



Federal Ministry  
of Education  
and Research



# Training for the future

JOBSTARTER – Objectives, tasks and achievements

JOBSTARTER



EDUCATION



European Union

Federal Institute for  
Vocational Education  
and Training



- ▶ **Researching**
- ▶ **Advising**
- ▶ **Shaping the future**

JOBSTARTER is financed from funding provided by the Federal Ministry of Education and Research and the European Social Fund of the European Union. The programme is operated by the Federal Institute for Vocational Education and Training.



The success of any economy depends on the skills of its workforce. Demographic change means that German trade and industry is more reliant than ever on every single well trained young person. The completion of in-company training brings attractive employment and opportunities for advancement. Our dual system of vocational education and training prepares young people for the world of work by closely linking theory and practice.

Since 2006, the Federal Ministry of Education and Research has been successfully supporting regional training structures with its JOBSTARTER funding programme. JOBSTARTER projects have acquired so far over 62,000 training places and placed more than 43,000 young people in training. There have been five rounds of funding until now in which more than 280 projects have been approved.

JOBSTARTER projects assist small and medium-sized companies in offering training places, support young people in the transition from school to work and foster collaborative training ventures. JOBSTARTER has also succeeded in improving participation in training by self-employed individuals with a migrant background.

JOBSTARTER has continued to strengthen dual training in Germany. This brochure provides clear and concise information on the JOBSTARTER programme and helpful ideas for all those involved in vocational education and training.

A handwritten signature in blue ink that reads "Johanna Wanka". The signature is written in a cursive style.

Prof. Dr. Johanna Wanka  
Federal Minister of Education and Research



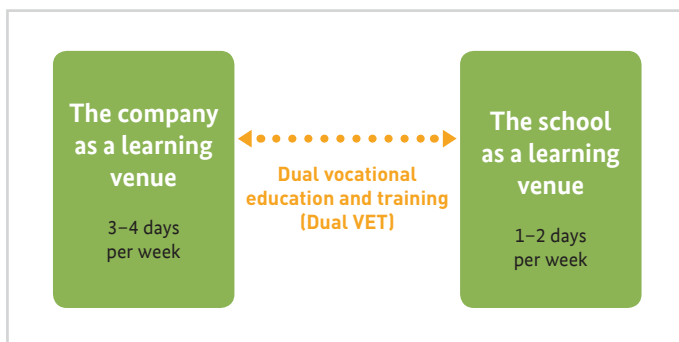
## Contents

<b>Vocational education and training – an investment in the future</b>	6
<b>JOBSTARTER secures training</b>	8
<b>External Training Management</b>	12
<b>KAUSA</b>	14
<b>Additional qualifications</b>	16
<b>Part-time training</b>	18
<b>The Educational Chains Initiative</b>	20
<b>Service</b>	22

## Vocational education and training – an investment in the future

Well trained skilled workers benefit all parties. Young people are able to enter into working life and companies are in a position to secure a supply of up-and-coming talent. Vocational education and training (VET) thus contributes to economic and social progress and provides an important basis for future prosperity in Germany. Demographic change means that there are fewer school leavers to fill a larger number of training places. A shortage of skilled workers is even beginning to manifest itself in some fields. All of this means that young people have a good chance of finding training in their desired occupation.

The selection is wide. There are more than 340 training occupations in Germany as well as a diverse range of continuing training. Young people with a vocational qualification have the best labour market opportunities. Dual training takes place at two learning venues – at the company and at a vocational school. The companies deliver training that is largely practical in nature making young people more employable. This is supplemented by theoretical teaching that takes place at the vocational school. This combination of theory and practice makes dual training the flagship of the German educational system and creates global prospects for combating youth unemployment.



## Challenges

Despite its success, VET in Germany is currently facing a multitude of challenges:

- an already discernable shortage of skilled workers
- difficulties for companies in integrating disadvantaged young people
- a rapid change and a rise in requirements in the workplace
- continuing internationalisation of business
- the creation of a European Education Area and the associated introduction of new process and competence oriented VET concepts

These are the main topic areas being jointly addressed by policy-makers and trade and industry in order to bring about long-term structural improvement.

## Political initiatives

In order to meet these challenges, the Federal Ministry of Education and Research has set up a flexible programme at the Federal Institute for Vocational Education and Training (BIBB) JOBSTARTER. This involves the launching of a wide range of initiatives and extensive project funding to pilot innovative instruments for the improvement of VET. In this way the programme implements policies adopted by the “National Pact for Training and Young Skilled Workers in Germany” and addresses the proposals from the 2009 Training Initiative and the 2013 Demographic Summit. The aim is to secure the supply of young skilled workers by offering training to every willing and capable young person.

## JOBSTARTER secures training



The programme's official title - JOBSTARTER – Training for the Future – describes its objective. The Federal Ministry of Education and Research (BMBF) has been using JOBSTARTER to generate structural impetuses for vocational education and training all over Germany since 2006. The main aims are as follows:

- Improve regional training structures
- Create training places
- Pilot innovative instruments in vocational education and training



### Supporting companies, shaping training and acquiring skilled workers

JOBSTARTER supports small and medium-sized enterprises (SMEs) in securing a supply of young skilled workers. The BMBF has made funding of €125 million available so far, including financing from the European Social Fund. Over 280 innovative projects have already been supported nationwide via five rounds of funding. All of these projects are delivering tangible results by creating and filling training places in



SMEs in particular. There are also qualitative goals – better VET structures and a differentiated training system in which the diverse target groups can achieve a vocational qualification. JOBSTARTER's results have been impressive. 63,000 new training places have been created across Germany since 2006. The projects taking part in the sixth round of funding will commence work in the autumn of 2013.

### **A joint commitment to training – the JOBSTARTER Programme Office and the regional offices**

JOBSTARTER projects are instigated by the JOBSTARTER Programme Office at the Federal Institute for Vocational Education and Training (BIBB), which in turn is supported by four regional offices in the North, South, East and West of the country. Regional bodies submit applications on the basis of topic-related funding announcements. The JOBSTARTER Programme Office selects projects to be granted funding in conjunction with the BMBF. Together with the regional offices, the Programme Office is also jointly responsible for the ongoing management of the projects for cross-cutting activities. Tasks include:

- Training courses, site visits and evaluation of project work
- Networking in the form of workshops or conferences that provide an opportunity to swap experiences and strengthen cooperation
- Events that encourage the specialist academic research community to engage with the JOBSTARTER projects
- Public relations work in the form of brochures, events, press, films and websites
- The lobbying of decision makers in government and trade and industry.

The BMBF and the Programme Office are provided with support and guidance in the development of funding strategies and in the selection of projects by an **Advisory Committee** comprising representatives of the federal states, trade and industry (employers and employees) and the academic research community.

## FACTS

### Training occupations in the dual system

Training occupations in every sector: Agriculture, Healthcare, Craft Trades, Office/Administration, Industry, Trade.

There are around 350 training occupations in Germany.

### Arguments for dual training

#### Benefits for trade and industry

- ⊕ Secures the supply of skilled workers
- ⊕ Reduces induction costs
- ⊕ Increases motivation and company loyalty
- ⊕ Precisely tailored skills
- ⊕ Productive trainees

#### Benefits for young people

- ⊕ Good opportunities on the labour market
- ⊕ Recognised certificate
- ⊕ Practically related training
- ⊕ Training allowance

### Division of tasks in dual training

- The main developments in dual training are an object of joint consultation between the Federal Government, the federal states and trade and industry (trade unions and employers).
- Results for which consensus has been reached are implemented in practice by all participants within their respective area of responsibility.
- All participants act within a binding national legal framework, in particular the Vocational Training Act (BBiG).

Source: Federal Ministry of Education and Research – Duale Ausbildung sichtbar gemacht (Dual training made visible), 2011

## Diversity of approaches and methods

The JOBSTARTER projects cover a wide range of aims within a large number of branches and occupations. Some projects provide specific support to training at companies owned by individuals from a migrant background, whereas others target the high-tech, natural sciences and environmental technology sectors. There are also projects which focus on certain occupations in target sectors including metal working technology, electrical engineering and biotechnology. All kinds of occupational profiles in the craft trades are also covered. There are also projects tackling areas such as training marketing and the initiation of cooperative training as well as those concentrating on the establishment of regional training networks.

Most JOBSTARTER projects offer External Training Management for SMEs. Such free support reduces the burden on in-house trainers. These projects

- help companies with the organisation and implementation of training
- notify companies about the prerequisites and requirements of dual training
- provide information on new and modernised training occupation
- advise on the organisation of cooperative training
- acquire additional training places
- identify suitable applicants and trainees

A number of particularly successful main thematic focuses of the programme work undertaken by JOBSTARTER (External Training Management, KAUSA, additional qualifications, part-time training) and the Educational Chains Service Agency – which has been located at the JOBSTARTER Programme Office since 2011 – are presented as examples below.

# External Training Management



External Training Management involves offering small and medium-sized companies (SMEs) the advice and support they need to provide dual vocational education and training in a way that always responds to specific company needs. The JOBSTARTER projects analyse these needs and assist amongst other things in finding suitable trainees. They also offer support during the first year of training if required.

## BACKGROUND

SMEs wishing to provide training often face various hurdles. Some fear they may not have enough staff or financial resources whilst others are so specialised that they require a partner company in order to cover all training contents. Meanwhile, competition to secure the best trainees is becoming ever fiercer in the light of demographic developments. This means that smaller companies in particular are becoming increasingly dependent on training their own skilled workers to secure future survival.

## GOOD PRACTICE

Henrik Trompeter, Managing Director of Marlu Medizintechnik in Detmold, wanted to offer training. “The important thing was to find young staff to train in order to meet our long-term needs.” He was, however, unsure of the appropriate training occupation and of how to cover all training contents. Support came from the JOBSTARTER “Innovation for Training” project, which identified a suitable occupation and company for cooperative training and recruited the right trainee via a matching process.

## EXTERNAL TRAINING MANAGEMENT SERVICES

- **Entry to training:** reasons for offering training, advice on suitable training occupations
- **Access to applicants:** marketing activities for little-known/unpopular occupations, regional networking
- **Matching:** identification of suitable applicants
- **Training support:** assistance with administration, coordination of training contents, conflict management



# KAUSA



The aim of the KAUSA Coordination Agency is to achieve a higher level of participation in training by self-employed migrants. As part of the JOBSTARTER programme KAUSA enables such entrepreneurs to offer training places and secure their own skilled worker requirements by demonstrating the benefits of dual training. The agency also works to convince young people from a migrant background and their parents of the advantages of company-based training.

## BACKGROUND

Although Germany currently has around 728,000 entrepreneurs from a migrant background creating well over 2 million jobs, only 14 percent of these train their own skilled workers. Entrepreneurs are frequently unaware that they are permitted to provide training. Bureaucratic and language difficulties also act as a hurdle. KAUSA projects advise companies on how to enter and conduct dual training and support young people seeking a training place.

### GOOD PRACTICE

Boutique owner Veronica Ambrosio had long assumed that she was not permitted to offer training. “I received my own sales training from a major company and didn’t think that I was allowed to provide training as an individual.” The KAUSA project Abba supported Veronica by inviting her to attend a course to prepare for the Trainer Aptitude Examination. On the course she learned all about the dual training system and the selection of suitable applicants and has now recruited her first trainee.

### FACTS AND FIGURES

- **Almost one in four of self-employed people** in Germany are from a migrant background. These entrepreneurs are active in over 90 trade and industry sectors.
- **36 KAUSA projects** have so far acquired almost 9,000 training places in companies run by people with a migrant background.
- **Young people from a migrant background** participate much less in dual training than those with a non-migrant background.

### KAUSA MEDIA PRIZE

“Make them visible – educational pathways of migrants” is the motto of the KAUSA Media Prize, which has been conferred annually by the Ministry of Education and Research since 2010.

The €30,000 prize is awarded to young journalists who produce objective and balanced reporting on people with a migrant background and on the educational pathways they pursue.

For more information visit [www.kausa-medienpreis.de](http://www.kausa-medienpreis.de).



**KAUSA**  
MEDIENPREIS  
2013

## Additional qualifications



Additional qualifications enable companies to adapt the training of their skilled workers to special operational requirements. Those completing additional qualifications alongside their normal training ideally also acquire a qualification in an advanced training occupation. JOBSTARTER has been funding projects for the development and piloting of additional qualifications during dual training since 2008.

### BACKGROUND

Additional qualifications go beyond the training content stipulated by training regulations. They expand or deepen trainees' occupational competences. Additional qualifications may be occupationally specific or interdisciplinary. They take place during dual training or start directly after its completion. Additional qualifications are provided by vocational schools, other educational establishments or by the companies themselves.



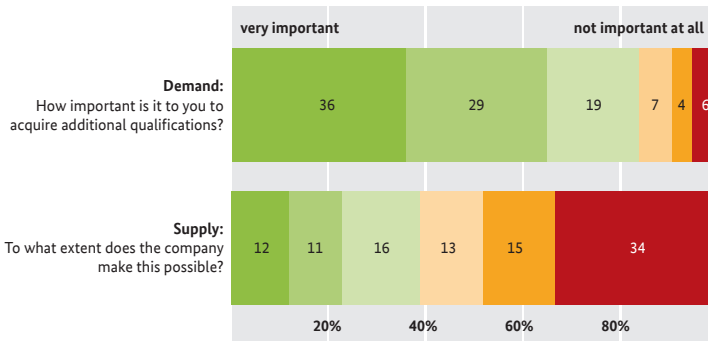
**GOOD PRACTICE**

JOBSTARTER projects have developed numerous additional qualifications. The additional qualification for “Assistant for energy and resources in the crafts”, for example enables participants to identify how companies can save money. Electricians, joiners and plant mechanics can all supplement training by undertaking 240-hour evening courses at vocational schools to learn all about energy, resources and communication. Courses extend over two years.

**FACTS AND FIGURES**

- **The benefit for companies:** They can impart company-specific expertise at an early stage or deliver broader training. They are also able to increase the attractiveness of dual training.
- **The benefit for trainees:** They gain enables knowledge that can open up new fields in work and labour market prospects.
- **www.ausbildungplus.de** provides information on more than 2,200 additional qualifications across Germany.

**Additional qualifications worthwhile from the point of view of trainees**



Source: BIBB study “Ausbildung aus Sicht der Auszubildenden” – [www.ausbildungplus.de](http://www.ausbildungplus.de)

## Part-time training



Companies reach a motivated and responsible target group by offering part-time training. Moreover, they open up new career prospects for young people with families. Trainees work fewer hours per day or week and have more time for their families. JOBSTARTER projects support companies and young people in various ways. For example, they help to create part-time training places raising awareness about this form of training across the country.

### BACKGROUND

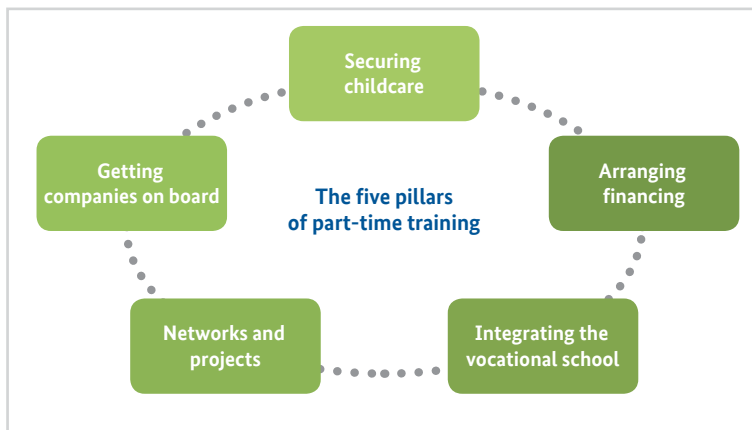
Although part-time training has been enshrined within the Vocational Training Act since 2005, many young people and companies remain unaware of the opportunities it offers. JOBSTARTER provides information on the topic and supports projects that meet the four major challenges connected to part-time training. These are the securing of financing and child care, the scheduling of vocational school teaching and the creation of networks to advise and inform companies and young people.

## GOOD PRACTICE

Single mother Zuzanna Pigulla (28) is a part-time trainee office clerk at a management consultancy firm. Her placement was arranged by the Advisory Centre for Part-Time Training, a JOBSTARTER project in Hattingen. Zuzanna works a seven hours per day three days a week and has a working time account which she can manage to suit her own needs. She attends vocational school twice a week. Her children are able to remain at primary school and a daycare centre until 4 pm.

## FACTS AND FIGURES

- **11 JOBSTARTER projects** have created more than 270 part-time training places so far.
- **JOBSTARTER publications** providing information on part-time training are available free of charge at [www.jobstarter.de/ausbildung-in-teilzeit](http://www.jobstarter.de/ausbildung-in-teilzeit).
- **The JOBSTARTER guides** strengthen the broad dissemination of information on part-time training and the firm establishment of this form of training at a national level.



# The Educational Chains Initiative



Young people need career prospects, and companies need a supply of young skilled workers. The Educational Chains Initiative supports young people all the way from the classroom to completion of training. It helps them achieve a school leaving certificate, find a training place and successfully complete training. The Educational Chains Service Agency is located at the JOBSTARTER Programme Office and is the central point of contact for the key specialist staff who assist young people in making the transition to training, such as career entry support workers, teachers and trainers.

## BACKGROUND

The “Qualification and connection – educational chains until the completion of training” initiative was launched by the Federal Ministry of Education and Research in 2010 with the aim of linking proven support measures. The Federal Government and the federal states collaborate closely on the harmonisation of various instruments – analysis of potential, vocational orientation in schools and the deployment of career entry support staff to assist with the transition to company-based VET.

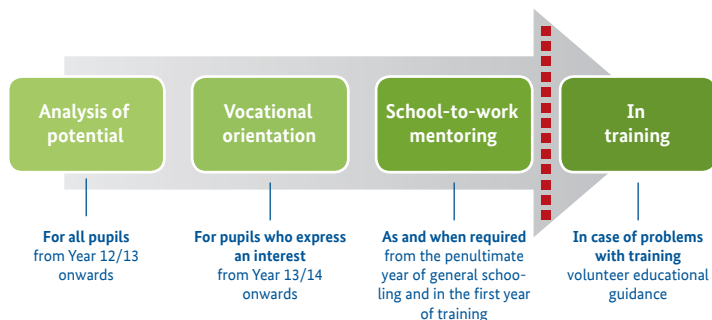
### GOOD PRACTICE

An analysis of potential gives 12-to-14-year-old pupils an initial chance to explore their own strengths. This is followed by a two-week practical period of vocational orientation. Pupils with special requirements receive individual assistance from full-time, experienced educational guides who help with occupational choice and the search for a training place during the first year of training. They cooperate closely with teachers and parents and offer help in case of problems.

### FACTS AND FIGURES

- The Federal Ministry of Education and Research will have made **around €460 million** of funding available for the Educational Chains Initiative by 2014.
- **Around 1,000 educational guides** will be in place at more than 1,000 schools across the country by the end of 2014.
- **Up to 30,000 school pupils** will receive support over a period of several years.
- **For more information** please visit [www.bildungsketten.de](http://www.bildungsketten.de).

#### Educational chains until the completion of training



# Service

## Contact details

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Our (German language) website at [www.jobstarter.de](http://www.jobstarter.de) contains our complete portfolio, including background information and examples of good practice. There are also interesting interviews and reports that provide an insight into many JOBSTARTER topics. Our project map shows all of the projects currently taking place in your region. JOBSTARTER publications may be ordered or downloaded free of charge.

[www.jobstarter.de](http://www.jobstarter.de)

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