



Recruitment of trainees

**GOOD EXAMPLES
FROM EUROPEAN COMPANIES**

**MAKING
IT WORK**

FOREWORD

In these times of demographic change and educational expansion, competition between companies to attract suitable applicants for apprenticeships has long since begun. To survive in this environment, companies have to modernise the way they recruit trainees.

Nowadays, the recruitment strategies that succeed are those that can cope with both declining numbers of applicants and new types of candidates, which can sometimes cost more effort. Companies that manage to find fresh ways of approaching young people and offer better information about training opportunities have an edge on the competition, as do those that open themselves up to new groups of applicants and forge bonds with candidates early on. Careful planning of each recruitment measure as well as coordinated and strategic implementation pave the way for success.

This brochure presents the experiences of a number of companies that have achieved this in an exemplary manner. Eleven positive case studies from four European countries (Germany, Austria, Greece and Poland) describe innovative ways of recruiting trainees.

These European examples are offered as an inspiration to businesses that either currently offer in-company training or strive to do so in the future. These practical experiences can help companies to make their own trainee recruitment programmes ready to meet the challenges of the modern labour market. The solutions presented here were developed primarily in small and medium enterprises (SMEs) and are ideally suited for implementation in SMEs.

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This brochure was written within the framework of the **STARTING WITH APPRENTICESHIP: SUSTAINABLE STRATEGIES FOR RECRUITING YOUNG PEOPLE INTERESTED IN-COMPANY TRAINING PROGRAMS** (StartApp) project. The project supports small and medium-sized enterprises (SMEs) that want to increase their in-company training activities. In the process, it offers solutions for corporate recruiting of young people interested in in-company training programs.

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Contents

5

Good planning is half the battle

Trainee-oriented internships – finding the right candidates	6
---	---

8

Acquisition – making it effective and attractive

Education ambassadors – trainees recruit trainees	9
Reaching new audiences – mentoring programme for girls	11
Plant tours – regional recruiting	14
Career Days - actively creating recruitment opportunities	16
Acquisition and training of young engineers	18
Cooperation with vocational schools - shaping education	20
Support for vocational training in the region	22
Using benefits vocational schools and young engineers have to offer	24
Using networks – gaining access	26

28

Selection - roads less travelled

Lowering criteria – securing professionals	29
Apprentice auditions - a playful approach to finding trainees	31

33

Before the start – building bonds early on

STARTschuss – welcoming future trainees	34
---	----

36

The first few months - laying the foundations

Introductory days – rapidly integrating trainees into the company	37
From student to professional - managing the transition together	39

A photograph of a man with white hair, wearing a light blue button-down shirt and a green apron, holding a large green watering can. He is looking towards the camera. In the background, a woman with blonde hair, also wearing a green apron, is working with plants. The setting is a greenhouse with large glass panels. A semi-transparent green banner is overlaid across the middle of the image, containing the text "Good planning is half the battle".

Good planning is
half the battle

Trainee-oriented internships – finding the right candidates

ZWIESEL
KRISTALLGLAS



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“The reputation the region has of offering excellent internships is a real driving force for our in-company training.”

Trainee-oriented internships are company internships for students aimed specifically at attracting candidates and preparing them for in-company training. The German company ZWIESEL KRISTALLGLAS AG (Bavaria) uses them as a way to find trainees with the required skill sets.

INITIAL SITUATION

The challenge

The company has been offering internships for school-age youth for decades. But until just a few years ago, they had not been used as a means of attracting future in-company trainees. At the same time, the company lacked a systematic trainee selection process. In this time of declining numbers of applicants, ZWIESEL KRISTALLGLAS AG anticipated problems and therefore developed a new internship model. The new model was designed not only to be more beneficial to the students, but also to be a reliable vehicle for attracting new trainees with exactly the skills the company needs.

RECRUITING ACTIVITIES

What's being done, and how?

The new internship model did not take shape overnight, and the conceptual cornerstone had to be placed in the context of a more extensive preparation and planning phase. The result was detailed specifications for the organization and content of the internships. Each day of the internships was planned in detail. The tasks of the trainees were stringently aligned training curricula and designed to provide a broad insight into the company.

In addition, a method was developed that enables the company to select the most suitable interns. All of the mandatory skills required of the interns were compiled in so-called competence profiles. The profiles now serve as the basis for a thorough assessment of the interns' suitability for training.

An evaluation sheet serves as an aid for the internship supervisors' daily evaluations of the interns. At the end of the internship, there is an objective and neutral assessment of the abilities of the trainees; and the young people also receive feedback. The most suitable interns are specifically encouraged to apply, and the company maintains contact with them once the internship is over.

FINDINGS

What has been achieved?

The multifaceted concept has now been tested and practiced for a number of years. The resources initially expended for preparations were quickly recovered. As a result, the ZWIESEL KRISTALLGLAS AG has an internship model that systematically filters out the strongest trainees and fast-tracks them to in-company training. The company does not have to worry about finding good trainees. Every year, five to six outstanding interns are accepted as in-company trainees. And those who are picked are successful. Graduates of the ZWIESEL KRISTALLGLAS AG programme have above average leaving certificates.

At the same time, the company is significantly improving the quality and effectiveness of its internships. The fact that it won a nationwide "Intern of the Year 2015" competition demonstrates the success of his efforts.

In the region, the business enjoys an excellent reputation for its in-company training and internships. As an attractive employer, it is assured a steady flow of talented young professionals.

SUCCESS FACTORS

What can other companies learn?

Trainee-oriented internships, coupled with appropriate skills determination and selection procedures provide companies accurate information about the abilities of young people while at the same time optimally preparing them for in-company training. Thorough planning and a systematic approach make the critical difference while ruling out accidents and the risk of wrong personnel decision.



INFORMATION

The concept of trainee-oriented work placements (in German, *ausbildungsorientierte Betriebspraktika*, or *AoBp*) was developed within the framework of the pilot project "Company Vocational Preparation bevoplus" (*Betriebliche Berufsvorbereitung bevoplus*) in the BiBB priority funding area "New Approaches to Dual Training – Uniformity as an Opportunity to Secure a Skilled Workforce" and funded by the BMBF. More information can be found at www.bevoplus.de



COMPANY FOUNDED

1872

INDUSTRY Glass industry

COUNTRY Federal Republic of Germany, Bavaria

COMPANY SIZE

900 employees

NUMBER OF IN-COMPANY TRAINEES 60 per year



Acquisition – making it effective and attractive



Education ambassadors – trainees recruit trainees

“It changes things when young people are the ones recruiting for the company in schools and job fairs.”

*Education ambassadors are trainees who visit schools to recruit trainees for their businesses. The German company **SOYEZ STUCKATEUR GMBH** (Baden-Württemberg) uses ambassadors to provide pupils in the professional orientation process with authentic insights into training as plasterer.*

INITIAL SITUATION

The challenge

Securing skilled workers over the long term is concern of the company. With the company's aging workforce, it faces a future shortage of skilled workers. Training is the solution. In fact, many young people do not know how excellent the prospects are with training in plastering trade. To make this known, the plastering company SOYEZ STUCKATEUR GMBH undertakes numerous activities to raise awareness of the profession among young people. The use of training ambassadors is an essential part of how they market their in-company training.

RECRUITING ACTIVITIES

What's being done, and how?

Since 2013, two ambassadors have been active for SOYEZ STUCKATEUR GMBH. They recruit for the company in schools and at career fairs. At the events they report in detail about day-to-day life as trainees in the trade, answer questions and distribute information. An average of two to three times a month, the ambassadors are on these missions. During this time, the company releases them from work. In addition, they take on additional responsibilities in the company by managing interns. The aim of these activities is to represent the company in the region and attract young people to in-company training. The special opportunity for the young ambassadors is that they are close to



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COMPANY FOUNDED

1948

INDUSTRY Plastering trade

COUNTRY Federal

Republic of Germany,

Baden-Württemberg

COMPANY SIZE

80 employees

NUMBER OF IN-COMPA-

NY TRAINEES 5



INFORMATION

Soyez Stuckateur GmbH participates in the Training Ambassador Initiative.

It was developed as part of the BiBB pilot project entitled “*New Roads to Dual Education - Uniformity as an Opportunity for Securing Skilled Workers*”. Further information can be found at:

www.stuck-komzet.de/

Projekt_Neue_Wege_

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the target group. They speak the language of the students, know their interests and concerns and at the same time can give an authentic, first-hand account of their training.

Good preparation and support are prerequisites for the ambassadors to fill their roles successfully. Before their first time they are sent out, they receive a one-day training session. They learn rhetoric and presentation techniques as well as relevant information about training, about training processes, remuneration and career opportunities. The ambassadors also receive support through the training officer, who is always available to offer help and advice.

FINDINGS

What has been achieved?

SOYEZ STUCKATEUR GMBH thinks ahead for the long term. It is thus an invaluable asset that the ambassadors manage to give young people the impetus to make career choices and to arouse their interest in the plastering profession. As a result of the ambassadors’ appearances at schools and trade fairs, many young people now have a clear idea of what it means to be a plasterer.

The level of awareness of the company in the region has grown significantly. The ambassadors recruit young trainees and interns - and the chances of the company winning over future professionals are excellent.

SUCCESS FACTORS

What can other companies learn?

SOYEZ STUCKATEUR GMBH does not want to do without its education ambassadors. After all, the acceptance of young ambassadors in the target group is high. Young people connect better with their contemporaries and appreciate the exchange at eye level, a success that parents and teachers have confirmed. The company also promotes its most dedicated trainees as ambassadors and thus lays the groundwork for the leaders of the future.

Reaching new audiences – mentoring programme for girls

“A lot of girls with an interest in IT are reluctant to take that route. Our mentoring programme starts right there, and helps dispense of any doubts or uncertainty.”

*In mentoring, the knowledge of someone with experience is passed on to someone without experience. The German company **CONNEXT COMMUNICATION GMBH** based in North Rhein-Westphalia uses this instrument to support girls interested in technology by helping them develop their talents and their future careers in the IT industry.*

INITIAL SITUATION

The challenge

Women are significantly under-represented in the IT company CONNEXT COMMUNICATION GMBH. The lack of young women in the pool of new employees made it difficult to fill in-company training positions. The company is convinced that mixed teams work better. Some years ago the company set a goal of increasing the proportion of women in its workforce. This was a challenge because in Germany it is still the case that very few girls can imagine taking up a technical profession. The company responded by developing a package of measures aimed at attracting talented girls to in-company training at the company.



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COMPANY FOUNDED

1986

INDUSTRY IT

COUNTRY Federal Republic of Germany, NRW

COMPANY SIZE

160 employees

NUMBER OF IN-COMPANY TRAINEES 8

RECRUITING ACTIVITIES

What's being done, and how?

One of the measures is a mentoring programme aimed specifically at schoolgirls. Over the course of a year the young mentees are regularly accompanied by female computer scientists with many years of professional experience. In addition to the exchange of experience and knowledge the mentors also help the mentees with networking and potential career paths.

Different phases of the internship are a key building block in the programme. They give mentees an opportunity to acquaint themselves with various tasks and activities within the company and get their first taste of the profession. They participate in training courses on specialised topics and developing social skills. Mentees may also participate in a personality test and have the opportunity to attend different educational institutions, such as technical schools. The programme initiates an exchange with trainees from the industry and other girls interested in IT and promotes the development of friendships among like-minded people.

A special feature are the workshops on a variety of topics and practical days, offered in conjunction with other IT companies in the region. These enable the girls to take advantage of mentoring offered by a number of companies and get a taste of a variety of different companies. At the same time, partnership puts CONNEXT COMMUNICATION GMBH in contact with a large number of mentees and thus potential apprenticeship applicants.

FINDINGS

What has been achieved?

The company is proud of its activities. So far, six mentees have taken advantage of the one-year programme; and far more have taken part in the mentoring programme partnership.

With the introduction of measures to encourage the recruitment of girls, the situation with regard to trainee candidates has improved significantly. This can also be attributed to the company's increased visibility: The strong commitment to recruiting girls contributes to the company's regional and nationwide reputation. The quality of applications has increased. More girls than ever before have applied for in-company training and the number of female trainees has grown. The positive impact on the female share of the workforce and by extension on the productivity in the working environment is only a matter of time.

SUCCESS FACTORS

What can other companies learn?

CONNEXT COMMUNICATION GMBH relies heavily on sustainable initiatives. This sets it apart in a positive way from flash-in-the-pan initiatives. The long-term, intensive work with girls ensures the success of the company's measures and offers the opportunity to build professional relationships. The fact that the company works within a network in conjunction with other companies provides the target group with a range of possibilities for gathering information and an increase in practical impressions; at the same time it allows cost-effective implementation of a complex mentoring programme.



INFORMATION

Connex Communication GmbH participates in the nationwide initiative "Go MINT" (www.komm-mach-mint.de) and is co-initiator of the joint mentoring programme "girls4IT". Further information can be found at www.paderborn-ist-informatik.de/index.php/girls4it

Plant tours – regional recruiting



“We support the local economy and society.”

A central concern of the company SEF AG from Greece (Tyrnavos) is to strengthen the local economy and employment. For this reason it recruits mostly local teenagers as in-company trainees. One of the ways it recruits young people is with tours of its plant, which are offered to pupils in the region.



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INITIAL SITUATION

The challenge

The company requires highly specialised professionals with the capability to use sophisticated technology. Initially, finding such professionals presented a challenge, however. To meet staffing needs, the company started to take on an active role in in-company training.

This offered it the opportunity to hire workers who are trained and specialised within the enterprise – but within fields that interest the young staff. This lets them ease their way into professional life.

RECRUITING ACTIVITIES

What’s being done, and how?

Since 2011, the company has used a structured system for hiring in-company trainees and interns. A central element of the system are plant visits and company tours. Students from regional educational institutions (such as technical secondary schools and institutes of technology), and their instructors teachers are invited.

During the site visits, the company gives its visitors an introduction to general operations and production methods. It also provides information on each job profile. The participants receive information on qualifications required for the performance of jobs, as well as the demands associated with each position. In this way students gain a comprehensive overview of the operation and the procedures used there. The visits stimulate their curiosity and motivates them to select the SEF AG as the first stop in their careers.

At the end of the factory tour, the students have the opportunity to express a concrete interest in future employment or training with the SEF AG. On a form, they can indicate their preferred work areas in which the company may offer in-company training as needed.

FINDINGS

What has been achieved?

The company has succeeded, with the help of plant visits and numerous other measures, to counteract the shortage of skilled workers. It has filled its vacant positions. Trainees who have now become specialised personnel, show above-average motivation and are among the most valuable employees in the company. This has resulted in increasing the attractiveness of the company overall. SEF AG is regarded as a top-tier employer in the region, which is also reflected in an increased number of applications.

SUCCESS FACTORS

What can other companies learn?

The company draws its strengths from its professional training system. The graduates of its in-company training are employed as much needed skilled workers in the company.

The organisation benefits from the keen motivation of young people. In addition to financial gain, SEF AG appreciates the quality and social benefits of their training programme produces.



COMPANY FOUNDED

1993

INDUSTRY Food industry

COUNTRY Greece

COMPANY SIZE

100 employees

NUMBER OF IN-COM-

PANY TRAINEES 2

Career Days – actively creating recruitment opportunities

“We motivate in-company trainees to take advantage of opportunities we offer and to develop into professionals at our company.”



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Once a year **BRETAS GMBH** of Greece (Larissa) puts on an event called *Bretas Career Days*. The aim is to use the event as a vehicle for finding applicants for its in-company training programme.

INITIAL SITUATION

The challenge

The company requires highly specialised professionals with the capability to use sophisticated technology. Initially, finding such professionals presented a challenge, however. To meet staffing needs, the company started to take on an active role in in-company training.

RECRUITING ACTIVITIES

What's being done, and how?

Since 2012, the company has organised the *Bretas Career Days*. The aim is to draw attention to the possibility of in-company training and find candidates for training positions within the company. The event is aimed at graduates from the secondary and higher education level as well as at local educational institutions.

As part of the career days, participants are offered a detailed look first at the company, and then its business units and production halls, as well as its processes. Afterward, the participants are given the opportunity to present their CV to the company. Interested students can fill out an application form directly. Career counsellors and teachers also participate.

Upon completion of the event, the applications are reviewed and the qualifications of candidates are assessed. Suitable candidates, as required by the company, are selected as in-company trainees. The training is designed to create a path for hiring trainees that show good development.

FINDINGS

What has been achieved?

With the help of the career days event, the company has been able to acquire higher standing at the regional level and promote its business. In addition, the trainees have contributed much to increase the productivity of the company. This also motivates other employees to increase their productivity. This raises the attractiveness of the company as a whole. BRETAS GMBH is a sought-after employer in the region, which is also reflected in an increased number of applications.

SUCCESS FACTORS

What can other companies learn?

The business has been able to increase its business capabilities. Its attractiveness as an employer has grown, and it has managed to attract more prospective applicants for training positions. The special motivation of young trainees has also promoted the introduction of innovations across all of the company's operations.



COMPANY FOUNDED

1995

INDUSTRY Food industry

COUNTRY Greece

COMPANY SIZE

130 employees

NUMBER OF IN-COM-

PANY TRAINEES 3

Acquisition and training of young engineers



“We are building a stable future on our experience.”

F.B.I. TASBUD AG of Poland is active as a general contractor for large-scale construction. The company’s business success is based on many years of experience, excellent equipment and highly qualified teams of employees; it is proven by large-scale construction projects in a range of economic sectors, including housing and industrial construction, as well as the construction of public and special-use objects. The services offered by the company also include internship placements for students and for young engineers who may be employed as technical management personnel to gain experience and start a professional career in their studied professions.



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INITIAL SITUATION

The challenge

The team of F.B.I. TASBUD AG consists of experts from various disciplines. Their experience, ambition and commitment enable the efficient and accurate performance of tasks. The company responds flexibly to the often varying requirements of builders.

The company also employs in-company trainees so that they can gain professional experience. In this way it puts its motto “Building a stable future on a foundation of experience” into practise. The company’s board is keenly aware of the fact that the young generation of engineers holds enormous potential. These future professionals are guided by experienced staff and trained as solid, reliable employees.

RECRUITING ACTIVITIES

What's being done, and how?

The company informs young people about available internships on its website. Participating in industry-related job fairs is another central activity. The company paints a picture of its activities at the fairs and lets visitors know about the internships and also actively recruits. The fairs are used as a great way to create an awareness of the company's profile and ways to apply for employment among young people seeking internships and jobs.

FINDINGS

What has been achieved?

A main goal of the company is the successful implementation of measures that allow young people to acquire work experience and develop them into experienced, professional staff. It is actively engaged in promoting training - including through financial support for vocational schools. Students at structural engineering schools receive personal protective equipment (PPE) and marketing materials.

F.B.I. TASBUD AG has an innovative approach to managing its in-company trainees. The company focuses on development and practical training of its young employees. The time experienced staff spend on training is considered a good investment from which the company expects to gain future benefit for itself and its staff, as well as for the entire industry.

SUCCESS FACTORS

What can other companies learn?

The company cooperates nationally with technical universities and in the process develops important and innovative projects in collaboration with outstanding academics. This serves as a basis for F.B.I. TASBUD AG introduce and implement new technological insights and innovative solutions.



COMPANY FOUNDED

1985

INDUSTRY Construction

COUNTRY Poland

COMPANY SIZE

40 employees

NUMBER OF IN-COM-

PANY TRAINEES 20

Cooperation with vocational schools – shaping education



“We always do our best – and more.”

The company UNIBEP AG of Poland has established an effective form of cooperation with vocational schools. It offers numerous funding opportunities for vocational students while ensuring its long-term need for professionals.



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INITIAL SITUATION

The challenge

After a regional vocational school closed its doors, the company faced a problem: an increasing lack of trained staff. There was a lack of suitable applications. Young people opted for other educational pathways.

To address this problem, the company's executive board launched a new initiative. The result was the beginning of an intensive collaboration with the Bielsk Podlaski Technical College, a vocational school, and its students.

RECRUITING ACTIVITIES

What's being done, and how?

The company reached a trilateral agreement with another company in the sector Bielsk Podlaski technical college. In essence this involved the reactivation of construction subjects, courses of study that last three to four years were established. This gives young people of the region the opportunity to learn professions relevant for the company and pursue them.

UNIBEP AG has promoted this process actively by sponsoring these classes. An important element of this was its contributions to shaping the curricula to align them with the demands of the market. Furthermore, the company equips the vocational school with study materials and work equipment, such as books and computer programmes.

In addition, it offers a range of options tailored especially to young people. For instance, they can complete internships at UNIBEP AG and gain valuable experience in its production facilities.

Professionals offer students and teaching staff of the technical college seminars on specialised topics. The company holds open-door days and visits to building sites open days. And last but not least, the company awards grants to the best and the brightest vocational school students.

FINDINGS

What has been achieved?

The impact of the initiative is enormous. Now, for instance, construction professionals can be trained who can start work at the company right after the completion of their training.

The UNIBEP AG is able to influence the quality of education of its future staff and train them according to its own needs and corporate philosophy.

The company internships it offers create benefits for both parties. Students gain insights into the company and the necessary experience. At the same time, they are exposed to attractive opportunities for professional development. The company in turn gets an impression of the abilities of young people and can assess their suitability for the company.



COMPANY FOUNDED

1950

INDUSTRY Construction

COUNTRY Poland

COMPANY SIZE

40 employees

NUMBER OF IN-COM-
PANY TRAINEES 5-15

SUCCESS FACTORS

What can other companies learn?

The company's commitment to the technical college in Bielsk Podlaski is part of a larger initiative: as an active member of the Association of Diamond Miners it aims to prevent the young people emigrating abroad. To this end, the association promotes employment in Poland and illustrates that opportunities for professional development including a good income are indeed available locally. The strengthening of vocational training, their active shaping of curricula and the promotion of young people are key aspects of the strategy.



INFORMATION

One goal of UNIBEP AG is to strengthen in-company training in the region, which is why the company cooperates with local schools as well as other companies.

For more information about Association of Diamond Miners, see: <http://odkrywcydiamentow.pl>

Support for vocational training in the region



“We focus on quality.”

*The company **AGAT AG** from Poland offers internships for vocational school students and actively supports vocational training in the construction and electrical engineering sector. It promotes education and is aimed mainly at graduates at the middle school level. A special target group are parents, who the company convinces to motivate their children to take up a technical education. In addition, the company is working to change attitudes towards technical colleges, so that they are not seen as second-class education option.*



INITIAL SITUATION

The challenge

The company supports technical and vocational schools in the region and promotes the training of future technical staff and production workers. The focus is on training of electricians with IT skills. The company actively contributes to the development of potential employees. This includes the company's promotion of specific ethical attitudes and behaviours, such as support of younger staff by experienced employees. And conversely, it also creates opportunities for older staff to be stimulated by trainees. The company strives to secure the transfer of knowledge and its corporate culture and ethics from generation to generation.

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RECRUITING ACTIVITIES

What's being done, and how?

Trainees are recruited by companies in different ways:

- By means of internship contracts the with school
- Internships, which usually take place usually during the school holidays. Students themselves can apply for an internship. Whether they are accepted, depends greatly on applicants applying as early as possible.
- Vocational internship placements in EU projects initiated by the respective schools and colleges.

A key element is also the support of vocational schools. AGAT AG provides financial support for the schools, including a contribution to equipping school workshops with necessary supplies and IT equipment. Students receive awards, teachers and students are invited to in-house events, and in vocational schools lectures are offered on construction technologies. Selected vocational school classes are supervised by agreement with the school administration to train future employees in line with to market requirements.



COMPANY FOUNDED

1990

INDUSTRY Construction

COUNTRY Poland

COMPANY SIZE 100 staff

NUMBER OF IN-COM-

PANY TRAINEES 5-20

FINDINGS

What has been achieved?

The company achieved the following objectives:

- Training future technicians and engineers
- Support of regional schools
- Extension of vocational skills of students, with an emphasis on the practical
- Presentation of the company as a reliable employer

SUCCESS FACTORS

What can other companies learn?

AGAT AG is making efforts to win over high school graduates and motivate them to choose technical career training. These efforts are addressed in part to parents who often share the decision about the professional future of their children.

In addition to promoting vocational training and skills development in students, the company strives to support ethical business and ensure adequate and safe working conditions for employees in Poland.

Using benefits vocational schools and young engineers have to offer



“Our staff and our experience are our strength.”

*The company **PW EBUD - PRZEMYSŁÓWKA GMBH** of Poland offers professional, undergraduate and graduate internships and conditional employment, financed with EU funding. Other offerings are legally mandated graduate internships for students in technical professions as well as student internships. Since its inception, the company has offered in-company training and meets pupils through the voluntary government youth work corps (OHP) in the mason-plasterer profession.*



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INITIAL SITUATION

The challenge

The company supports technical vocational schools and universities in training future technicians, engineers, and skilled workers and thus contributes actively to the development of the pool of potential professional personnel. A positive company atmosphere and good working relationships between experienced and young staff are important to the company. This includes the possibility for older staff to learn from trainees - for instance, to adopt their enthusiasm and resourcefulness. The company occasionally supports vocational schools by delivering construction materials for school workshops. The company provides organisational support to the government youth work corps.

RECRUITING ACTIVITIES

What's being done, and how?

The EBUD GMBH recruits trainees in different ways.

- Recruitment on the basis of a permanent contract with a technical college for the construction industry
- Through internships that usually take place during the school holidays Students themselves can apply for an internship. Whether they are accepted, depends greatly on applicants applying as early as possible.
- Vocational placements in EU projects that are initiated by the respective schools and colleges



COMPANY FOUNDED

1991

INDUSTRY Construction

COUNTRY

Poland, Bydgoszcz

COMPANY SIZE 50 staff

NUMBER OF IN-COM-

PANY TRAINEES 5-20

FINDINGS

What has been achieved?

The company accomplished the following objectives:

- Training future technicians as well as female and male engineers
- Support of regional schools
- Extension of vocational skills of students, with an emphasis on the practical
- Presentation of the company as a reliable employer

SUCCESS FACTORS

What can other companies learn?

At EBUD GMBH the internship programme has given rise to a company tradition based on many years of cooperation and mutual trust between schools, businesses and students.

Using networks – gaining access



“Our path to potential trainees is often via networks that open the doors for us.”

*Networking is now essential in professional life and contributes significantly to the success of companies. **KLEINE DIENSTLEISTUNGSSERVICE GMBH** in Germany (Berlin) uses networks to gain access to young people and attract them to training in the company.*



INITIAL SITUATION

The challenge

The company needs in-company trainees to ensure its supply of young talent. But marketing training in an industry that enjoys little popularity among young people and suffers from shortage of applicants is a special challenge. Indirect methods, such as publishing newspaper ads are not successful in this context. Instead, the company relies on direct approaching youngsters.

In discussions with target groups, the firm audience explains the diversity of the profession and thus counteracts ignorance and prejudice.

However, contact with young people was not easy to cultivate at first. Schools, for instance, showed little interest in giving the company a presentation platform. The company had to take completely different routes and rely on cooperation and networks.

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RECRUITING ACTIVITIES

What's being done, and how?

Numerous regional institutions and associations have contacts with young people, which the company itself lacked. Using internet research, the company gathered information about such institutions and forged cooperative relationships with them. Initial contacts quickly led to many others via word of mouth. Today, the company is an active partner in numerous networks.

Among its cooperation partners are a range of different facilities. Some - such as regional training networks - are already focused on the issue of in-company training and provide companies with targeted support services. KLEINE DIENSTLEISTUNGSSERVICE GMBH is networked with job centres, chambers and district offices. Other partners include schools, as well as institutions and projects active at the transition from school to work. In addition to these rather obvious collaborations, the company also maintains contacts with educational institutions and socio-educational facilities, such as an association for street-level social work.

The networks are actively used as a door opener to the target group. Collaborating institutions act as an intermediary through which the company gains access to young people or even to schools. This lays the foundation for the next step of the recruitment: Introducing young people in to the profession and the company through dialog.

FINDINGS

What has been achieved?

The networks successfully fulfil the task of overcoming initial hurdles in the acquisition of trainees. While recruitment is an entrepreneurial challenge, cooperation with an increasing number of partners is gradually making it easier to manage. That is true in part because the networks are used in a number of ways, to exchange information with other companies and for public relations, for instance. As a result, the popularity of the company grows. Instead of as having to knock on doors themselves as they used to, the company now receives requests to provide presentations on the company and the profession at events.

SUCCESS FACTORS

What can other companies learn?

KLEINE DIENSTLEISTUNGSSERVICE GMBH has made great strides in adapting to a difficult applicant situation. The company was not willing to resign itself to the situation. On the contrary, confrontation with these challenges has aroused a special ambition to find new solutions and develop appropriate responses. A fundamental strategy is not to wrestle with problems alone. For the company, networking also means taking advantage of monitoring and support services for projects and organisations, some publicly funded, and in so doing to provide in-company training on a sound basis.



COMPANY FOUNDED

1990

INDUSTRY Glass and
building cleaning

COUNTRY Federal Repu-
blic of Germany, Berlin

COMPANY SIZE

350 employees

NUMBER OF IN-COM-
PANY TRAINEES 19



INFORMATION

One of the projects Kleine DienstleistungsService GmbH participates in is called “Assisted In-company Training for Disadvantaged Immigrant and Non-immigrant Youth in Small and Medium Enterprises”. It was developed as part of the BiBB pilot project entitled “New Roads to Dual Education – Uniformity as an Opportunity for Securing Skilled Workers”. Further information can be found at: www.bibb.de/de/7857.php

A photograph of a man with grey hair, wearing a light blue shirt and a grey apron, smiling as he holds a potted peace lily plant. He is in a greenhouse filled with many other peace lily plants. The background shows the structure of the greenhouse and other plants. A semi-transparent green banner is overlaid on the middle of the image, containing the text "Selection – roads less travelled".

Selection –
roads less travelled

Lowering criteria – securing professionals

“We focus on the youth and the potential they bring.”

*Criteria for knowledge and skills future in-company trainees should possess, are critical to the outcome of a job interview. The company **IBIS BUDGET, IBIS and SUITE NOVOTEL BERLIN CITY POTSDAMER PLATZ** in Germany changed its selection criteria in order to tap new groups of applicants and thus ensure its supply of young staff.*



INITIAL SITUATION

The challenge

In-company training is a key means of assuring a skilled workforce for the company. However, in the past it was not always possible to fill vacant trainee slots, a widespread problem in the sector. The company has consistently responded to these shortages for years by increasing its involvement in marketing its training opportunities. In addition, it relies on a more flexible recruitment policy and has adjusted its expectations such that it can accept lower performing young people for training.

RECRUITING ACTIVITIES

What's being done, and how?

Instead of waiting for the ideal candidate with high expectations (often in vain), the company is open to those young people that actually apply. This requires a willingness to compromise on the previous education of the young applicants. Requirement criteria are designed to enable less qualified young people a chance at in-company training. This is also important to the company from a social responsibility perspective. It is open to youth who may have initial difficulties. However, this by no means implies arbitrariness in the selection of future trainees. Evidence of certain potential which the company can develop during training is decisive. Enthusiasm for the profession is therefore a key criterion. Admission to training also depends on certain personality traits and the presence of basic soft skills, such as punctuality, self-reliance and teamwork.



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These are tested in introductory assessment days. The company also looks at the school marks of the applicants but it does not insist on certain hard skills as a condition for in-company training.



COMPANY FOUNDED
2004
INDUSTRY Hospitality
COUNTRY Federal Republic of Germany, Berlin
COMPANY SIZE 70 staff
NUMBER OF IN-COMPANY TRAINEES 15

FINDINGS

What has been achieved?

Opening up the company to “difficult” applicants has been a long road, and not always a well-oiled process. However, the results have proven the success of this strategy: Today, the company has no problems filling its available training vacancies. And even among the initially weakest candidates, the company has found trainees that mature with proper encouragement into competent professionals and valuable team members.

This is due in part to the fact that the trainees feel acceptance and that they are being taken seriously in the company. They show above-average gratitude for the opportunity that they receive and therefore make particularly loyal employees.



INFORMATION
ibis budget, ibis and Suite Novotel Berlin Potsdamer Platz City participated in the project “Assisted In-company Training for Disadvantaged Immigrant and Non-immigrant Youth in Small and Medium Enterprises”. It was developed as part of the BiBB pilot project entitled “New Roads to Dual Education - Uniformity as an Opportunity for Securing Skilled Workers”. Further information can be found at: www.bibb.de/de/7857.php

SUCCESS FACTORS

What can other companies learn?

IBIS BUDGET, IBIS and SUITE NOVOTEL BERLIN CITY POTSDAMER PLATZ was guided by the insight that the company itself had to take the initiative and find its own solutions to the challenges of the current labour market. It was important for the company to use its own potential, even for rather uncomfortable changes. The company is adapting to the challenges that can arise with the new candidate types. This includes partnerships with educational institutions and the use of publicly funded support measures. A healthy realism vis-a-vis a change in the applicant situation and a willingness to compromise on expectations can be the golden path to successful attraction of trainees.

Apprentice auditions – a playful approach to finding trainees

***“Our goal is to find young people who combine talent,
a positive attitude and motivation.”***

A “trainee audition” is a good, playful way to find trainees who best suit the company. The company EUREST GMBH from Austria (Vienna) use auditions to recruit especially motivated and interested young people.

INITIAL SITUATION

The challenge

Finding good professionals is a challenge for the company, just as it is for many other companies in this sector. Qualified personnel frequently change their fields, and many graduates of in-company training programmes do not practice their profession once the training is complete. That is why EUREST GMBH is investing in a variety of ways to attract qualified professionals. The commitment to training is an essential element of this strategy. For the past seven years, the company has seen huge success in recruiting trainees with a special brand of trainee auditions.

RECRUITING ACTIVITIES

What’s being done, and how?

The trainee casting call of EUREST GMBH is an assessment centre designed as a multi-level selection process. It takes place once a year in the springtime. The aim of the audition is to identify those among the young candidates who have not only talent, but also have an interest and motivation for the job and thus are most likely to stay with the company for as long as possible as good professionals. The trainee audition is advertised through a diverse range of marketing channels, on training opportunity platforms, posters, at vocational schools, and in newspaper advertisements. Interested young people can apply online for the audition.

After a preliminary selection the candidates are invited to a “startup check.” The check includes query of professional interests, a general knowledge test, and a brief occupation test. Youngsters



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who do well in this phase are invited to the audition. It begins with a brief introduction to the company. To break the ice, two experienced trainees give the applicants advice on how to successfully complete the audition successfully. After that, the candidates introduce themselves to the company in a brief presentation.

As the process continues, the young people can prove their skills and their love of the profession in playful, realistic individual and group tasks related in front of a jury. For the trainee position as a chef, for example, candidates need to prepare a simple dish. For the maître d' position, candidates have to lay a table. On the jury there are trainers, managers and experienced trainees. The best candidates are invited to an official interview and offered a training contract.



COMPANY FOUNDED
1972

INDUSTRY Food service

COUNTRY Austria, Vienna

COMPANY SIZE 1,200 staff

NUMBER OF IN-COM-
PANY TRAINEES 35

FINDINGS

What has been achieved?

The trainee audition has proven successful for several reasons: Young people are addressed by target group and their curiosity is piqued with youthful and fresh taglines. The selection process is oriented to the practical and designed to be fun for the candidates, despite the tension, and stimulate an interest in the profession. The company benefits because the venue introduces them to the applicants, their personalities and their motivations better than in conventional selection processes. This provides a solid basis for selecting young people who really demonstrate aptitude for the profession and are best suited to the company.



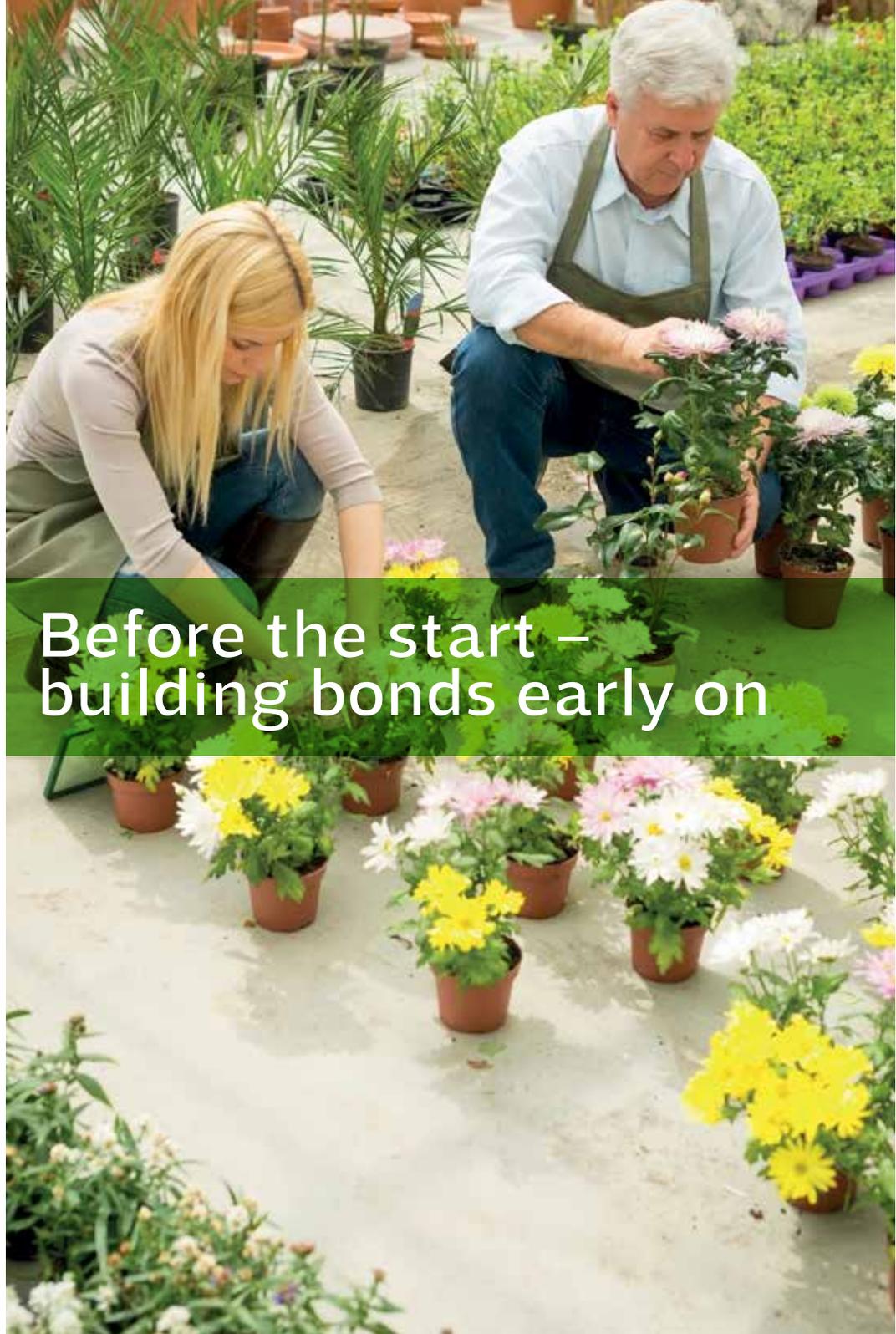
INFORMATION

Parts of the trainee auditions for Eurest GmbH are carried out in cooperation with a job information centre.

SUCCESS FACTORS

What can other companies learn?

The company considers a well-functioning recruitment method for trainee selection as a fundamental prerequisite for in-company training. After all, training takes several years, and selecting the right candidates pays off in the long run. Interest and motivation are central factors in teaching trainees to be skilled workers and later retain them in the company.



Before the start –
building bonds early on

STARTschuss – welcoming future trainees



“The emotional bond of personnel to companies is the key to business success. And the sooner the trainee builds that bond, the better.”

*STARTschuss (starting shot) is an official ceremony to welcome new trainees. But what makes it unique is that it takes place even before training begins. For **MALERMEISTER MICHAEL KIWALL GMBH & CO. KG** of Germany (NRW), the event is a way to forge early bonds between the company and its future professionals.*



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INITIAL SITUATION

The challenge

To encourage and challenge young people is the guiding principle of training at **MALERMEISTER MICHAEL KIWALL**. That is why in 2011 it started its Trainee Academy, a multi-faceted training concept that not only develops professional skills, but also the personalities of trainees. In addition, it responds to challenges associated with the recruitment of trainees. In the past, the situation with applicants was becoming increasingly difficult. Fostering an early emotional attachment of (future) trainees to the company became a special concern.

RECRUITING ACTIVITIES

What's being done, and how?

STARTschuss is a recurring annual highlight at the company **MALERMEISTER MICHAEL KIWALL**. At the event, even before training starts, future trainees are welcomed into in the “corporate family.” On this special day, the company invites prospective trainees and their families, as well as the entire team, representatives of the vocational school, institutions and customers.

The event begins with a presentation of the company delivered by its management. It gives the guests an overview of the successes of the past year and lets them know what goals and challenges are in store for the next twelve months. Afterward, the new employees receive their training contracts in a festive ceremony, as well as their work case, which they proudly carry home afterward. They also meet their mentors, experienced trainees that accompany them professionally and personally throughout the training.

After the formal part of the event, there are opportunities for getting acquainted and warm social gatherings. The common meals have a new motto every year, and are organised by senior trainees. This ensures that there is no lack of fun at STARTschuss.

FINDINGS

What has been achieved?

STARTschuss is part of a corporate culture in which new trainees are well received and quickly feel at ease. It does away with any fears and concerns before training begins. After all, STARTschuss conveys a sense of the future working environment for tasks and contact people.

The huge success MALERMEISTER MICHAEL KIWALL has had with STARTschuss and other training activities shows that the efforts are well founded. The company has received numerous awards as an outstanding training company, references that even impress young people. The company can choose from among the best suited candidates. And its apprentices do exceptionally well, not only professionally but also in terms of social skills.

SUCCESS FACTORS

What can other companies learn?

The idea of STARTschuss is as simple as it is effective. The ceremony is systematically designed to provide a favourable impression about the company as soon as possible. Even before training starts, the future trainees develop so the feeling of working for a good company of which they can be proud. MALERMEISTER MICHAEL KIWALL never has to worry about young people not beginning training after the contract has been signed. The families of the young people also feel a sense of appreciation, as they are integrated in the event too. The early arrival lays the foundation for long-term cooperation.



COMPANY FOUNDED

1992

INDUSTRY Painting trade

COUNTRY Federal Republic of Germany, NRW

COMPANY SIZE 25 staff

NUMBER OF IN-COMPANY TRAINEES 9

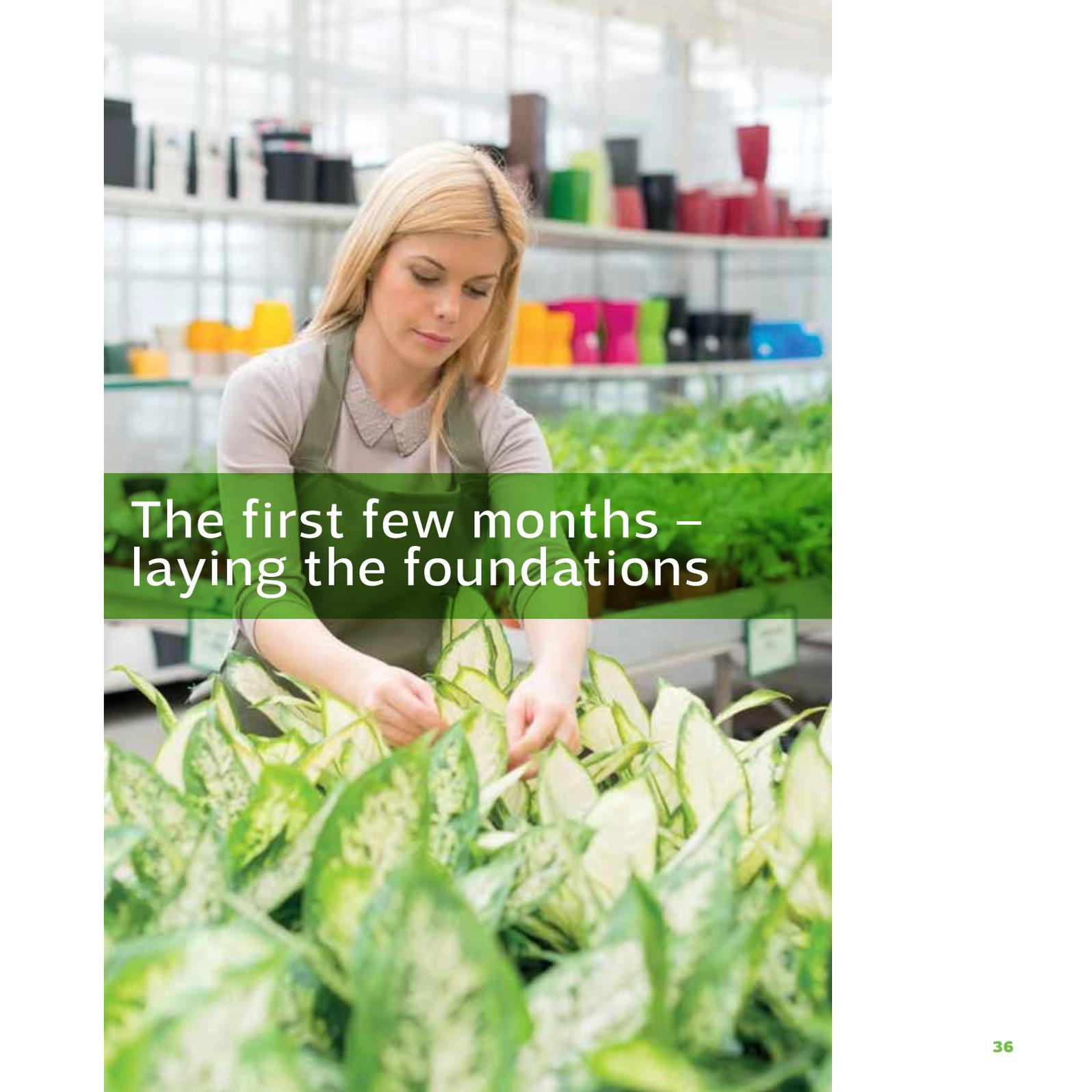


INFORMATION

For more information about STARTschuss

2015, including an image gallery, see: www.kiwall.eu/top-news/248126.startschuss-2015

The Managing Director of Michael Malermeister Kiwall is also the author of a training manual, that offers training tips from the practice for the practice. Further information can be found at: www.coaching.kiwall.eu/coaching

A woman with blonde hair, wearing a grey long-sleeved shirt and a dark green apron, is working in a greenhouse. She is looking down at a large plant with variegated green and white leaves. In the background, there are shelves with various colorful pots and containers. The text "The first few months – laying the foundations" is overlaid on the image in white font.

The first few months –
laying the foundations

Introductory days – rapidly integrating trainees into the company

“A good start to training lays the basic foundation for the training of future skilled workers.”

Introductory days are an important starting point for the training of young people. ZUMTOBEL GROUP AG from Austria (Vorarlberg) uses this programme to sustainably integrate trainees into the company as early as the first phase of training.

INITIAL SITUATION

The challenge

Training young people is a high priority within the company. The ideal image of a professional sets the tone for trainee recruitment. A person with high professional competence, but also strong soft skills, like problem solving and self-reliance. The central challenge for the company is recruiting trainees who it considers the best fit for the company.

Against this background, the company has developed a comprehensive programme for trainees with a focus on personal development and diversity. The introductory days are just a first, but nonetheless important step.

RECRUITING ACTIVITIES

What's being done, and how?

Introductory days takes place over a two-day period and usually takes place in the first week of training. The primary objective is to make the best possible transition from school to the company. A place is deliberately chosen outside the company.

The first day is occupied mostly with taking care of organisational aspects of the training. It focuses on questions such as: what are the objectives of the training? What operational procedures and arrangements are in place? What is expected of me? In a relaxed atmosphere, trainees are free to ask questions of their trainers, and the managers are also open to questions. The first day closes with a relaxing evening event.



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On the second day various activities are carried out designed to let trainees meet the staff and develop a sense of being part of the team. Afterward, a joint reflection takes place. Who will take on which roles? Who has what strengths?

In the second part, exercises are carried out on dealing with diversity and sameness in the group. The goal is to dispel personal prejudices and to see uniformity as a strength. These topics are introduced in the context of the introductory days and are then regularly recurring elements of the training.



COMPANY FOUNDED

1950

INDUSTRY

Lighting industry

COUNTRY

Austria, Vorarlberg

COMPANY SIZE

1,880 employees

(headquarters)

NUMBER OF IN-COM-

PANY TRAINEES 85

FINDINGS

What has been achieved?

The company sees the event as very positive. It has turned out that after the introductory days trainees cooperate tangibly better with each other and see themselves as a team. Relationships on a personal level are particularly strengthened, a fact that the company regards very highly. After all, mutual goodwill is seen as another crucial basis for solving professional tasks better and more efficiently.

SUCCESS FACTORS

What can other companies learn?

Business experience has shown that a good start is the basis for the subsequent course of training and contributes significantly to its success. The introductory days programme succeeds particularly well at helping trainees make the transition from school to the company and ensures rapid integration of the trainees into the company. In the region, other companies are successfully using similar models to integrate new trainees.

From student to professional – managing the transition together

“After nine or ten years of schooling, trainees start an entirely new phase of learning. Our job is to gather up young people in their environment and introduce them to their new role.”

“From students to professionals” is the motto of an introductory workshop for new trainees. ALPLA GMBH & CO KG of Austria (Vorarlberg) has designed this event to define the expectations and goals of training together with the trainees right at the start of their education.

INITIAL SITUATION

The challenge

The company is traditionally active in vocational training to secure their own need for skilled workers and remain innovative. But finding good apprentices and training them to be professionals has proven a challenge.

With their entry into the labour market, a completely new phase of life begins for young people. The introductory workshop, From Student to Professional is designed to work together with young people to help them come to terms with the new requirements and expectations of the working world.

RECRUITING ACTIVITIES

What’s being done, and how?

The two-day workshop takes place in a location outside the company in the first training week. It is organised by the trainers and instructors.

At the beginning, each trainee creates a short profile of themselves. Then participants play group-dynamic games, and then reflect together on the results, asking questions like: What can be applied well in day-to-day work? What worked well and what didn’t? After lunch there is an opportunity for discussion with experienced trainees.



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Centrepiece of the first day is to create a “professional contract.” Similar to sport, trainees work out on their own the behaviour they would expect from a true professional. The most important skills and attributes are set out by each trainee in a professional contract. During a festive ceremony, there is a signing ceremony and small gifts are presented by the company. Afterward, common leisure activities round out the day.

On the second day, the trainees with the help of their trainers develop an individual goals sheet. They formulate goals for both work at the company and their classroom studies.

The results of the workshop are documented in a flipchart. The profile, professional contract, goal sheet and identified strengths and weaknesses are displayed for each trainee clearly visible in the training room.



COMPANY FOUNDED
1955

INDUSTRY

Packaging solutions

COUNTRY Austria, Vienna

COMPANY SIZE 925 staff

NUMBER OF IN-COM-
PANY TRAINEES 75

(Numbers refer to the main
location in Hard)

FINDINGS

What has been achieved?

The long experience of the company with its annual introductory workshop has been highly positive. Both sides benefit from the jumpstart. From day one, the young trainees have a clear idea of what is expected of them during their training. The instructors use the results of the workshop as a reference which they can come back to over and over again. There are periodic reviews of the degree to which the goals have been attained. It turns out that this is quite frequently the case, a fact that significantly boosts the trainees’ self-confidence. And when occasional problems arise, simply confronting the trainees with their own standards set in the beginning often works wonders.

SUCCESS FACTORS

What can other companies learn?

A good beginning lays the foundation for successful training. In addition to developing technical expertise, special attention is paid to personal development. It is therefore crucial to actively shape personal relationships and the rules of the play between trainees and the staff from the outset.

ABOUT

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in cooperation with

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