies/considerations themselves.

- Which of the solutions are more short-term, which are long-term?
- What are the risks associated with the various recruitment strategies?
- Which solution do you consider to be the one that could best be implemented in reality, and why?
- Does the solution also consider ethical aspects?

Further case studies of this kind, a Manual for your own development of didactically high-quality case studies as well as an Online-Planning-Guide for the digital, cross-location use of case studies in cooperation with other universities and a partner-tool for contacting interested institutions can be found at: <https://www.e3cases.uni-koeln.de/en/>.

CASE

How to get personnel?

A case study on (international) recruitment and HR management in the craft sector

Alexander Kremer knew early on after his training that he would one day go into business for himself. The demand to run his own company in order to make his own decisions matured in the first year after his training as a plant mechanic for sanitary, heating, and air-conditioning technology. He took on ever clearer traits over the years. From an early age he was taught to think and work independently by his mother, who opened her own tailor's shop at a young age and later ran it together with his father. So, he continued to tackle his goal by pursuing the career of a master shortly after his training and successfully passing the master's examination.

At the age of 20, shortly after the death of his grandmother and the associated estate - she left him a considerable sum of money - he saw his chance and founded "Alexander Kremer GmbH" together with his long-time friend Herbert Worr in Siegen, Germany. Under the slogan "No one does the work as effectively and quickly as we do" they only accepted small orders after their foundation in 1984, which were mostly through relatives and acquaintances. Shortly after the opening of the company Alexander Kremer took his childhood love Martina as his wife, who then also joined the company and was responsible for the office management on a part-time basis, while at the same time taking care of their daughter who was born in 1987. However, they quickly reached the point where the cooperation of the three was no longer sufficient. In the mid-90s Worr brought another five skilled workers on board - enticed away from his previous training company. The owner-managed company was quickly in the black and further craftsmen had to be hired. Herbert Worr had a considerable network and was thus able to attract even more qualified employees. In the course of the years the young enterprise could drive in ever larger successes and secure itself orders of well-known large customers in the area Bonn, so that the company could develop up to 2004 to a considerable crafts enterprise with altogether 42 coworkers in the field service and in the office.

Fortunately, the Kremer's daughter, Hannah, decided to enter the industry early and completed her training in a neighbouring company before joining Alexander Kremer GmbH in 2007.

The order situation continued to rise in the following years until 2014, so that Alexander, Hannah and Martina Kremer together with their partner Herbert Worr joined forces to develop a new roadmap for the company and their 46 employees. Due to the good references, such as a well-known telecommunications company, more and more large and prominent companies knocked on the door of the Kremer's' to make use of their services. There was no way to avoid hiring more personnel in order

to be able to keep up with the larger competitors, which is not always easy due to the procurement law in Germany.

However, with this statement further questions and problems came to light which were not considered by the company managers in the first step. It became increasingly difficult to find specialists in the heating and sanitation sector due to the skills shortage in Germany. But the staff had to come, whatever the cost. Hard, physical work, the continuing academisation and mediocre earnings in training made the craft profession unattractive. So, the question is, how should recruitment be done?

Herbert Worr took the view that it was very easy to buy personnel from abroad. His main argument was based on the resulting personnel costs, which could be kept low by cheap employees from abroad. Just as his tennis buddy Thomas Langer also reported about his construction company and gave him the advice at the last training session to get informed about international recruitment.

Alexander Kremer, on the other hand, considered whether it would be more sensible to invest in the training of young people. This would add an image boost for the company as a good training centre to their already good reputation, even if the costs would possibly be higher in the first instance rather than hiring personnel from abroad. All too well, he remembers his own training and the dissatisfaction that sometimes overwhelmed him. After all, he founded his company years ago, at the time, to prove to his boss that he could do better. But since the training of trainees in Germany takes place on a dual basis, the young adults would not be in the company all week but would also have to attend vocational school. In addition, someone would have to act as an instructor, as he would not have the time as the boss to take the apprentices under his wing. This means that one of his staff would have to take the trainers aptitude test. He also did not really know about the conditions his company had to meet in order to take on apprentices. However, he could not get this idea out of his mind, as he had always been a fan of offering young people a chance and a new perspective. Also, his wife Martina also believed that more young people would bring a breath of fresh air and new ideas to the company. In addition, she would be sceptical about recruiting staff from abroad, having recently seen a report on tv about the terrible conditions for workers. However, since the company has so far relied on skilled workers who have already been trained, a radical change would probably first have to take place in order to be able to act as a training company.

Due to the difficult situation, her daughter Hannah Kremer decided to retire from manual work and join the management of the company, where she has been working for years now. As there was a great need for action in the personnel area, she attended various seminars on human resources management, recruitment and personnel management in the following years.

But at the end of April 2019 the situation suddenly came to a head when Alexander Kremer received an inquiry for a promising order by an organic supermarket. This order would be a big deal for the company, as it offers both short-term and long-term perspective and at the same time bringing a good reputation.

However, as the long-standing problem of staff shortages has still not been resolved, both the acceptance of the order and the further growth of the company are therefore at risk, Alexander Kremer is scheduling an emergency meeting for the next day to discuss different strategies for solving their staff shortage. Here all the facts that were brought to the table:

- The company does not currently have a human resources department and therefore has no professional experience in recruiting employees, so there are no competency models, requirement profiles or job advertisements for job openings. The management is therefore now faced with the decision of how to fill this position, whether an expert outside the company should deal with these problems, which in turn would entail additional costs, or whether Hannah Kremer should perhaps take over this area. Although she knows the company, she first has to find out what professional opportunities there are for her to acquire the necessary knowledge. For this she could contact the Institute for Continuing Education (IFW) in Siegen, where she has been attending her education courses so far.
- Herbert Worr's point of view of considering international recruitment and recruiting personnel abroad is also not off the table at this point. But here, too, the trio was faced with further questions, as the lawyer of the Alexander Kremer GmbH, who is a friend of the trio, drew their attention to the observance of current EU law such as the Freedom of Movement Act, the restrictions of which would first have to be examined very carefully.
- Alexander and Martina Kremer are excited about the idea of integrating a training program at Alexander Kremer GmbH, to give young people a chance and to also gain new knowledge. They are not sure if this is a suitable concept for the short term because of the dual training system in Germany and the lack of time to train them on the job. Since Alexander Kremer is so emotionally attached to this idea, he is committed to find out more about the requirements to implementing a training program at the chamber of commerce.

The company is now facing a number of challenges and decisions, both short and long term, in order to expand further and manage the ordering situation, taking into account cost and market conditions...

MATERIAL

Terminology and explanations of the material

Bundesanzeiger:

The Bundesanzeiger is the second official and public publication with a nationwide orientation in the Federal Republic of Germany alongside the Federal Law Gazette. In addition to announcements by federal authorities, it also contains extensive court publications, entries in the commercial register, certain annual financial statements of companies subject to publication requirements and other company announcements.

EStG:

Income Tax Act

GmbH:

The limited liability company, abbreviated to GmbH, is a legal form under German law for a legal entity under private law that belongs to the group of corporations. The German GmbH was the world's first form of a limited liability corporation. In the meantime, comparable forms of company have followed in many countries. The GmbH is by far the most common form of company in Germany. As of January 1, 2016, there were approximately 15,500 stock corporations with more than 1.15 million GmbHs.

GmbHG:

Law concerning limited liability companies.

HGB:

Together with the German Civil Code (Bürgerliches Gesetzbuch), the German Commercial Code (Handelsgesetzbuch) was established on 01.01.1900 (legislation 1897). In the broadest sense, the German Commercial Code - HGB for short - contains the key points of German commercial law. The Commercial Code thus applies to all persons who are legally considered merchants. The Bürgerliches Gesetzbuch (BGB), on the other hand, only applies to this group of persons on a subordinate level. Forerunner of today's HGB was the German Commercial Code, which was valid until the end of the 19th century. In addition to general regulations relating to trade, the HGB also contains special regulations for corporations such as KG, OHG

Overview of the different job titles, hierarchies and tasks in the craft sector:

Trainee/Apprentice:	learns from the journeymen/-women and the master, most of the time through on-the-job training. After passing the final exams the trainee becomes a journeyman/-woman. ³
Journeyman/-woman:	Is somebody who successfully completed the training and is now working as a journeyman/-woman in the craftsmen sector. They are working under the master and typically supervising the trainees. To open their own business, they must become a master. ^{4 5}
Master:	To achieve the master level one must do more classes and pass additional exams in different areas. They have greater knowledge than journeymen/-women and are responsible for the apprentice training. Without being a master, or having a master in your company, you are not allowed to employ trainees. ⁶

³ (Geselle, 2018)

⁴ (Geselle, 2018)

⁵ (Cousino, 2017, S. 105)

⁶ (Krumme, 2018)

Financial statements for the financial year from 01.01.2018 to 31.12.2018

Balance

Assets		
	31.12.2018 EUR	31.12.2017 EUR
A. Fixed Assets	318.154,52	295.641,32
I. Intangible Assets	974,00	998,15
II. Property, Plant and Equipment	312.180,52	294.343,17
III. Financial Assets	5.000,00	300,00
B. Current Assets	2.612.872,71	2.087.899,34
I. Inventories	1.160.315,99	990.903,49
II. Receivables and other Assets	1.045.593,68	854.810,46
III. Cash flow, Bundesbank Balance, bank balance and cheques	406.963,04	242.185,39
C. Prepaid expenses and deferred charges	44.421,43	32.904,65
Balance sheet total, total Assets	2.975.448,66	2.416.445,31

Liabilities		
	31.12.2018 EUR	31.12.2017 EUR
A. Equity capital	921.188,49	760.579,81
I. Subscribed capital	26.000,00	26.000,00
II. Profit carried forward	895.188,49	724.125,10
III. Balance sheet profit / loss	0,00	10.454,71
B. Provisions	578.964,47	693.661,71
C. Liabilities and shareholders´equity	1.475.295,70	962.203,79
of which with a remaining term of up to one year	1.424.074,90	946.587,73
of which with a remaining term of more than one year	0,00	15.616,06
Balance sheet total, total equity and liabilities	2.975.448,66	2.416.445,31

Appendix of the balance

I. ACCOUNTING AND VALUATION PRINCIPLES

These financial statements have been prepared in accordance with the provisions of the Third Book of the German Commercial Code (HGB) (Sections 238 et seq.) and the supplementary provisions for corporations (Sections 264 HGB).

The corporation is a small corporation within the meaning of Section 267 (1) HGB.

To the extent that changes were made in the year under review with regard to the items in the balance sheet and income statement that deviated in the previous year from the classification regulations of the HGB and the GmbHG, the principle of consistency of presentation (Section 265 (1) HGB) was complied with by adjusting the previous year's figures.

Property, plant and equipment are stated at acquisition or production cost less depreciation permitted by tax law.

Low-value assets are fully depreciated in the year of acquisition in accordance with § 6 (2) EStG.

Trade receivables and other assets are carried at nominal value less value adjustments and in accordance with the lower of cost or market principle.

Liquid funds are stated at nominal value.

All identifiable risks have been adequately and adequately taken into account in the measurement of provisions.

Liabilities are stated at their repayment amount.

II. OTHER DISCLOSURES

In the 2018 financial year, Mr Alexander Kremer and Mr Herbert Worr were managing directors.

Siegen, 20 August 2019

signed
Alexander Kremer

signed
Herbert Worr

Schmitz and Müller Business-Services

Bookkeeping and accounting for your company

Schmitz and Müller
Business Services
Ringweg 14
57074 Siegen

Schmitz and Müller – Ringweg 14 – 57074 Siegen
Alexander Kremer GmbH
Managing Director
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Web: www.schmitz-müller.de

Date 22.05.2019

Income statement for the past fiscal year

Dear Mr. Kremer,

as discussed, we published the annual financial statements for the past fiscal year in the Bundesanzeiger.

With this letter you will now receive the profit and loss account for 2018. In addition, you will receive a list of sales revenues for the past five years as requested.

Yours sincerely,



Brigitte Becker

Schmitz und Müller Business Services
Ringweg 14
57074 Siegen

Ust-IdNr: DE8198301
Steuernummer: 183/231/289
Inhaber: Ralf Schmitz & Holger Müller

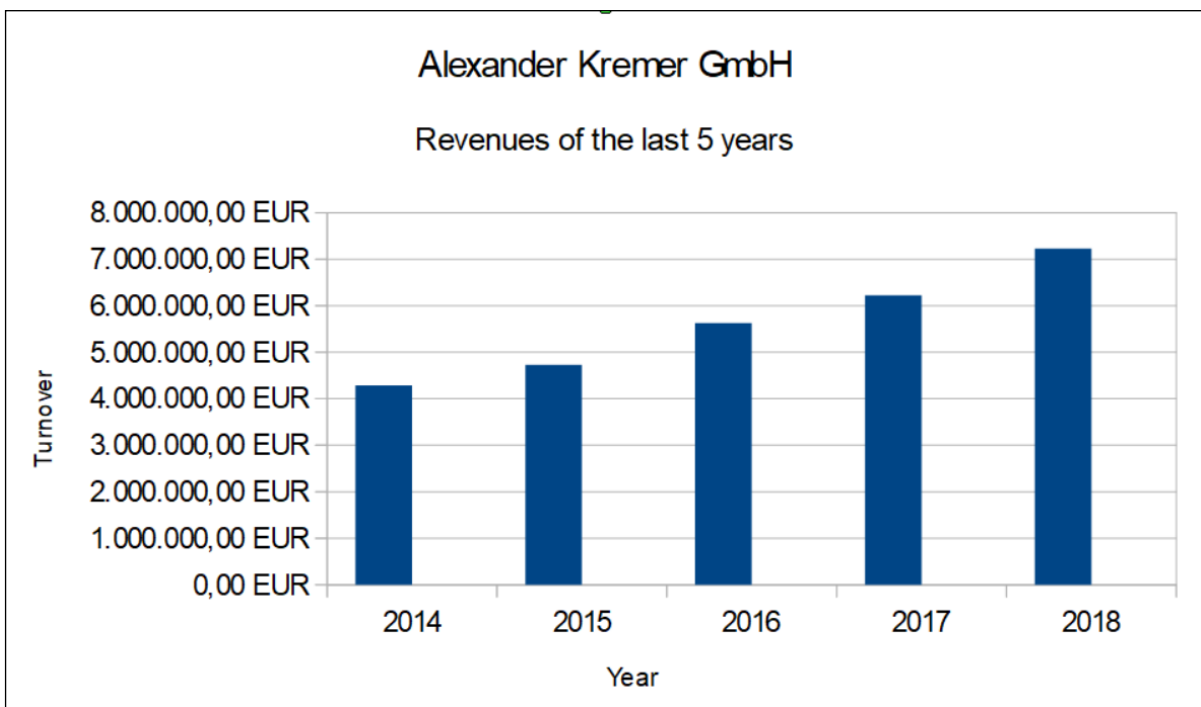
Sparkasse Siegen
IBAN: DE05 1873 5893 6420 2718 36
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Profit and loss account for the 2018 financial year Alexander Kremer GmbH

Accounts	Euro
Sales proceeds	7.230.591,21 EUR
Material input	3.110.112,15 EUR
Write-offs	93.204,09 EUR
Personnel costs	3.085.803,77 EUR
Room costs (rent etc.)	119.907,13 EUR
Operating taxes (trade tax)	40.185,01 EUR
Insurance, contributions, fees	43.596,99 EUR
Vehicle costs (with vehicle tax, without allowance for depreciation)	192.402,17 EUR
Advertising, presentation, hospitality	62.595,20 EUR
Maintenance costs	13.185,00 EUR
Rents for equipment	22.185,83 EUR
Office costs (postage, telephone, etc.)	59.211,59 EUR
Tax and legal consultancy costs	86.238,07 EUR
Tools and small appliances	31.068,30 EUR
Interest charges	56.772,97 EUR
Other expenses	53.514,26 EUR
Profit before tax	160.608,68 EUR

Revenues of the last 5 years, Alexander Kremer GmbH

Financial year	Turnover
2014	4.289.295,11 EUR
2015	4.729.894,14 EUR
2016	5.622.693,20 EUR
2017	6.227.192,19 EUR
2018	7.230.591,21 EUR



Article in the regional newspaper: ⁷

DEVELOPMENT OF A NEW RESIDENTIAL AND INDUSTRIAL AREA IN EAST-SIEGEN

Yesterday, the Mayor of the city of Siegen, Steffen Mues, laid the foundation stone for the new residential and industrial area in the east of the city. The former arable land is said to offer space for a total of 150 super-modern single and multi-family houses and has good connections to the city. The industrial area also benefits from this infrastructure and offers a total of at least 80 new jobs in the region, which result from the expansion of existing companies and the creation of new companies in the region. Thanks to sustainable energy supply and various smart home controls, the new district is going to be one of the most modern in

Germany. “The construction of these two areas brings a large number of orders for the craft sector. We hope, of course, that regional companies will once again receive orders for this construction project. If so, the labor market and the people here will continue to benefit from it in the future. Therefore, the construction of the industrial area would be an important step for the regional economy to secure the income and orders of many regional companies”, said the mayor. The first buildings in the industrial area are expected to be ready for occupancy next year, and the rail link is already active. Construction of the apartment buildings will start in three

MONDAY 07TH JUNE

⁷ (Stadt Siegen) Bürgermeister zum Zeitpunkt der Erstellung: Steffen Mues

Current market situation and Alexander Kremer GmbHs competitors:

There are 6 other companies in the field of sanitary, heating, and air-conditioning technology in Siegen. The table shows their number of employees and trainees and the market share of all companies in this market.

Company	Employees	Trainees	Market Share
Holthaus GmbH	51	7	29,5%
Sanitär Binder GmbH	47	3	21,0%
Alexander Kremer GmbH	42	0	19,5%
Höbelt GmbH	23	3	13,2%
A&M Heizung und Sanitär GmbH	15	0	9,8%
Sailer Heizung und Sanitär GmbH	6	0	7%

Holthaus GmbH:

The three Holthaus siblings founded the company 30 years ago. Most of their clients are private but they also work for smaller firms. They always train young people and have good connections to the job center in Siegen and some schools that conveys trainees to them.

Sanitär Binder GmbH:

The Sanitär Binder GmbH was formerly family run, today two former employees run the company. They have been working at the company from the day one on and took it over when the owner died. They have received many orders from public institutions, for example the indoor pool in Siegen or the town hall. They also completely equipped the newly built comprehensive school with sanitary facilities, heating, and air conditioning. They always try to train young people but have problems with finding enough trainees.

Höbelt GmbH

The owner of Höbelt GmbH originally comes from Bonn, but moved to Siegen 10 years ago and opened his own company there. Previously, he had worked as a master craftsman in a large construction company in Bonn and had already trained there. He cannot be taken away now and, despite his position as managing director, is still training himself. To make this possible, he looked for a business partner who took over the management.

A&M Heizung & Sanitär GmbH:

A&M were two separate companies before the two merged 8 years ago. Previously, neither company could work alone because they had too few employees each. Both had tried to work with the help of temporary employment agencies and foreign workers but gave up after a while because it did not go as expected and damaged their image. After the merger, they were able to re-establish themselves in the market, even if their market share is relatively low, they are a serious permanent competitor.

Sailer Heizung und Sanitär GmbH:

This company was once the market leader in the field of sanitary, heating, and air-conditioning technology in Siegen. That changed when Mr. Sailer's son didn't want to take over the company and instead became a musical actor. Mr. Sailer Senior's wife never had anything to do with the company, she is a vocational school teacher. However, after her husband died without finding a successor in any other way, she reduced her working hours

as a teacher and temporarily took over the company so that the memory of her husband was not lost.⁸ In the past, the company employed many trainees and still employees a few previous trainers. However, due to the small number of employees and the lack of time and practical specialist knowledge of Ms. Sailer, it can neither continue to grow nor hire trainees and is still searching for a good solution.

⁸ (Berwanger, 2018)

Staff List Alexander Kremer GmbH

Nr.	Surname, first name	Age	Estimated retirement age	Qualification	Work experience
Management Team					
1	Kremer, Alexander	58	65	Master for sanitary, heating and air-conditioning technology	35 years as plant mechanic for sanitary, heating and air-conditioning technology
2	Kremer, Martina	57	65	Training as office clerk	34 years of work experience as office clerk, works now part time at Alexander Kremer GmbH, has been working at the company from day one
3	Kremer, Hannah	32	67	<ul style="list-style-type: none"> ▪ Training as plant mechanic for sanitary, heating and air-conditioning technology ▪ Further education: Personnel Planning, Recruitment & Selection: Personnel management 	<ul style="list-style-type: none"> ▪ 3 years as plant mechanic for sanitary, heating and air-conditioning technology ▪ 7 years in the company's management
4	Worr, Herbert	59	65	Master for sanitary, heating and air-conditioning technology	36 years as plant mechanic for sanitary, heating and air-conditioning technology
Customer Service Team					
5	Müller, Harald	61	65	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 46 years of work experience as plant mechanic for sanitary, heating and air-conditioning technology ▪ team leader for 10 years
6	Schmidt, Bruno	42	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 25 years of work experience as plant mechanic for sanitary, heating and air-conditioning technology ▪ co team leader for 5 years
7	Meridius, Soran	27	67	Training and Journeyman for sanitary, heating and air-conditioning technology	5 years of work experience as journeyman
8	Hoffmann, Alina	32	67	Training and Journeyman for sanitary, heating and air-conditioning technology	10 years of work experience as journeyman
9	Schwinge, Herman	64	65	Training and Journeyman for sanitary, heating, and air-conditioning technology	45 years of work experience as journeyman
10	Müller, Svenja	16	67	Intern	Svenja still goes to school and has to do a three-month internship. She has been working at Alexander Kremer GmbH for 1.5 months and finishes school in 9 months. She is very talented and would like to complete an engineering apprenticeship later.
11	Maier, Steven	54	67	Training and Journeyman for sanitary, heating, and air-conditioning technology	30 years of work experience as journeyman, has health problems, can no longer work as plant mechanic for sanitary, heating and air-conditioning technology anymore, is responsible for the organization of the customer service, the documentation and the filing for 5 years now
12	Herde, Maria	35	67	Training as an office clerk	Worked 10 years as an office clerk, gave birth to twins 5 years ago, is working part time as back office staff at Alexander Kremer GmbH for 2 years now
Maintenance Team					

13	Miele, Franz	58	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 25 years of work experience as journeyman for sanitary, heating and air-conditioning technology ▪ Team leader of the maintenance team for 6 years
14	Meindl, Bastian	33	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 10 years of work experience as journeyman for sanitary, heating and air-conditioning technology ▪ Co team leader of the servicing team for 2 year
15	Bohnerth, Klaus	59	65	Training and Journeyman for sanitary, heating and air-conditioning technology	10 years of work experience as journeyman
16	Hütter, Fabian	26	67	Training and Journeyman for sanitary, heating and air-conditioning technology	Works part time at Alexander Kremer GmbH since 3 years because he is studying <u>civil engineering</u>
17	Frisch, Kevin	39	67	Training and Journeyman for sanitary, heating and air-conditioning technology	15 years of work experience as journeyman
18	Bussmeyer, Hans	63	65	Training and Journeyman for sanitary, heating and air-conditioning technology	43 years of work experience as journeyman, always helps the new employees
19	Di Stefano, Gina	29	67	Training and Journeywoman for sanitary, heating and air-conditioning technology	4 years of work experience as journeywoman
20	Rupprecht, Frank	32	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 10 years of work experience as journeyman ▪ Is currently participating in further education in the field of maintenance and servicing of heating systems⁹
21	Holthausen, Rainer	62	63	Training and Journeyman for sanitary, heating and air-conditioning technology	40 years of work experience as journeyman
22	Holthausen, Franka	45	67	<ul style="list-style-type: none"> ▪ Training as an office clerk ▪ Further education as accountant¹⁰ 	<ul style="list-style-type: none"> ▪ 25 years of work experience as office clerk ▪ Has been educated as an accountant 10 years ago, manages the whole accounting of Alexander Kremer GmbH
Bathroom Construction Team					
23	Liebmann, Klaus	36	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 15 years of work experience as journeyman ▪ Team leader of the Bathroom Refurbishment team for 1 year
24	Spitzenpfeil, Lukas	63	65	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 45 years of work experience as journeyman for sanitary, heating and air-conditioning technology ▪ Co team leader of the servicing team for 6 year
25	Zwerg, Tobias	28	67	Training and Journeyman for sanitary, heating and air-conditioning technology	5 years of work experience as journeyman
26	Kristian, Martin	58	67	Carpentry Training and Journeyman for sanitary, heating and air-conditioning technology	35 years of work experience as carpentry journeyman, works in the field of sanitary, heating and air-conditioning technology for 10 years now
27	Toprak, Milan	33	67	Tiler Training and Journeyman for sanitary, heating and air-conditioning technology	10 years of work experience as tiler journeyman, works in the field of sanitary, heating and air-conditioning technology for 5 years now
28	Riedl, Jonas	23	67	Tiler Training	Completed his Tiler Training at another company in Saxony in Germany that got bankrupted, works at Alexander Kremer GmbH for 2 years now and supports the Bathroom Refurbishment team very committed

⁹ (BTZ des Handwerks)

¹⁰ (IHK Siegen)

29	Adib, Arash	25	67	Unskilled worker	Came to Germany 5 years ago as refugee and works for 2 years at Alexander Kremer GmbH as an unskilled worker, very talented and committed, studied civil engineering in Afghanistan
30	Liebl, Wolfgang	51	67	<ul style="list-style-type: none"> ▪ Training and Journeyman for sanitary, heating and air-conditioning technology ▪ Retraining as an office clerk 	Worked 20 years as plant mechanic for sanitary, heating, and air-conditioning technology, had health problems and has been retrained for a job as an office clerk. Works as back office staff at Alexander Kremer GmbH for 5 years
Heating and Air-Conditioning Team					
31	Baur, Janine	38	67	<ul style="list-style-type: none"> ▪ Training and Journeywoman for sanitary, heating and air-conditioning technology ▪ Further education: Maintenance and servicing of heating systems ¹¹ 	<ul style="list-style-type: none"> ▪ 15 years of work experience as journeywoman for sanitary, heating, and air-conditioning technology ▪ Team leader of the heating team for 6 years
32	Auer, Peter	52	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 30 years of work experience as journeyman for sanitary, heating, and air-conditioning technology ▪ Co team leader of the heating team for 5 years ▪ Always helps
33	Unrecht, Lisa	26	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 5 years of work experience as journeywoman ▪ Is currently participating in further education in the field of Smart Home and wants to become a specialist consultant for Smart Home ¹²
34	Schweikl, Matthias	32	67	Training and Journeyman for sanitary, heating and air-conditioning technology	12 years of work experience as journeyman
35	Cichon, Marvin	26	67	Training and Journeyman for sanitary, heating and air-conditioning technology	5 years of work experience as journeyman
36	Putz, Michael	43	67	Training and Journeyman for sanitary, heating and air-conditioning technology	20 years of work experience as journeyman
37	Li, Thien	22	67	Training and Journeyman for sanitary, heating and air-conditioning technology	Completed his Training for sanitary, heating and air-conditioning technology at another company in Berlin in Germany, then moved to Siegen together with his girlfriend and works at Alexander Kremer GmbH for 1 year now
38	Pzybilla, Marcel	31	67	Training and Journeyman for sanitary, heating and air-conditioning technology	<ul style="list-style-type: none"> ▪ 10 years of work experience as journeyman ▪ Is currently participating in further education in the field of Maintenance and servicing of heating systems
39	Unrecht, Julian	45	67	Training and Journeyman for sanitary, heating and air-conditioning technology	24 years of work experience as journeyman
40	Quiroz, Mauricio	26	67	Training and Journeyman for sanitary, heating and air-conditioning technology	Completed his Training for sanitary, heating and air-conditioning technology at another company in Bavaria in Germany that got bankrupted, works at Alexander Kremer GmbH for 4 years now
41	Lahade, Akshay	48	67	Training and Journeyman for sanitary, heating and air-conditioning technology	22 years of work experience as journeyman
42	Anders, Tony	32	67	Training and Journeyman for sanitary, heating and air-conditioning technology	16 years of work experience as journeyman
43	Jain, Abishek	61	65	Training and Journeyman for sanitary, heating and air-conditioning technology	45 years of work experience as journeyman

¹¹ (BTZ des Handwerks)

¹² (TÜV Rheinland, 2020)

44	Heinz, Matthias	46	67	Training and Journeyman for sanitary, heating and air-conditioning technology	25 years of work experience as journeyman
45	Sahid, Seydia	26	67	Unskilled worker	Came to Germany 6 years ago as refugee and works for 3 years at Alexander Kremer GmbH as an unskilled worker, very talented and committed, has completed a training, and worked as a vehicle mechatronic engineer in Guinea
46	Mandl, Marie-Therese	59	65	Training as an office clerk	40 years of work experience as office clerk, works at Alexander Kremer GmbH from day one, sometimes helps Maximilian Haller with the backoffice stuff for the Smart Home Team
47	Huber, Sandra	24	67	Training as an office clerk	Works part time for 2 years now, studying business administration, main subject: human resources, will complete their studies next year
Smart Home Team					
48	Haller, Maximilian	27	67	<ul style="list-style-type: none"> ▪ Training and Journeyman for sanitary, heating and air-conditioning technology ▪ Further education: Specialist consultant for Smart Home (TÜV)¹³ 	<ul style="list-style-type: none"> ▪ 4 years of work experience as plant mechanic for sanitary, heating and air-conditioning technology ▪ 2 years of work experience in the field of Smart Home ▪ Currently also manages the filing and documentation for the Smart Home team
49	Friedl, Michael	35	67	<ul style="list-style-type: none"> ▪ Training and Journeyman for sanitary, heating and air-conditioning technology ▪ Further education: Specialist Planner for Smart Home (TÜV) 	<ul style="list-style-type: none"> ▪ 8 years of work experience as plant mechanic for sanitary, heating and air-conditioning technology ▪ 4 years of work experience in the field of Smart Home
50	Diewald, Katrin	42	67	<ul style="list-style-type: none"> ▪ Training and Journeywoman for sanitary, heating and air-conditioning technology ▪ Further education: Specialist Planner for Smart Home (TÜV) 	<ul style="list-style-type: none"> ▪ 6 years of work experience as plant mechanic for sanitary, heating and air-conditioning technology ▪ 1 years of work experience in the field of Smart Home

¹³ (TÜV Rheinland, 2020)

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Telephone protocol between Alexander Kremer (Alexander Kremer GmbH) and Benjamin Jahn (Ben's Organic Market GmbH)

Date: Monday 29.04.2019 at 10:25

Kremer: Alexander Kremer GmbH, Alexander Kremer speaking.

Jahn: Hello Mr. Kremer, Benjamin Jahn here from Ben's Organic Market GmbH.

Kremer: Hello Mr. Jahn, how can I help you?

Jahn: Maybe you still know me from your services for the Tewe supermarket in Siegen a few years ago. I was the store manager at that time. But five years ago, I dared the step and started my own business. Maybe you already know Ben's Organic Market?

Kremer: Ah right, your name seemed familiar to me immediately. Nice to hear from you! And sure, I know Ben's Organic Market. My daughter loves shopping there. They're offering a large section of vegan food, right?

Jahn: Yes, you're right! I'm very lucky, obviously it hits the ravages of time. I already run eight stores in and around Siegen and I'm currently building four new stores near Bonn. And even more locations are planned.

Kremer: That sounds very promising. So, what's the reason for your call?

Jahn: Well, I'm in a big dilemma. Of course, I had already hired a company for sanitary, heating and air-conditioning for our four new stores but this company went bankrupt. I got the message last week.

Kremer: Oh, no, this is bad. And that with the good order situation right now. Which company, may I ask, is this?

Jahn: It's the Kleinmann GmbH from Bonn. Apparently they had many outstanding debts that were not settled and got into great financial difficulties. At one stroke more than 50 employees became unemployed. But of course I also have a big problem now and am under enormous time pressure, because the company was supposed to start working at the stores in 2 months. And then I remembered your company. You did a very good job for Tewe back then and your work was extremely reliable and quick. I asked around and found out that your company is still one of the best. That is why I would like to offer you this order.

Kremer: I'm honoured. But you said the work is supposed to start in two months? As you certainly know, there are order backlogs in the entire industry and we are also affected. Can you please give me a rough outline of the most important information?

Jahn: Yes, I know - this is very short term. The four stores are, as I said, all being built at the same time in the immediate vicinity of Bonn and the sales area of each location is between 300 and 400 m². Your company would have to take over both the sanitary facilities and the heating and air conditioning systems and start work at the beginning of July. I will gladly send you the necessary documents by e-mail.

Kremer: Okay, at least now I have a rough idea. I'd like to do this job for you, but I'm not sure yet if our current capacities are sufficient for it.

Jahn: I understand that. However, I need a decision from you in two weeks at the latest, as time is very short. I will of course ask other companies for a decision, but if you want to accept the order and your offer fits, I will instruct your company.

Kremer: That sounds fair. Thank you very much.

Jahn: That's not all. If the cooperation in this project goes well, I would like to include your company in our ongoing planning for the other stores in the vicinity. And I don't know whether information has already been leaked to you from the planned residential and industrial area in East-Siegen. So far, the plans have not been made public. An ultra-modern industrial and residential area is to be built here and equipped with various smart home tools. And here too I would like to open a store of Ben's Organic Supermarket, but we are still in the middle of negotiations.

Kremer: I wasn't expecting that now. That sounds like a big deal.

Jahn: Yes, it is. Please look through the documents I will send you by e-mail, and if you are interested, please send me your offer by 13 May.

Kremer: Thank you very much for your inquiry, Mr. Jahn. I will see what we can do.

Jahn: Okay. Goodbye, Mr. Kremer.

Kremer: Goodbye, you'll hear from me.

Note by Alexander Kremer from 30.04.2019

- Ben's Biomarket GmbH
- New construction of 4 stores in the vicinity of Bonn
- Enquiry: Installation of sanitary facilities, heating and air conditioning technology for the 4 stores (sales area approx. 300-400 m² each)
- Possible follow-up orders

Personnel requirements for the first 4 stores – total, rough estimate

Team	Sanitary	Heating & air conditioning technology
Employees	8	12
Number of working days	5	15

- ➔ Additional personnel requirements in view of the current staff base and order situation
- Sanitary team: 1 employee
 - Heating & air conditioning technology team: 2 employees

Transcribed telephone call

Participating callers:

1. *Michael Heuing* (Lecturer at the IFT), Seminar leader of „Recruitment: Methods and Instruments for Successful Recruitment
2. *Hannah Kremer* (Alexander Kremer GmbH)

Date: 09.05.2019 at 12:30 Uhr

Duration: 00:21:34

[KREMER]: Hello Mr. Heuing, this is Hannah Kremer. Last week we had arranged a telephone call. I attended your seminar on recruitment methods and tools last June.

[HEUING]: Hello Mrs. Kremer, yes, I remember you. I was pleased about your message. How can I help you?

[KREMER]: First of all, I would like to ask you if you agree with me recording the phone call.

[HEUING]: If you use the information only for your own purposes, I agree.

[KREMER]: Thank you. Well, it's about the personnel bottlenecks in our company. Thanks to your seminar I got to know methods and instruments for personnel recruitment. However, this knowledge does not help me much, as we are confronted with a shortage of skilled workers. The order situation is increasing and we do not have enough personnel to cope with it. We are therefore considering whether the time has come to set up our own personnel department. One of the managing directors has so far been able to recruit new specialists through his good contacts in addition to his day-to-day business. However, by now he is too much involved in other processes to be able to take care of it further. He had the idea of recruiting specialists from all over Europe. Are you familiar with this?

[HEUING]: Unfortunately, not.

[KREMER]: As far as I know, my father Alexander Kremer wanted to contact a lawyer friend of mine anyway. Apart from that, he is also considering whether we should train them ourselves. The current demand puts us under time pressure, it is not easy to make a decision under these conditions.

[HEUING]: These are directly several questions with which you are confronted. Surely you have already thought about the option of an external personnel department. Unfortunately, I cannot make the decision for you, but I can try to give you a few points that you should keep in mind when considering the question of personnel recruitment and management.

[KREMER]: That would be very helpful!

[HEUING]: First of all, it has to be said that the personnel management acts as a strategic partner of your GmbH. In other words, the future success of the GmbH depends on the relationship of the employees to the company and on succession planning.

[KREMER]: That's exactly what we're experiencing right now: If we don't hire suitable personnel soon, we will lose potential clients to our competition.

[HEUING]: That's what it's all about: Finding the right personnel. Due to the demographic changes you have to use even smarter and more efficient recruiting concepts as well as measures which increase the attractiveness of Alexander Kremer GmbH from the point of view of potential employees. This includes, for example, the

use of social media as advertising platforms. You could take a look at the PowerPoint presentation from the seminar "Personnel Recruiting: Methods and Instruments for successful Recruitment". In addition, the image that the Alexander Kremer GmbH wants to convey of itself is also important. You just said that you might want to train yourself in the future. If you perceive yourself as an innovative and dynamic company, you should market yourself accordingly and thus address the right target group of new employees.

[KREMER]: I see what you mean. This goes far beyond my previous experience.

[HEUING]: I assume that so far nobody in your company has the right to train. Although you promote your image as a training company, there are also disadvantages to consider. Did you want to take over the establishment and management of the personnel department?

[KREMER]: My father would be entitled to train thanks to his master's title. But as you can imagine, this is inconceivable due to time and organisational reasons. At least that would be a conceivable solution. I am interested in personnel management and I am the only one in the company who has additional training in this area. I am considering whether I should specialise in this area. On the other hand, there are other areas such as controlling that interest me. Since the time pressure is so high, an external personnel service provider could perhaps simply take over the tasks of personnel management. What possibilities would there be to generally increase the attractiveness for applicants?

[HEUING]: For example, flexible working hours and career prospects are important to many applicants. Whether from Germany or abroad, it always seems helpful to offer support when moving. With regard to the option of training your own specialist staff, internships could be offered in advance. In this case some form of payment would be conceivable as an incentive.

[KREMER]: I am curious to see what our management thinks of these proposals. I had already thought about the services of a temporary employment agency. We definitely need a quick solution, because we have received a promising inquiry for a very short-term order. And I think that the fastest way to get staff is through a temporary employment agency.

[HEUING]: This is true, but also consider the disadvantages of borrowed employees: no personal relationship, identification with or understanding of and for the company's philosophy or goals and a certain lack of prospects accompany them, as they will only work for them for a certain period of time. The cultural fit between new employees and Alexander Kremer GmbH is also important. This aspect should not be neglected. Many companies now pursue the strategy "Hire for attitude, train for skill". In this way, they even place the cultural fit before the professional qualification in order to be able to bind employees to their company in the long term.

[KREMER]: "The cultural fit"... I've never heard of it. But you are right. The new employees should fit in with our values and goals and contribute to them.

[HEUING]: You know your values and work attitude best and can therefore make a suitable selection of new employees. After the selection, the type of staff management is important. Leadership competencies must be specifically trained, personnel development must be thought through, health management and preventive care must be planned in order to maintain the performance of the employees. Salaries and bonus systems should also not be neglected, as your employees is thereby shown their value, which strengthens their motivation, performance and commitment to your GmbH.

[KREMER] Hmm... That's a lot... As I already mentioned Herbert Worr did most of the recruiting in the last years. He already knew the people and how they work from their former employer and I guess that we have somewhat neglected the many tasks of HR.

[HEUING]: Just as you were talking, I got another idea. Have you thought about including your employees in the recruitment process? A lot of firms ask their employees for recommendations because they already know

if the applicant would fit. Often the recommendation is connected with a bonus when the applicant actually gets hired.

[KREMER]: Interesting idea! I think that could really work and I know that a lot of employees have friends or family working in similar jobs. I would have to check with our financial department first, if this could be a feasible option. Can you give me an approximate number what other companies pay?

[HEURING]: I heard of a firm that paid 1000€ per successful hire, but it totally depends on the industry and also the salary of your employees. Also this possibility of recruiting only works well, if the employees enjoy working for “Alexander Kremer GmbH” so that they recommend it as an employer. I know that right now you focus on hiring employees, but please keep mind that a pleasant working environment, a good work-life-balance and personnel development are very important, so that your employees enjoy working for the company. As you experience right now, a lot of firms are looking for specialists and good employees might consider leaving the company quicker if something is bothering them since it will not be difficult to find a new job. Continuing Feedback plays an important role, because only when you listen to your employees you can smooth out misunderstandings or react on what they want. If you decide within the company that you want to build a HR department, personnel marketing and employer branding should be included next to the recruitment process and developing the personnel.

[KREMER]: I was not aware that the tasks of a human resources department are so varied.

[HEURING]: You already have knowledge of recruitment. If you really want to develop further and build something within the company, you could get advice on the possibility of specialising in this area.

[KREMER]: Yes, I will contact the IFW student advisory service. Surely they can help. But I will also inform myself about the tasks of a personnel service provider.

[HEURING]: Should I give you a contact person for this?

[KREMER]: I already have an address. The provider is called personnel concept. Do you know him?

[HEURING]: Yes. How did you hear about him?

[KREMER]: I found his name on an old pay slip from 2005. At that time I was still in training in another company.

[HEURING]: I wish you much success. Maybe I'll see you again at our institute soon. Do you have any further questions?

[KREMER]: No. Thank you for your time and all the information, Mr. Heuing. Goodbye.

[HEURING]: You're welcome. You're welcome. Goodbye.

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Darian Krustenhammer <krustenhammer@ift.de>

15.05.2019 14:05

At: hannah.kremer@kremer-gmbh.de

Subject: Your request for further training measures in the field of personnel management

Dear Mrs. Kremer,

my name is Darian Krustenhammer. I am your personal study consultant at the Institute for Training in Siegen and would like to thank you very much for your enquiry dated 13.05.2019. In this letter you expressed your interest in further training activities which will qualify you to design and implement all the relevant areas of responsibility of a human resources department and to manage them.

On the basis of your study file I could see that you have already completed several seminars in our institute.

Your previous knowledge in the area of personnel management is therefore derived from components of modules 2 and 3, which I would like to briefly mention below.

From *Module 2: Personnel Planning, Recruitment & Selection* you have attended the following courses:

- Objectives, significance and types of personnel planning
- Internal and external procurement channels in particular E-Recruiting
- Efficient candidate management

You also took part in the seminars from module 3: Personnel management

- Staff management and training
- Overview of the most important management techniques and tools

On the basis of your previous knowledge and the consideration of being able to set up, co-design and, if necessary, lead an in-house personnel department, I would like to familiarise you with our course of studies "State-examined personnel management assistant (IHK)".

In the attachment of this email I have compiled all relevant information for you. If you have any further questions regarding your individual career plan, please do not hesitate to contact me by phone or email.

I look forward to hearing from you.

Yours sincerely

Darian Krustenhammer



Darian Krustenhammer
Training consultant

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Personal
career plan
for
Hannah Kremer

As valuable as a university degree

All advanced training courses at IFW lead to a high-quality and state-recognised degree. This is measured by the German Qualifications Framework (DQF), the official instrument for the nationwide comparison of education. After successful completion of the course, you will be at level 6 - the Bachelor's level.



[Quelle: <https://www.ta.de/studium/qualifikationsrahmen.html>]

Student financing - Your advantages summed up

Your Advancement-BAföG

... is a nationwide government grant. The subsidy is independent of income, age and assets. They are entitled to this, as they aim for advanced further training and thus a higher qualification. To do this, you must have completed a recognised initial apprenticeship. The subsidy covers 40% of the total course and examination fees..

Tax deduction of costs incurred

Your further training with us serves your professional development. This is rewarded by the state in the form of tax declaration benefits. Keep all receipts and submit them to the tax office: You can apply for course fees, travel expenses, parking fees and educational loans, among other things.

Do you have any further questions? Call me or write me an email! Your training consultant
Darian Krustenhammer

Tel: 0519-95746-216
E-Mail: krustenhammer@ift.de

Professional of Human Resources Management

As a state-certified personnel specialist, your area of responsibility will include personnel planning, personnel development, personnel marketing and personnel management. You will act both as an advisor to the employees and the management. Therefore you are responsible for the successful implementation of corporate planning at the personnel level. In addition to business and legal contexts, you will gain in-depth knowledge in the areas of controlling and organisational development. In addition, you will train soft skills such as presentation techniques and the conduct of consulting and technical discussions.



Course contents

Modul 1: Vocational and work pedagogy

- Checking and planning training requirements
- Prepare, carry out and complete training

Modul 2: Organise and carry out personnel work

- Integration of the personnel area into the overall organization of the enterprise
- Processes in Human Resources
- Project planning and implementation

Modul 3: Carry out personnel work on the basis of legal provisions

- Social security law, individual & collective labour law
- Company social benefits
- Recruitment
- Payroll accounting

Modul 4: Designing and implementing personnel planning, marketing and controlling

- Influence of employment and economic policy on personnel planning and marketing
- Personnel requirements in production and service processes
- Personnel requirements and development planning

Modul 5: Controlling personnel and organizational development

- Employee assessment, competence analysis and development, development programs
- Quality management in personnel and organizational development
- Leadership models and instruments
- Principles of modern work organisation

Study duration

The course is offered full-time over 8 weeks. There is a choice of two dates per year at which the course can be completed. Registration is possible up to 4 weeks before the start of the course. The state final examination takes place 2 weeks after the end of the course.

Start: 09.12.	Start: 24.06.
End: 20.12.	End: 05.07.
Days: Mo – Sa	Days: Mo - Sa
Time: 08 – 16:45 h	Time: 08 – 16:45 h


Conditions for participation

You have...

- ...a completed commercial or administrative training incl. 2 years professional experience, or
- ...a completed vocational training and at least 3 years professional experience, or
- ...at least 5 years professional experience.

Tuition fees

Tuition fee :	2.900,00 EUR
Registration fee :	25,00 EUR
Examination fee IHK:	720,00 EUR
Study literature :	250,00 EUR
Accommodation in Siegen:	460,00 EUR / week



Personnel Recruiting: Methods and Instruments for Successful Recruitment

Seminar: June – from 20. to 22. - 2018
Instructor: Michael Heuing
Today: June-20-2018
Definition, Methods and Instruments

1




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1. Definition of personnel recruiting
2. Methods of personnel recruiting
3. Instruments in personnel recruiting
4. Personal selection: The structured interview in the job interview
5. Employee retention: What do employees want today?
6. Recruiting trends: Employer branding and personnel marketing
7. The future of Recruitment: Challenges for Companies
8. Train the recruitment and retention of talent

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Table of contents - today

1. Definition of personnel recruiting
2. Methods of personnel recruiting
3. Instruments in personnel recruiting

3



1. Definition of personnel recruiting


- Sub-function of personnel management (Human Resources Management)
- Task: recruiting manpower to need in qualitative, temporal and spatial terms
- Goal: Staffing

4

1. Definition of personal recruiting

Internal recruiting
 Filling a vacant position with an existing employee (transfer, promotion, ...)



External recruiting
 Filling a vacant position by new hiring
(refer to chapter 3)



5

1. Definition of personal recruiting

Notice
 Recruitment includes the provision of the necessary employees in the company. In doing so it must be taken into account of staffing needs in both qualitative and quantitative terms and to procure the necessary staff on the labour market.



6



7

3. Instruments of personal recruiting

Notice
 The external recruitment focuses on external procurement channels and take place in many different ways. The effectiveness of the individual instruments must be assessed with regard to the respective group of potential applicants and the relevant segments of labour markets.

8

Quantitative recruitment:
 Calculating the required personnel based on the current number of employees, expected loss of personnel (e.g. due to retirement) and expected number of new employees.

Qualitative recruitment:
 Analyze the future tasks of your company and use the results to determine the technical requirements for your employees

3. Instruments of personal recruiting

IFT
Institute for Training
SIEGEN

job advertisement

classic	online
<ul style="list-style-type: none">• <i>print media</i>• in dailies and national newspapers	<ul style="list-style-type: none">• <i>e-recruiting</i>• company website• employment agency• social media

➤ conventional instrument of personal recruiting

➤ goal: possible target group at the right time

TIPP: Place your offer where the desired applicants are reachable!

9

3. Instruments of personal recruiting

IFT
Institute for Training
SIEGEN

[German] **Federal Employment Agency**

- public corporation
- job placement (online "JOBBÖRSE")
- 2.137.576 applicant profiles, 1.640.649 jobs, 366.431 apprenticeship places (last update: 18.06.2018)

➤ goal: various groups of specialists and applicants


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3. Instruments of personal recruiting

IFT
Institute for Training
SIEGEN

Headhunting

- private employment agencies and personnel consultants
- take over part of the selection process
- they look for potential candidates and approach them directly

 **Notice by using personnel consultants:**
How well does the recruiter know your needs and your industry? Does he have a feeling for the chemistry between candidates and clients?

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3. Instruments of personal recruiting

IFT
Institute for Training
SIEGEN

- Your homepage is your figurehead. Make your job offer visible there as well!
- With the right search methods you can reach the target groups where they can be found.
- TIPP: Use as many recruitment channels as possible!

 The instruments are combined in a target-oriented manner if the personnel requirements can be covered promptly and at **reasonable cost!**

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3. Instruments
of personal recruiting
by comparison

IFT
Institute for Training
SIEGEN

Advertisement in daily newspapers

- large, local reach
- suitable instrument especially for small, local companies
- suitable for vacancies who fill in easy
- Often runs in parallel
- are switched selectively therefore short publication time
- high costs

Rule of thumb: The display should not contain more costs than the position to be filled.



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3. Instruments
of personal recruiting
by comparison

IFT
Institute for Training
SIEGEN

Advertisement in national daily newspapers and trade journals

- fewer, but more demanding applicants
- for specialists and executive staff
- short publication time
- medium costs

Notice
Overview of costs for the insertion of job advertisements in newspapers, employment agency, headhunting, social media channels etc. can be found on the corresponding homepages. There are cost differences depending on the local provider.



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3. Instruments
of personal recruiting
by comparison

IFT
Institute for Training
SIEGEN

[German] Federal Employment Agency

- low costs, partly free of charge
- conservation of own personnel resources
- large number of job-seeking applicants
- danger of *databases-corpse*s
- contact person not available at all times
- long vacancy times

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3. Instruments
of personal recruiting
by comparison

IFT
Institute for Training
SIEGEN

Employee recommendation

- no expenses
- no financial or personnel expenses
- for positions easy to fill
- "bad" recommendations possible
- low efficacy

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3. Instruments
of personal recruiting
by comparison

company contact fair / advertising on Vocational School

- first personal contact
- low scattering loss
- high personnel and financial expenditure



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3. Instruments
of personal recruiting
by comparison

Headhunter

- high range
- high applicant quality
- preselection by consultants
- high to very high costs (fees)



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3. Instruments
of personal recruiting
by comparison

company website

- low cost
- quick, non-binding contact
- difficult for small/new companies



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3. Instruments
of personal recruiting
by comparison

Internet job exchange

- wide distribution and reach
- convenient search function
- many (unsuitable) applicants
- for positions to be filled in easy and to be occupied at short time
- low to high costs → high financial outlay



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3. Instruments of personal recruiting by comparison

IFT
Institute for Training
SIEGEN

Social Media

- Examples: XING for Recruitment, Facebook for Employer Branding
- fast, uncomplicated exchange
- large distribution
- good for small companies
- high personnel and time expenditure
- costs low to high

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3. Instruments of personal recruiting

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This is how experienced recruiters assess the effectiveness of their search paths

Search Path	Effectiveness Score
internet job exchange	5.3
company website	4.6
social media	3.4
print media	2.9
others	2.4
employment agency	1.7
employee recommendation	1.2

6 = very effective
0 = no effective

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3. Instruments of personal recruiting

IFT
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Notice

Today, the paths to new employees are more diverse than ever. So it gives the opportunity to reach the right person, but at the same time it also increases the danger to search in the wrong way and in the wrong place. The range of the different instruments is just as different as the accuracy in addressing the desired target group.

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Your Questions ?

Thank you very much for your attention!

Tomorrow we will learn more about Methods and Instruments for Successful Recruitment

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Literature

IFT
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SIEGEN

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personnel concept – Your external personnel department for medium-sized businesses

www.personnelconcept.de



Hannah Kremer
Alexander Kremer GmbH
Sanitary, heating and air-conditioning
technology Kremer
Hauptstraße 34
57074 Siegen



personnel concept

Julia Schneider
Bitzegarten 11
57290 Neunkirchen
T. 06821 – 8262/4
schneider@personnelconcept.de

Neunkirchen, 13. May 2019

Your inquiry

Dear Mrs. Kremer,

Thank you very much for your inquiry. Enclosed we would like to give you an insight into our range of services. While you continue to develop the company, we take care of a long-term optimal personnel policy of Alexander Kremer GmbH.

In addition, we advise you on all personnel policy issues to the exact extent that makes sense for your medium-sized company. We offer you the possibility of fast and cost-efficient optimization of your personnel processes.



We take over your personnel planning

You tell us what staff is needed to cope with your diverse tasks. We then plan the concrete number of employees for you. We use special software programs to calculate the short-, medium- or long-term requirements.



We will find the right personnel for you

In the search for suitable employees we make use of various methods and instruments. In addition, we draw up requirement profiles and organise job interviews.



We take care of personnel development

By promoting and developing high-performing and motivated employees, the company can constantly develop itself further. As suitable measures, we offer internal or external training and development opportunities, mentoring programs, coaching or training. If you have personnel managers in the company yourself, they can use our advanced training courses and seminars on labour law, employee retention, personnel organisation or personnel marketing.



We carry out your personnel controlling

We also take over the planning, control and monitoring of personnel management tasks. Our controllers take care of determining and expertly presenting the important key figures.



Temporary employment: We lend you employees

The quick solution for temporary staff shortages. We put our personnel at your disposal to work in your company. You only pay for the hours that our staff work for you.

We will be happy to relieve you of these tasks and would be pleased if you would like to benefit from our many years of experience. As a first step, we would be pleased to offer you a non-binding visit. We will then work out your individual concept for you at a fixed price or on a fee basis, which we will then present to you promptly.

Best regards,
Julia Schneider

From:	friedrich.martin@law-office-bering.de
To:	Alexander.kremer@kremer-gmbh.de
Subject:	Re: International recruitment of personnel abroad

Dear Alexander,

I am happy to help you in this case.

When recruiting personnel from abroad, it is necessary to observe the applicable EU law on freedom of movement. This must first be checked very carefully and cannot be answered in general. General information can be found in this summary (http://www.europarl.europa.eu/ftu/pdf/en/FTU_2.1.5.pdf).

In addition, you must observe the legal basis of the free movement of workers in Germany when implementing this. Within the framework of the implementation of EU law, there are national regulations that must be complied if you want to employ EU foreigners as a German company. Relevant for this case is para 9 Crafts Code (Handwerksordnung)¹⁴:

(1) The Federal Ministry of Economics and Energy shall be authorised, by ordinance with the consent of the Bundesrat, to determine, with the approval of the Bundesrat, the implementation of European Union Directives on the recognition of professional qualifications within the framework of freedom of establishment, freedom to provide services and freedom of movement for workers and on the implementation of the Agreement of 2 May 1992 on the European Economic Area (Federal Law Gazette 1993 II p. 267) and the Agreement of 21 June 1999 on freedom of movement between the European Community and its Member States, of the one part, and the Swiss Confederation, of the other part (OJ EC 2002 No. L 114 p. 6),

1. under which conditions a national of a Member State of the European Union, of a Contracting State to the Agreement on the European Economic Area or of Switzerland who wishes to maintain a commercial establishment in Switzerland for the exercise of a craft requiring authorisation or who wishes to act as a manager of a business, is to be granted an exemption permit for entry in the Register of Trades and Crafts,

2. the conditions under which a national of one of the aforementioned states who does not have a commercial establishment in his own country is permitted to provide cross-border services in a craft trade requiring authorisation, and

3. how the procedures for issuing the European professional card and for the recognition of professional qualifications in the cases referred to in points 1 and 2 using European professional cards and the application of the early warning mechanism provided for in Directive 2005/36/EC of the European Parliament and of the Council of 7 June 2005 on the approximation of the laws, regulations and administrative provisions of the Member States relating to the issuing of European professional cards and the recognition of professional qualifications in the cases referred to in points 1 and 2 using European professional cards and the application of the early warning mechanism provided for in Directive 2005/36/EC of the European Parliament and of the Council of 7 June 2005 on the free movement of services in the field of education and training (OJ 2005 L 3, p. 1) are to be implemented (1) This Directive should be read in conjunction with Directive 2005/36/EC of the European Parliament and of the Council of 7 September 2005 on the recognition of professional qualifications (OJ L 255, 30.9.2005, p. 22), as last amended by Delegate Decision (EU) 2016/790 (OJ L 134, 24.5.2016, p. 135).

In the cases mentioned in sentence 1 no. 1, para 8 subpara 1 shall remain unaffected; para 8 subpara 2 to 4 shall apply mutatis mutandis. In the cases referred to in sentence 1 no. 2, para 1 subpara 1 shall not apply.

(2) In the cases of para 7 subpara 2a and para 50a, para 1 subpara 1 shall not apply if the independent business does not have a branch in Germany.

¹⁴ Federal Office of Justice: (Handwerksordnung) Crafts Code, translated by author.

In practice, the employment of EU foreigners has become quite straightforward. There are enough cases where this works with the employment of EU foreigners. For example, I am familiar with the case of Josip Vukoje, that I would like to describe to you. When Josip Vukoje came to Germany in 2005, the law on recognition did not yet exist. He was unable to have his Croatian training as a plant mechanic for sanitary, heating and air-conditioning technology and his master's degree¹⁵ acknowledged. Therefore, he worked for a long time below his original qualification. Since 2012, there has been a recognition law which enables EU foreigners, including Josip Vukoje, to have the training they have completed in another European country recognised in Germany.¹⁶

The ZAV (Central international and specialist placement service) offers a further possibility to employ foreign employees in Germany. This supports companies in finding suitable employees from abroad and in placing international specialists (<https://www.arbeitsagentur.de/en/welcome>).¹⁷

If you have any further questions, please do not hesitate to contact me.

Kind regards,

Friedrich

Friedrich Martin
Attorney at Law Office Bering
Wunderstraße 33
57072 Siegen
Phone: +49 160 12 34 58 76

Alexander Kremer <alexander.kremer@kremer-gmbh.de> wrote:

Dear Friedrich,

we recently had the opportunity to talk to you about recruiting personnel abroad for our company. We would like to come back to your offer and ask for your advice.

Since we have no experience with this so far, we would be very happy if you could briefly tell us what we have to do as a German company when recruiting personnel in other European countries, so that we do not make any mistakes here.

We would like to thank you in advance.

See you soon and many greetings

Alexander

Alexander Kremer GmbH¹⁸

¹⁵ The title of master craftsman is a higher vocational qualification in Germany in the handicraft occupation, which can be completed after the vocational training as a plant mechanic for sanitary, heating and air conditioning technology as further training.

¹⁶ Cf. BiBB (2014): *Recognition in Germany*.

¹⁷ The English version of the website does not correspond to the German version, which provides much more detailed information. This is partly due to the fact that the German-language website provides information for both German and foreigners, and partly due to the fact that the English-language website only addresses foreign employees. However, to get an initial overview of what the ZAV offers for services, the English-language homepage is sufficient.

¹⁸ GmbH is an abbreviation and stands for limited liability company in which the company is liable exclusively with its corporate assets. The GmbH is the most common legal form for company foundations in Germany. Among other things a capital stock of 25,000 euro is needed for the establishment (cf. financial data of the company).

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I

(Legislative acts)

REGULATIONS

REGULATION (EU) No 492/2011 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL
of 5 April 2011
on freedom of movement for workers within the Union
(codification)
(Text with EEA relevance)

THE EUROPEAN PARLIAMENT AND THE COUNCIL OF THE EUROPEAN UNION,

Having regard to the Treaty on the Functioning of the European Union, and in particular Article 46 thereof,

Having regard to the proposal from the European Commission,

After transmission of the draft legislative act to the national parliaments,

Having regard to the opinion of the European Economic and Social Committee ⁽¹⁾,

Acting in accordance with the ordinary legislative procedure ⁽²⁾,

Whereas:

(1) Regulation (EEC) No 1612/68 of the Council of 15 October 1968 on freedom of movement for workers within the Community ⁽³⁾ has been substantially amended several times ⁽⁴⁾. In the interests of clarity and rationality the said Regulation should be codified.

(2) Freedom of movement for workers should be secured within the Union. The attainment of this objective entails the abolition of any discrimination based on nationality between workers of the Member States as

regards employment, remuneration and other conditions of work and employment, as well as the right of such workers to move freely within the Union in order to pursue activities as employed persons subject to any limitations justified on grounds of public policy, public security or public health.

(3) Provisions should be laid down to enable the objectives laid down in Articles 45 and 46 of the Treaty on the Functioning of the European Union in the field of freedom of movement to be achieved.

(4) Freedom of movement constitutes a fundamental right of workers and their families. Mobility of labour within the Union must be one of the means by which workers are guaranteed the possibility of improving their living and working conditions and promoting their social advancement, while helping to satisfy the requirements of the economies of the Member States. The right of all workers in the Member States to pursue the activity of their choice within the Union should be affirmed.

(5) Such right should be enjoyed without discrimination by permanent, seasonal and frontier workers and by those who pursue their activities for the purpose of providing services.

(6) The right of freedom of movement, in order that it may be exercised, by objective standards, in freedom and dignity, requires that equality of treatment be ensured in fact and in law in respect of all matters relating to the actual pursuit of activities as employed persons and to eligibility for housing, and also that obstacles to the mobility of workers be eliminated, in particular as regards the conditions for the integration of the worker's family into the host country.

⁽¹⁾ OJ C 44, 11.2.2011, p. 170.

⁽²⁾ Position of the European Parliament of 7 September 2010 (not yet published in the Official Journal) and decision of the Council of 21 March 2011.

⁽³⁾ OJ L 257, 19.10.1968, p. 2.

⁽⁴⁾ See Annex I.

Craftsman Journal South-Westfalia

The Recognition Act and the Employment Order open up new opportunities for the skilled crafts sector.¹⁹

In order to remedy the continuing shortage of skilled workers in Germany, the Federal Government has taken measures and initiated the Recognition Act and the Employment Order. The Employment Order²⁰ created the basis for facilitating the immigration of skilled workers to Germany. The Recognition Act is intended to give foreign skilled workers the opportunity to have their vocational qualifications obtained in their home country officially recognised in Germany.

Before the "Act to Improve the Determination and Recognition of Professional Qualifications Acquired Abroad" (the "Recognition Act")²¹ came into force, only a few foreign skilled workers had the opportunity to have their vocational qualifications assessed. The law has changed this. It creates a procedure for all professions regulated by federal law which is as uniform and transparent as possible. In this way, the equivalence of the foreign vocational qualification with the German qualification can be determined.

In many professions, this is a prerequisite for being allowed to work at all. This applies above all to regulated professions, including the craft sector, which requires a permit. The Act improves the chances for people who have acquired their professional qualifications abroad to work in Germany in the profession they have learnt and thus facilitates better integration into the labour market. In many companies, workers with a professional qualification acquired abroad have already been permanently integrated into the company.

However, the recognition procedure has its costs. The fee framework is laid down in the regulations of the Chamber of Crafts. The amount of the costs depends on the expenditure in the individual case. The costs are to be paid by the applicant unless they are covered by other bodies. Low-income earners can also apply for a cost subsidy for the recognition procedure, because professional recognition should not fail because of the costs.

Any person - irrespective of nationality and residence status - who has completed state-regulated education abroad and obtained a state-regulated professional qualification can apply for such a procedure to determine equivalence. The determination of equivalence examines whether there are significant differences between the vocational qualification obtained abroad and the German vocational qualification. By determining equivalence, employers can better identify which qualifications applicants with foreign qualifications have and ideally attract suitable skilled workers to their company.

In addition, the " Order on the Employment of Foreign Nationals " (the "Employment Order")²² is part of the "skilled labour offensive". On the basis of the Employment Order, the Federal Employment Agency ²³ maintains a positive list²⁴ of professions for which foreign skilled workers are desired in companies and for which labour market and integration policy are responsible. Almost all crafts occupations are on the positive list, including that of plant mechanic for sanitary, heating and air-conditioning technology.²⁵

Particularly in times of a shortage of skilled workers, the Recognition Act and the Employment Order serve as instruments to cover the need for qualified employees in companies. Further information can be obtained from

¹⁹ Based on: *Federal Ministry of Education and Research: Recognition of foreign professional qualifications.*

²⁰ Cf. Federal Employment Agency (2010): *Positive list. Immigration of skilled workers into training occupations*, p. 9.

²¹ Cf. Federal Ministry of Education and Research: *Recognition of foreign professional qualifications.*

²² Cf. Federal Ministry of Justice and Consumer Protection: *Employment Ordinance.*

²³ In Germany, the Federal Employment Agency is an authority whose task is in particular the placement service, employment promotion and employment administration.

²⁴ Cf. Federal Employment Agency (2010): *Positive list. Immigration of skilled workers into training occupations*, p. 9.

²⁵ Cf. *ibid.*, p. 3.

the South Westphalia Chamber of Crafts²⁶, contact: Sarah Hahn, Phone +49 2931 789 123, email: sarah.hahn@hwk-swf.de.

By Sarah Hahn/ 12 June 2019

²⁶ A Chamber of Crafts represents the interests of the entire craft sector in a chamber district. Among other things, it determines the regulations for training in craft trades, supervises craft enterprises and is responsible for the further training of craftsmen, for example to become master craftsmen (cf. Unternehmer.de (2019): Handwerkskammer).

Explanation of the dual training system in Germany

The German Vocational Training System

The German vocational education and training system, also known as the dual training system, is highly recognized worldwide due to its combination of theory and training embedded in a real-life work environment.



For companies the dual training system is the best way to recruit skilled staff. © dpa/picture-alliance

Low youth unemployment

The German dual system offers an excellent approach to skill development, covering initial vocational education and training, further vocational education and training, careers, employability, occupational competence and identity. Thanks to the dual system, Germany enjoys low youth unemployment and high skill levels. In Germany, about 50 percent of all school-leavers undergo vocational training provided by companies which consider the dual system the best way to acquire skilled staff.

The dual system is firmly established in the German education system. The main characteristic of the dual system is cooperation between mainly small and medium sized companies, on the one hand, and publicly funded vocational schools, on the other. This cooperation is regulated by law. Trainees in the dual system typically spend part of each week at a vocational school and the other part at a company, or they may spend longer periods at each place before alternating. Dual training usually lasts two to three-and-a-half years.

The Vocational Training Act of 1969, which was amended in 2005, introduced this close alliance between the Federal Government, the federal states (the 'Länder') and companies with a view to providing young people with training in nationally recognized occupations which is then documented accordingly by means of a certificate issued by a competent body, i.e. a chamber of industry and commerce or a chamber of crafts and trades.

Continuous updating of training regulations

There are currently around 330 occupations requiring formal training in Germany. Employer organizations and trade unions are the drivers when it comes to updating and creating new training regulations and occupational profiles or modernizing further training regulations.

As a result, training, testing and certificates are standardized in all industries throughout the country. This ensures that all apprentices receive the same training regardless of region and company. Moreover, employers have trust in these certificates as they provide evidence of what an individual knows and is able to do.

The shared responsibility between government, employers and trade unions also helps in responding to emerging new challenges such as digital innovations like the Internet of Things which will have an increasing impact on manufacturing and the way work is organized.

The digital revolution will bring about significant changes to occupational profiles and training regulations as well as to continuing vocational education and training (CVET), providing challenges that are already being addressed, for example, by the joint “Skills for the digital workplace of tomorrow” initiative of the Federal Ministry of Education and Research (BMBF) and the Federal Institute for Vocational Education and Training (BIBB).

Best form of recruitment for companies

Businesses that take part in the dual training scheme consider vocational training to be the best form of personnel recruitment. Companies which provide training not only save on recruitment costs but also avoid the risk of hiring the wrong employee for the job. Investment in first-class training is a key factor for success in an increasingly competitive world.

The main benefit for apprentices is that they receive market-relevant training that improves their chances on the labour market which is constantly evolving and upgrading skills in response to the latest innovations of the digital age while simultaneously broadening their social and democratic participation.

International attractiveness of high quality training

There is a growing awareness across Europe and all over the world that excellent work-based vocational education and training is vital for competitiveness and social participation. Demand from other countries for cooperation with Germany in this area remains high. To this end, the Federal Education Ministry supports initiatives such as the European Alliance for Apprenticeships launched by the European Commission.

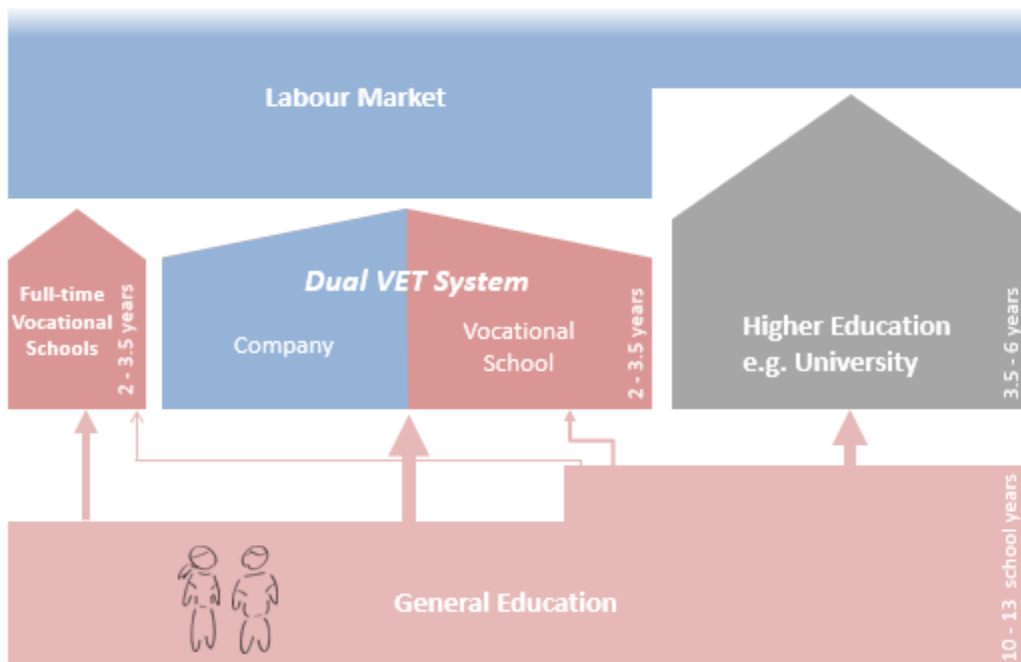
Together with the relevant ministries from countries which also have a dual system (Austria, Switzerland, Luxembourg and Denmark), Germany has launched an online “Apprenticeship Toolbox” to provide support for decision-makers throughout Europe who want to implement the key principles of dual apprenticeship schemes (<http://www.apprenticeship-toolbox.eu/>). The development of high quality vocational education and training is also the guiding principle of bilateral cooperation under the Berlin Memorandum of December 2013 with Greece, Portugal, Italy, Slovakia and Latvia.

The Federal Education Ministry is also closely cooperating with the OECD in the context of work-based learning.

Source: Federal Ministry of Education and Research in Germany

<https://www.bmbf.de/en/the-german-vocational-training-system-2129.html>

Overview – *Dual VET*: a common path to employment in Germany



Source: inspired by The Federal Government (GOVET presentation: *Dual VET – Vocational Education and Training in Germany*)

<https://www.bibb.de/govet/de/54880.php#Duale%20Berufsbildung%20in%20Deutschland>

Telephone protocol between Alexander Kremer and the Chamber of Commerce

Chamber of Commerce clerk: Chamber of Commerce Siegen, Angelika Meier speaking - what can I do for you?

Kremer: Hello! Alexander Kremer here. I wanted to ask if there are any news on the audit of my business.

Clerk: Hello Mr. Kremer, can you give me the associated order number, please?

Kremer: The order number is 28xY90AB.

Clerk: Ok. Wait a moment, I'll just take a look.

Kremer: Thank you.

Clerk: Ah, there it is. The examination of the company "Alexander Kremer GmbH" according to BBiG section 3 "Suitability of training centers and training staff" is already done, the written protocol is still being worked on and should reach you by mail once finished.

Kremer: That's good news! Can you tell me the test results?

Clerk: Sure, I can read you the important extract from the summary of results. "On the basis of your request dated 4th of April 2019, we have examined according to BBiG §27 whether your company is suitable for the type and equipment of vocational training. In addition, the suitability of potential trainers was examined. We did not notice any entries in their criminal records, so that according to BBiG §27 we do not have concerns about the personal suitability of the employees. The technical examination according to BBiG §28 was also positive, because the examined employees have already completed the training as a plant mechanic for sanitary, heating and air-conditioning technology and have been working in this field for several years. "

Kremer: What is meant by several years?

Clerk: Every journeyman or woman who wants to become a trainer has to work in this position for at least six years, of which they have to hold a leading position for four years.

Kremer: Great, I think I have some suitable candidates. All in all, that sounds very promising.

Clerk: Exactly, you are already well prepared in these areas. However, the required trainer's aptitude test is still pending. Once the staff members have completed the training and ensured that the number of trainees is aligning with the number of skilled workers, there is nothing in the way of starting training.

Kremer: Sounds good. But I have another question. What do you mean by an appropriate number?

Clerk: This is not specified and varies by the number of trainees. As a guideline, we recommend 1-2 trainees with one trainer, 3-5 trainees with two trainers, 6-8 trainees with 3 trainers, from then on one additional trainee per further 3 skilled workers.

Kremer: That's why I need applicants first (laughs). Oh, can you just show me possible dates for the trainer's aptitude test?

Clerk: So for potential applicants there are flyers on the Chamber of Commerce that you are more than welcome to distribute in your company. A complete listing of all dates would be too extensive for a phone call, but I will gladly send you the information by mail. Is the mail address alexander.kremer@kremer-gmbh.de still up to date?

Kremer: That would be helpful. Yes, the email address is correct. Thank you very much!

Clerk: Well then I'll finish up the mail and if further questions should arise, you can still contact me by phone.

Kremer: Thank you very much, you've helped me a lot.

Clerk: No cause. Speak to you soon.

From: Chamber of Commerce Siegen (meier@cocs.de)
To: alexander.kremer@kremer-gmbh.de
Date: 18.04.2019
Subject: Information Material for Applicants

Dear Mr. Kremer,

as discussed in the telephone call, you will find the Chamber of Commerce information material for your company attached. I am pleased about your wish to become a training company and hope for a good cooperation in the next years.

If you have any further questions regarding the material or the application process, you can contact us by phone or e-mail.

Yours sincerely

Angelika Meier

Clerk of the Chamber of Commerce Siegen



Trainer's aptitude test

Contents of the trainer's aptitude test

The trainer suitability test consists of a written and a practical exam. Case-related tasks are to be dealt with in the written exam. They consist of programmed tasks (multiple choice). The processing time is 180 minutes. The written exam is done with tablets. The practical exam consists of the presentation or practical implementation of a training situation and a subsequent expert discussion. You can inform yourself about the procedure of the examination in detail.

Registration for the exam

Please use our registration form to register for an exam date. The registration deadline is four weeks before the start of the exam. Incomplete or late registrations can lead to the fact that they cannot be considered for the desired examination date.

Please note that there is a limited amount of examination spots each month.

Examination dates

The written exam takes place 4 times a year on the first tuesday of the month that does not fall on a public holiday.

Audit fees

The examination fee is 170.00 Euro according to the fee schedule.

Admission prerequisites

For the trainer's aptitude test, the regulation does not require a review of the admission requirements. Please register with consideration of the registration deadline.

In order to acquire the necessary knowledge for the trainer suitability test and thus to ensure passing the exam, there is appropriate technical literature as well as preparatory seminars of various organizers

Training Courses for Exam Preparation

The presented dates and costs refer exclusively to the Chamber of Commerce Siegen.

For competitive reasons, we are obliged to inform you that other providers also offer preparatory courses. Corresponding cost inquiries are to be addressed directly to the respective providers.

Type of Course	Period of time	from- to	Location	Price
Two-week intensive course	16.09- 27.09.2019	Monday till Friday, every day: 8- 16	Cologne	600€
Two-week intensive course	21.10- 01.11.2019	Monday till Friday, every day: 8- 16	Cologne	600€
Two-week intensive course	18.11- 29.11.2019	Monday till Friday, every day: 8- 16	Cologne	600€
Two-week intensive course	09.12- 13.12.2019	Monday till Friday, every day: 8- 16	Cologne	600€
Two-week intensive course	Dates for 2020 are not known yet			
Eight-week part-time course	07.09- 26.09.2019	Once a week every Saturday 9-17	Siegen	490€
Eight-week part-time course	02.10- 21.12.2019	Once a week every Saturday 9-17	Siegen	490€
Correspondence school	Flexible time schedule from home, total volume about 80 hours			1000€

Registration Form

Course: training course for trainer's aptitude test

From - to: _____

Intensive Cours Conditions:

The accommodation in the hotel is possible from Monday to Friday with prior registration. In this case, the cost of the accommodation is € 250 for the two-week period.

Personal Information

Last Name: _____ First name: _____

Street: _____

Postal code, City: _____

Date of birth: _____ E-Mail: _____

Phone No _____ mobil: _____

Training

From-to: _____

Crafting/profession: _____

Exam: _____
join test/final exam passed on: _____ Craft/Job other tests

(Technician, engineer, master exam)

Billing address (if different from participant)

I accept the terms and conditions of participation and costs

_____, _____
Place Date

Signature



Your tasks:

As a plant mechanic SHK (m/f/d) you can expect a variety of demanding tasks. Heaters, baths, vents and air conditioners are various components of home automation that only work properly when designed, installed and maintained by professionals.

You learn:

Your regular weekly working hours are 37. This includes, among other things, a visit to the vocational school, where you will delve deeper into the theoretical content of your training. For participation in vocational education you will be released from the training and paid by the company. You will also be exempted from participation in the intermediate and final exams. Plus, the things you need to work in and out of the lab will be made available to you free of charge by your trainer.

Duration: 3,5 years Start: annually on the 1st of August or 1st of September

Salary: (according to collective agreement) 1st year of training € 690.00, 2nd year of training € 701.00, 3rd year of training € 776.00, 4th year of training € 813.00, Plus holiday pay (50% of the trainee allowance), Christmas bonus (25% of the trainee allowance)

Leave entitlement: Trainees in the 1st and 2nd year 26 working days. In the 3rd year of training 29 working days. 4th year of training 30 working days.

Contact us for more information: trainee@chamberofcommerce.de



²⁷Shortage of skilled workers is “major topic” for craftsmen

A. Wittenberg
May 02, 2019

Berlin (aw) - Many crafts enterprises are desperately looking for employees. The trade sees the shortage of skilled workers as one of the most pressing problems in the industry. “A major topic, we have an enormous need” said Holger Schwannecke, Secretary General of the Central Association of German Skilled Crafts (ZDH), at the spring conference in Chemnitz last Tuesday.

In the previous year, 17,000 training places remained unfilled nationwide, a total of around 25,000 vacancies exist in the skilled trades. In addition, around 200,000 craft enterprises in Germany will be looking for a successor in the next few years. “We could process more orders, customers would have to wait less if we had more people,” says Schwannecke.

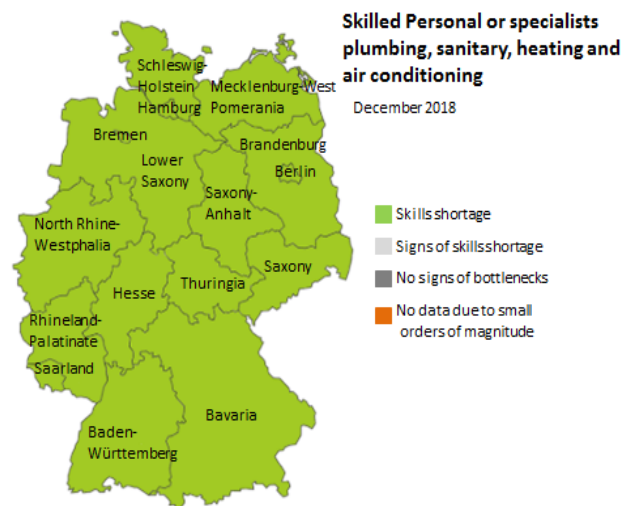
Customers wait longer and longer for craftsmen

Many orders, high capacity utilization, lack of skilled workers: This leads to longer waiting times for the customers of craftsmen. At the moment, relaxation is not in sight.

On average, it now takes almost 10 weeks for an order to be fulfilled in the entire trade. This is the conclusion of the economic report of the German Confederation of Skilled Crafts (ZDH). The reason for this is the high capacity utilization of more than 80 percent. It is said that order backlogs are still high and there is hardly any spare capacity. This will

remain the case in the coming months. This is particularly reinforced by the lack of skilled workers, as it is not possible to find suitable staff for all vacancies.

Difficulties in filling vacancies have even become the rule in many places, such as the study (4/2017) “Skilled labour bottlenecks in companies: Recipes against the shortage of skilled workers” of the KOFA shows. While in 2011 between 30 and 40 percent of jobs in small and medium-sized enterprises (SMEs) were advertised in bottleneck occupations, by 2016/2017 this had already affected 66 percent of all vacancies. There is a particular shortage of skilled workers in the plumbing, sanitary, heating and air-conditioning trades. This is shown by the high number and long duration of vacancies reported to the [German] Federal Employment Agency.



Data source: Statistics from the Agency for Employment

“The shortage of skilled workers is gradually becoming the greatest risk for an expansion of construction activity in Germany” warns Hans Peter Wollseifer, President of the Trade Association. Thus, it is already possible to partly speak of a consolidated shortage of skilled workers on the labour market.

²⁷ Abbildung aus:

<https://statistik.arbeitsagentur.de/Navigation/Statistik/Arbeitsmarktberichte/Fachkraeftebedarf/Fachkraeftebedarf-Nav.html>

Demographic pressure is growing in all federal states due to ageing in the labour market: the baby boom generation is gradually reaching retirement age - but few young people are moving up. The number of unfilled training places reached a new record high in the 2016/17 training year - it is becoming increasingly difficult to bring together job seekers and open training places.

In Particular Vocational training is in demand

Although, it is precisely skilled workers with completed vocational training who are most frequently lacking. But there is also an increasing shortage of specialists with master's or bachelor's degrees and experts in certain occupational groups. In particular, the demand for skilled workers in the skilled trades will continue to rise as society ages.

The heads of the 53 Chambers of Skilled Crafts discuss current developments in their sector at the German Chamber of Skilled Crafts Congress (DHKT) in Chemnitz. With image campaigns, workshops at trade fairs and schools, the craft recruits prospective carpenters, plant mechanics and roofers.

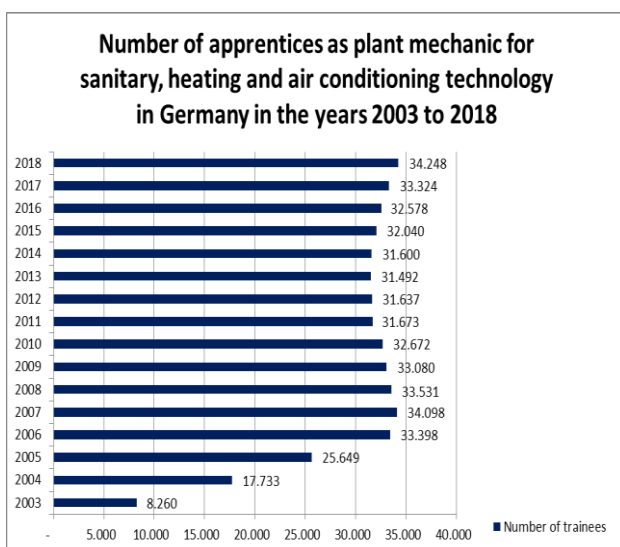
In 2018, the number of new training contracts concluded a rise for the fourth time in succession.

“But that's far from enough” says Schwannecke. He called on politicians to give vocational training the same attention as academic training.

Labour shortages

It is symptomatic of the situation in large parts of Germany: after nine years of an upswing, the labour force has become scarce. In the competition for skilled workers, companies in many places can no longer find suitable applicants, wait longer and longer for a position to be filled, can hardly expand because their workforce has been working to capacity for a long time. In many regions, the economy is on the verge of full employment.

What a radical change! For decades, the fight against unemployment has been at the center of political efforts. Now the focus is on demographic development and the question of how Germany can meet its demand for labour in the upcoming years and decades. The baby-boom cohorts are gradually retiring and retiring, the following age cohorts have significantly lower birth rates and without regular immigration - this is certain - it will not be possible to close the gap.



Sources²⁸:

<https://www.faz.net/aktuell/wirtschaft/wohnen/bauen/zu-wenig-handwerker-fuer-den-bau-wegen-fachkraeftemangel-15734246.html>

<https://www.sueddeutsche.de/wirtschaft/vollbeschaeftigung-arbeitskraefte-mangel-1.4323773>

<http://www.siegener-zeitung.de/siegener-zeitung/Kunden-warten-immer-laenger-auf-Handwerker-2doc005e-1eab-470f-8237-eca75a7ab88b-ds>

<https://statistik.arbeitsagentur.de/Navigation/Statistik/Arbeit-smarktberichte/Fachkraeftebedarf/Fachkraeftebedarf-Nav.html>

²⁸ Die Graphiken sind eigens übersetzt und angepasst. Originalquellen sind angegeben.

Newspaper article from „Augsburger Allgemeine“

Labour market

28.10.2019

Temporary agency work is stressful: Affected people suffer from it



Construction workers on a large construction site: Temporary workers often do physically heavy work and suffer from the insecurity of their jobs. Picture: Julian Stratenschulte, dpa (symbol picture)

If the economy slows down, borrowed workers are hit first. Temporary workers complain of the feeling of low appreciation and security.



Matthias Zimmermann

Compared to 1995, the number of people in temporary employment has increased almost tenfold to currently over 900,000 people, according to the employment agency. It is therefore no wonder that complaints about problems in connection with temporary employment are increasing.

Erwin Helmer, company chaplain of the Catholic Workers' Movement (KAB) in Augsburg, reports from his work with those affected above all about a frequently prevailing feeling of lack of appreciation: "I feel like a second-class person," is a frequently expressed complaint by people in temporary employment.

People in temporary employment often find it difficult to combine work and private life

Compared to permanent employees, they usually have fewer say, less wages, less security. This has consequences for all other areas of life. Many people in temporary employment said, for example, that they could not start a family because of the lack of predictability. Integration into the circle of friends is also decreasing, as people in temporary employment often no longer have time for joint activities.

This is also confirmed by the temporary employment report of the statutory accident insurance company VBG. According to this, people in temporary employment work more frequently on weekends and at unusual times of the day, i.e. before 7 and after 7 p.m. They feel more stressed by short-term changes in working hours, have more rigid working hours and less influence on the start and end of working and break times.

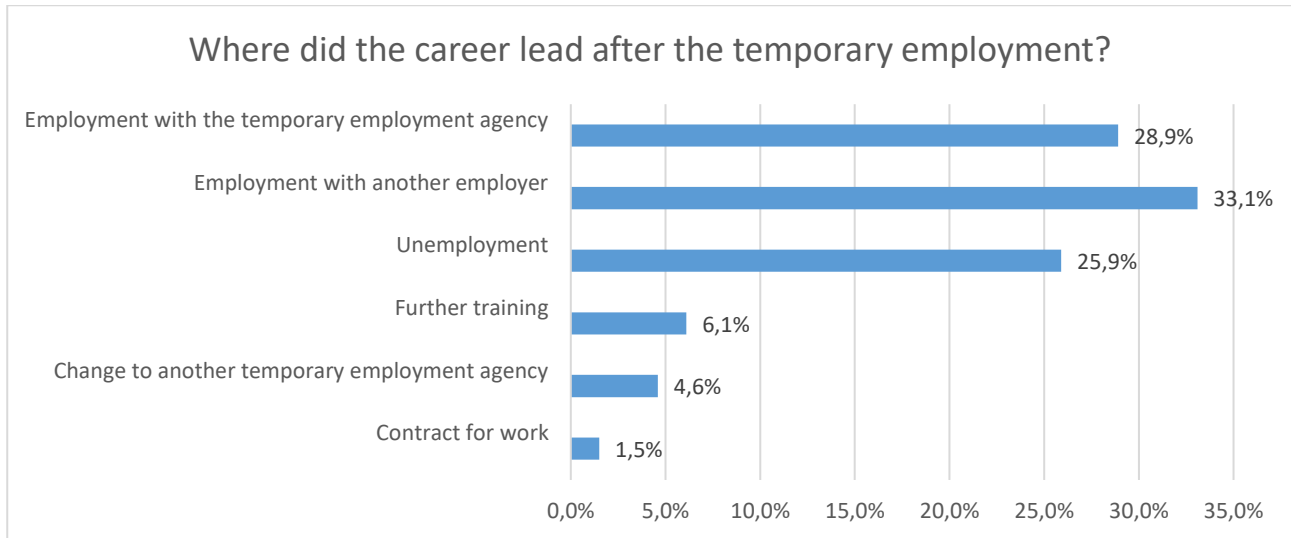
VGB report: These factors have a psychological impact on people in temporary employment

But Helmer sees even bigger problems: “Long-term temporary agency work is simply too strainful for many.” People in temporary agency work are often damaged in their self-confidence and are therefore willing to work for relatively low wages or under poor conditions. The lack of representation of interests also contributed to this. Temporary workers often have no works council.

According to the VGB report, people in temporary employment actually rate their health and working conditions less well than people in regular employment. In a questionnaire on the assessment of specific psychological stresses on temporary work, the experts identified, among other things, the key influencing factors, such as resource planning, equal treatment and social support in temporary employment agencies. In addition, there is pressure to perform and a lack of compatibility between work and private life.

Source: Zimmermann, Matthias (2019): "Leiharbeit ist belastend": Darunter leiden Betroffene, 28.10.2019. Online verfügbar unter <https://www.augsburger-allgemeine.de/wirtschaft/Leiharbeit-ist-belastend-Darunter-leiden-Betroffene-id55863541.html>, zuletzt geprüft am 20.07.2020., translated by translate.google.com

Chart on career development after temporary employment (data: year 2018)



Source: Orizon GmbH (08.08.2018): Mit "Vitamin Z" schnell zum nächsten Job / Zwei Drittel aller Zeitarbeitnehmer finden über Zeitarbeit neuen Arbeitgeber. Augsburg. Online verfügbar unter <https://www.presseportal.de/pm/80999/4029105>, zuletzt geprüft am 20.07.2020., own illustration based on the data of the source

Newspaper article from „Augsburger Allgemeine“

Fairness in the job market

EU wants to stop exploitation of foreigners

March 1, 2018 at 11:07 pm



During construction, it happens again and again that foreigners are fed off with cheap wages and thus undermine tariff standards. *Photo: dpa / Christoph Schmidt*

Brussels There has long been controversy in the EU about fair labor standards for workers from abroad. A first breakthrough has now been made.

By Verena Schmitt-Roschmann

Stefan, Yasha, Milan and Vito came from Slovenia to a construction site in Munich. When they only received 844 euros each after a total of 1400 working hours, they complained. This was followed by termination without notice and being expelled from the accommodation. The Social Democrats documented the case in 2015 in the European Parliament, who have been campaigning against wage and social dumping for posting workers in Europe for years. Since yesterday there has been at least a basic agreement to tighten the so-called posting of workers directive, which is supposed to curb abuse.

In future, the principle should apply: equal pay for the same work at the same place. EU foreigners should not only receive minimum wages, but tariff benefits and extras. Costs for travel or accommodation may no longer be charged. And after a maximum of 18 months, the posting should end and domestic social law should apply.

The final decision should take a few more weeks, but says Jens Geier, the head of the SPD MPs in the European Parliament: "We are happy and proud that things are finally going to go well here." The German Trade Union Federation sees the same. Management Board member Annelie Buntenbach expects the reform to "bring about concrete improvements, especially in the remuneration of posted workers".

The unions have been drumming for stricter rules and more controls for years. According to them, exploitation of posted workers is a mass phenomenon. "Abuse and wage dumping exist in almost all sectors in which posted workers work," says Buntenbach. According to the EU Commission, there were 2.05 million posted workers across Europe in 2015 - 41.3 percent more than in 2010. In Germany there were just under 420,000.

Most of them presumably work satisfied and regularly paid, as the DGB writes in its study "Unlimited fair mobility". But in some sectors, such as construction, cleaning columns and slaughterhouses, care and catering, especially Eastern European employees would also be "systematically exploited". According to the EU Commission, posted workers sometimes earn only half of their wages from local colleagues. All of this should no longer be possible after the reform of the posting of workers directive. However, there will still be differences in social insurance in the future. Posted workers may take out health or pension insurance, the premiums of which are sometimes much lower in Eastern Europe than in Western Europe. The bottom line is that wage costs for posted workers are still cheaper than for native workers.

The fact that after a two-year dispute and months of negotiations has now achieved a breakthrough is a triumph for those involved. Because the interests of the EU countries differ widely on the question - just as much as economic power, social standards and wages in the EU. Labor costs - i.e. wages and ancillary costs - per hour in Denmark in 2016 were 42 euros. In Bulgaria it was just 4.40 euros. The eastern EU countries with low wage and social costs do not want their citizens to be locked out of lucrative labor markets in the west. The governments of western countries, on the other hand, fear the anger of their own citizens when lawless low-wages undermine high wage and social standards. Ultimately, however, both sides know that they are dependent on each other. Would hundreds of thousands of nurses, waiters, Truck drivers from Eastern Europe are missing, entire industries would probably come to a standstill.

The preliminary agreement is now being discussed with the Council of Member States and the bodies of the European Parliament. It should be finally decided by the middle of the year.

Source: Schmitt-Roschmann, Verena (2018): Fairness auf dem Arbeitsmarkt: EU will Ausbeutung von Ausländern stoppen. In: *Saarbrücker Zeitung, Verlag und Druckerei GmbH*, 01.03.2018. Online verfügbar unter https://www.saarbruecker-zeitung.de/nachrichten/wirtschaft/eu-will-ausbeutung-von-auslaendern-stoppen_aid-7697307, zuletzt geprüft am 20.07.2020., translated by translate.google.com

Business Encyclopedia

Recruitment²⁹

Definition

Recruitment is a sub function of Human Resources with the task of finding and hiring required by a company. The term *personnel recruitment* is also increasingly used.

Detailed definition

1. Term: personnel recruitment; partial function of the personnel management with the task to recruit labour force required by a company in
 qualitative, quantitative, temporal and spatial terms.
2. Personnel recruitment measures are triggered when a shortage of personnel is identified (personnel requirements). In case of a shortage, a decision is first made about the type of cover. Following alternatives are included:
 - (1) Adjustment of personnel capacity without changing the number of employees, e. g. through personnel leasing;
 - (2) Adjustment due to changes in the number of employees, in particular due to new hires (selection of personnel);
 - (3) Filling of a vacant position by an already existing employee by transfer, promotion, etc. (internal Personnel recruitment). The decision-making scope of personnel recruitment is determined by numerous internal, external and legal factors.
3. Recruitment tools:
 - (1) Incentive instruments: material, immaterial; work situation as an incentive factor;
 - (2) Recruitment practice: mainly online-based, e. g. via career websites, online job exchanges, social media platforms; However, the personnel search is also still carried out via print advertisements, directly via personal contact, e. g. headhunting, or via social networks; indirectly via the involvement of procurement agents, e. g. Federal Employment Agency, personnel consultancy, etc.
 - (3) Communication policy: recruitment, public relations (PR), etc.: Great Place to Work and the Candidate Experience, also employer evaluation platforms, see for example *Kununu*. The instruments of personnel recruitment should be used to recruit a sufficiently large circle of staff. The instruments are combined in a target-oriented manner when a specific recruitment requirement is covered by reasonable costs. The effectiveness of each of the instruments must be assessed in relation to the group of potential candidates concerned as well as the relevant segments of the labour markets. The strategic importance of a professionally designed recruiting process is undisputed when it comes to maintaining, expanding and sustainably strengthening the overall performance of an organization (Performance Management). Today, qualified employees are one of the decisive factors for the success of an organization and this not only since the discussion about the so-called shortage of skilled workers.
4. A selection process identifies the most suitable candidate for the organization. If a candidate is found, the company will negotiate an employment contract. After the applicant has accepted the contract offer, his or her induction training at the workplace, so-called onboarding, begins. In addition to getting to know his/her work colleagues, the introduction to the work processes and the support via additional qualification measures are helpful in order to be able to use the employee's potential as quickly as possible in the interests of the organization.

²⁹ vgl. Gabler Wirtschaftslexikon, Art. Personalbeschaffung; <https://wirtschaftslexikon.gabler.de/definition/personal-beschaffung44990/version-26829>; eigene Übersetzung.

5. The responsibility of the **human resources department** in recruiting personnel and then in selecting personnel depends on the professional Process conception. The job profiles derive from the organizational requirements, which define which recruitment steps are considered as necessary. Furthermore, this includes deciding which quality standards (KPI's) must be taken into account. In the operational implementation, the human resources department then ensures that the previously defined partial steps and quality standards are adhered to. In this respect, the human resources department is responsible for the process driver and Process assurance function. Together with the management, the personnel managers then agree on recruitment process and the quality standards. The respective responsibilities in the process are also defined together. Basically, the management is required for the definition of the job profiles and responsible for the decisions in the process. The human resources department advises the managers and supports them in the sense of a service provider by professionally and administratively supporting them.