



# Developing Skills for Employability with German Partners

8 Success Stories from China



**iMOVE®**

TRAINING – MADE IN GERMANY

AN INITIATIVE OF THE



Federal Ministry  
of Education  
and Research



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Silvia Niediek

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## *Preface*

In 2011, China impressed the world with a strong economic growth of 9.2 per cent. During her visit at the beginning of February 2012, Federal Chancellor Angela Merkel highlighted the economic relations between Germany and China. In the past year, both countries exchanged 140 billion Euro worth of goods. This is a new record. China continues to be a dynamic export market for German enterprises. Primarily, Germany exports machines, production plants, electronic products and cars to China.

However, China's enterprises are afflicted by an acute shortage of skilled labour. The demand for qualified staff causes wages and subsequently prices to rise. This can have negative effects on the Chinese economy as a whole and even slow down the dynamic growth, if a wage price spiral should be the result. The demographic change additionally intensifies the skilled labour shortage. Conversely, a solid and socially accepted system of professional training for skilled labour could significantly advance China.

In 2010, China presented a plan for the long-term reform and development of the educational sector. This plan states that government investment in the educational sector is to be significantly increased in the period between 2010 and 2020. According to this, the expenses are to reach four per cent of the gross domestic product (GDP) by the end of 2012. Since 2011, the governments of Germany and China cooperate in the German-Chinese Alliance for Vocational Education and Training (AG). The Alliance aims at establishing an open platform and a nucleus for cooperation in the training sector and for strengthening political relations with regard to education matters.

“Training – Made in Germany” offers the necessary know-how to meet the challenge in the field of vocational education and training. Germany has a long-standing tradition in this field and enjoys a high reputation for the demand-driven and practical orientation of its qualification programmes. The integration of professional, social and methodical competencies characterises the kind of knowledge German partners can provide.

The initiative iMOVE was established by the Federal Ministry of Education and Research in 2001, in order to promote international business relations of German training providers with international public and private organisations. iMOVE services include a multilingual database which contains information about German training providers, seminars, trainings, and trade visits abroad.

This brochure presents eight success stories of skill development realised in a joint effort by Chinese and German partners. With its wide range of training offers and its strong emphasis on employability, “Training – Made in Germany” has the potential to successfully support and promote the ongoing reform process of the Chinese training system.

Markus Milwa  
Acting Director, iMOVE



## **Shanghai Bavarian Vocational Training Consulting Co. Ltd (sbvtc)** **Training for placement officers**

About 20 years ago, China underwent a profound transformation process by changing from a command economy to a market economy. Thousands of state-run enterprises were shut down and millions of people lost their work. As was the case in other parts of the country, the labour administration office in Shanghai had to take on a task of titanic scope in finding new job placements for countless job seekers.

This situation constituted the starting point for the cooperation between the City of Shanghai (Human Resource and Labour and Social Security Bureau) and the Berufliche Fortbildungszentren der Bayerischen Wirtschaft gemeinnützige GmbH (bfz gmbH – Vocational Continuing Education Centres of the Bavarian Economy, non-profit limited company) continuing over a period of over two decades by now. The bfz gmbH is the largest provider of vocational training measures in Bavaria with some 3,000 employees and about 180 training centres. In the context of a first cooperation project, 120 labour administration employees from Shanghai were sent to Germany to attend specialist qualification courses of several weeks in the field of occupational counselling and job placement. This programme in cooperation with the Munich employment centre proved to be very successful and provided an important contribution towards the professionalisation of the Shanghai labour administration services.

As a consequence, the bfz gmbH decided to establish a Chinese subsidiary company in 2000, the Shanghai Bavarian Vocational Training Consulting Co. Ltd (sbvtc).

Since then, the Chinese labour market has undergone profound change: The high rate of unemployment has gone down and Shanghai continues to experience economic growth. The labour administration office now concentrates its efforts on the target group of university graduates, who often face problems in finding suitable employment. The sbvtc provides job application trainings for this target group on behalf of the Human Resource Bureau. Moreover, the sbvtc trained Shanghai labour administration counsellors to the effect of motivating persons intending to set up their own business and providing them with the necessary information.

In addition to its work for the Shanghai public administration, the sbvtc supports German enterprises in China with the provision of specialist trainings for various occupational and target groups. The programme includes training for toolmakers, technical training for skilled staff and seminars for production site team and group leaders.

Since 2007, the sbvtc provides a vocational training course for toolmakers according to German standards in its workshops at the Shanghai Dazhong Technical School in the Jiading District. After their successful graduation, the newly qualified toolmakers



Internet: [www.bbtrain.com](http://www.bbtrain.com)

# Improving employee efficiency and quality awareness



are awarded a certificate issued by the German Chamber of Commerce abroad (Shanghai Branch). This qualification considerably increases their chances of being hired by a German company or by a German-Chinese joint venture enterprise in the region.

The training course runs for twelve months and is structured into three phases. During the first six months, participants are given a basic training in small project groups under the supervision of experienced specialists. The trainees learn to analyse technical drawings, to write working plans and to handle and apply various kinds of tools, measuring instruments and materials. They write daily training reports and get to familiarise themselves with quality control processes. During the second phase, the budding toolmakers take part in a three-month internship at international enterprises in order to gain practical work experience under production conditions. During the third and final phase, the participants receive two to three months of intensive training at the workshop by way of preparation for the final examination.

Tailored, short training modules (six to nine weeks) in the fields of metal working, electronics and mechatronics provide to



satisfy the demand of many local businesses for independently working skilled staff as regards production, maintenance and assembling. These modules allow businesses to improve their employees' efficiency and quality awareness within a short period of time and at low cost.

The training provided for production team or group leaders goes well beyond the mere imparting of technical capabilities. Line managers need to have a good knowledge of the organisation they work for, have to understand the company goals and represent these goals towards their team. They fulfil an important function as a link between various departments and between blue- and white-collar workers. They are furthermore responsible for health and safety aspects in the working environment and fulfil an important role in maintaining the quality standards during the production process. The sbvtc trainings convey all these competences and capabilities.

Moreover, the sbvtc organises in cooperation with the international department of the bfz gGmbH numerous trade missions to Germany for Chinese businesses and public authorities. Key areas of focus covered so far include education, technology, environment, legal systems, safety, agriculture, continuing education for teachers, medicine, energy supply and the real estate industry.



## Chinesisches Zentrum, Hannover e. V.

### Federal State of Lower Saxony provides support as regards initial vocational training

On September 6, 1984, the then prime minister of the Federal State of Lower Saxony and the then governor of Anhui Province signed the “Joint declaration for cooperation based on partnership between Anhui Province in the People’s Republic of China and the Federal State of Lower Saxony”, thus establishing the first German-Chinese regional partnership. From the very beginning onwards, both partners agreed that the field of education was to constitute an important part in the cooperation. The business relations between Lower Saxonian enterprises and their Chinese partners have much increased in intensity over the course of the years, with a particular emphasis on vocational training. Owing to the exemplary status the German dual vocational training system enjoys in China, support in introducing to China vocational initial training based on the German example currently constitutes the main area of focus.

The guiding motto of the Chinesisches Zentrum, Hannover e.V. (CZH – Chinese Centre, Hanover, registered association) reads:



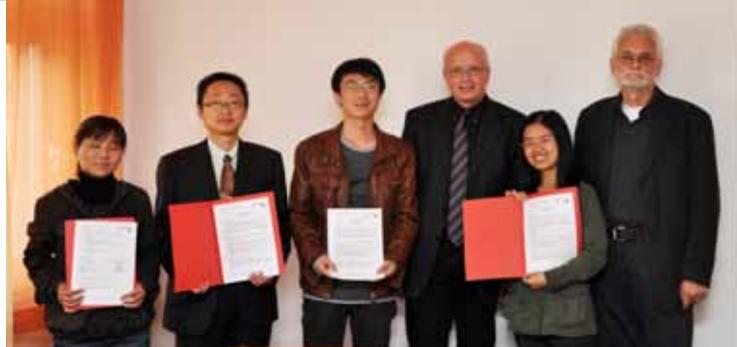
Those heading for new shores require sound bridges. In pursuit of this motto, vocational training colleges and technical schools from the cities of Tongling and Hefei have entered into an agreement with the CZH stipulating the introduction of vocational training courses for the profession of automotive mechatronics fitter for apprentices from Anhui.

In March 2009, after three years of training, the first class of 26 apprentices in Tongling passed the second part of their automotive mechatronics fitter journeyman examination. The examination was held corresponding to the provisions as set forth by the Innung des Kraftfahrzeug-Technikerhandwerks Niedersachsen Mitte (IDK – Automotive technician trade guild Central Lower Saxony). With this qualification, the graduates have excellent prospects of finding a good job in their region, for example, with one of the seven Chinese production sites maintained by Volkswagen. Moreover, after a successful apprenticeship in China, their good specialist knowledge allows graduates to access continuing training opportunities in Germany.

A second class was instituted in Tongling in the autumn of 2008. At the same time, 30 apprentices started with their automotive mechatronics vocational training course at the Anhui Province’s Technical Automobile School in the province capital of Hefei. Following the same model, young Chinese people are trained also for the profession of machinist in Ma’anshan. After three years of successful vocational training, these apprentices by now have acquired their journeyman certificates.

In order to ensure the project’s continuous progress, the Chinese teachers take part in continuing education courses both in China and in Germany. In June 2009, the first group of teachers

# Those heading for new shores require sound bridges.



from Tongling, Hefei and Ma'anshan spent a successful eight weeks of training in Lower Saxony.

The CZH organises the compilation of the curriculum as well as visits of German teachers to China, it translates the teaching material, prepares the examinations and coordinates these with the responsible bodies (guilds, chambers, German Chamber of Commerce Abroad). The Federal State of Lower Saxony Ministry of Education and Culture is responsible for the didactic supervision.

Since the study fees paid by the Chinese apprentices do not cover all costs, the Lower Saxony Ministry of Education and Culture furthermore supports the CZH's work by way of project funds from the country partnerships. Other partners regarding the conception of curricula, their implementation and corresponding continuing training of Chinese teachers in Lower Saxony are the Hanover Region Berufsbildende Schule 6 vocational school and the vocational colleges in Friesoythe and Brunswick. Teachers from these schools are sent over to China for work stays. School partnerships between Lower Saxonian and Chinese vocational colleges are currently being initiated.

Building on the success achieved in Anhui, the CZH has offered the automotive mechatronics fitter vocational training

course based on German curricula and under participation of German teachers also at other sites, for example, in Beijing, Chengdu, Wuhan and Yizheng.

In autumn 2012, vocational training courses for the profession of process mechanic in the rubber industry will commence in Hefei in close coordination with the Lower Saxony-based firm Continental AG. The Continental AG provides materials and internship placements. The best graduate will be offered a work contract with the enterprise's first Chinese tyre production plant, which set up operation in Hefei in 2011.

The close cooperation between German and Chinese partners has added also to the curriculum of German apprentices: since February 2011, young women and men from Lower Saxony have the option to train as a "China tradeswoman" or "China tradesman" at the vocational college Europa-Schule Berufsbildende Schulen I in Northeim. This additional qualification is in modification of the so-called "Europe tradeswoman or tradesman" qualification and, in addition to Chinese language training and learning about international business processes, also includes a three-week internship in China.



Internet: [www.chinesischeszentrum.net](http://www.chinesischeszentrum.net)



## FORUM Berufsbildung e. V.

### Foreman training strengthens bridgehead within enterprise

FORUM Berufsbildung is an independent, non-profit educational enterprise offering seminars for vocational training and continuing education, in-house training programmes and distance learning courses in Germany since 1985. Amongst other assets, the enterprise maintains its own college for care for the elderly and qualifies trained retail salespersons for the natural foods trade.

The visit of a Chinese delegation from Shenyang in 2007 marked the beginning of the international business activities of FORUM Berufsbildung. The guests from Asia displayed great interest in concepts for the development of a vocational school in the field of mechanical engineering. Although the global economic crisis got in the way of further cooperation, the enterprise researched other potentially interested institutions in China and found a cooperation partner in Suzhou in Jiangsu Province near Shanghai.

Because of its numerous channels, Suzhou is also called “the Venice of China”. The metropolitan area of Suzhou is one of the most prosperous regions in China. A particularly large number of German companies has settled in this region, the fourth-largest industrial zone hosting foreign national enterprises in the country. These include the largest automotive supplier of the world, the German Robert Bosch GmbH, a company producing braking systems,

(motor) control devices and audio/navigation systems in Suzhou. This metropolis is regarded as one of modern China’s boom cities in particular on grounds of its excellent transport connections.

FORUM Berufsbildung investigated the structures and specific characteristics of the educational landscape on site, established contacts to vocational training institutions and researched the concrete demand for continuing education within the enterprises on site. In parallel and assisted by iMOVE seminars, the FORUM Berufsbildung staff developed strategies for market entry and pricing. Eventually, the enterprise launched a project for the continuing training of foremen working for Chinese, German and enterprises from other countries active in Suzhou. This project was funded by the Federal Ministry of Education and Research (BMBF).

Foremen have an important bridgehead function within an enterprise. They are responsible for the smooth flow of information between employees and management, adopt leadership responsibility for their team and organise both their immediate working environment and the production processes. During the five-day courses provided by FORUM Berufsbildung, the participants’ communication capabilities are strengthened, their team-building competence is advanced and their areas of responsibility are defined.

**FORUM**  
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[www.forum-international-training.com](http://www.forum-international-training.com)

*ss in the long term, the search for reliable partners in China is indispensable.*



The courses are hosted at the SIPIVT (Suzhou Industrial Park Institute of Vocational Technology), a full-time college active in the field of technical vocational training. The campus accommodates some 12,000 students. 80 per cent of the 400 teachers have experience working abroad. The foreman seminar is meant to constitute only the beginning of a broad range of cooperation activity with the college in the field of occupational training and continuing education.

The training is conducted by a German instructor, supported by a translator who, at the same time, is the representative of FORUM Berufsbildung in China. The Chinese college augments this educational measure by a two-day training on the subjects of stress management and work-life balance. The first range of courses following this pattern took place between September and November 2011. In the meantime, more than 200 Chinese foremen have been able to take advantage of this continuing education course.

FORUM Berufsbildung has conceived and implemented this continuing education programme in cooperation with the Berlin-based educational service provider GPB. Important partners on site in China were, to name the most important, the local German Chamber of Commerce and DUSA, the European Association of German and other foreign national enterprises in Suzhou.

The search for reliable partners is of indispensable importance in China, yet requires patience, flexibility and comprehensive resources. In addition to the SIPIVT, the Chinese implementation partners include the personnel service provider Humanpool and the Guangda corporation. Humanpool has 22

branch offices with 390 employees all across China. So far, the company has headhunted 55,000 employees for more than 5,000 customer enterprises. In the long term and assisted by Humanpool, FORUM Berufsbildung intends to select and train Chinese course instructors. The Guangda Holding is active throughout China in fields as diverse as real estate development, brand name catering, publishing as well as culture and education. The Guangda corporation's excellent contacts to authorities and companies in Suzhou allow for quick a implementation of the activities.

After the successful pilot project, which is going to be continued, FORUM Berufsbildung is to continue with further activities in China. The existing course concept is to be augmented by series of seminars, module-based vocational training courses, distance learning units and e-learning to accompany the training courses. The plan is to include also a broadening of the range of subject-matter by business administration topics, technical qualifications and continuing education courses in the field of social services and care for the elderly.



## **Gesellschaft für Bildung und Beruf (GBB) e. V.**

### **Energy efficient building with German expertise**

The environmentally friendly and energy efficient building and renovating of built structures constitutes one of the greatest challenges worldwide especially with regard to climate protection considerations. In this field of application, German businesses demonstrate not only technical know-how but also experience in the areas of knowledge transfer and professional qualification. With this expertise, they can contribute towards the booming Chinese building industry developing in a sustainable manner.

In future, China intends its economic growth to become more efficient, sustainable and considerate in the use of resources. Cooling and air condition technology is one of the central points of adjustment with regard to energy efficient building. Whereas in Germany only some 15 per cent of final electric power is used in this field of application, in the

industrial metropolis of Shanghai, for example, up to 40 per cent of urban electricity consumption goes into the operation of air conditioning systems and their popularity is ever increasing.

China is considered the worldwide largest market for air conditioning systems. German technology in the area of cooling/air conditioning enjoys an excellent reputation in China. Several German manufacturers not only export their goods to the People's Republic but maintain production facilities in the country itself. Yet the demand is not only directed at the systems themselves but also extends to well trained professionals to produce, maintain and repair these technologically sophisticated appliances.

The Gesellschaft für Bildung und Beruf e. V. (GBB – Institute for Training and Careers) commands many years of experience in qualifying international professionals and executives from Asia, Eastern Europe and South America. It helps to force international cooperations, promotes industrial contacts across the globe and acts as an agent for experts. The GBB has already realised several projects in China.

These include consultancy services for businesses in the Chinese magnesium industry and assistance for executives at the SINOPEC enterprise, a leading firm in the petrochemical industry in China. Moreover, the GBB carries out an assessment of demand that is to contribute towards establishing a professional motor mechanics vocational training system for the Chinese automotive industry. The GBB maintains its own Chinese representation with an office in Beijing.

The German Federal Ministry of Education and Research funded a joint project by the GBB and the Dortmund-based trade service provider and consultancy Wirtschaftsdienst Handwerk GmbH for the development of vocational training and qualification modules for the cooling and air conditioning



# German know-how for sustainable development



technology sector in China. The project focused on conveying practical capabilities as a prerequisite for passing the German standard journeyman examination.

The project started in August 2009 to run over a period of two years. Eight training courses of ten days each for a number of 25 students per course were conducted at the School of Electronics Beijing and at the Nanjing College of Chemical Technology. All participants were already in their third year of vocational training.

The fact that these qualification modules are certified by the Chinese Association of Refrigeration (CAR) in cooperation with German institutions can be seen as a unique selling proposition. Four institutions from the Chinese building and construction industry and four from the German, respectively, contribute to implementing the project as cooperation partners. Whereas the German partners predominantly contributed the technical and didactic know-how, the Chinese partners adapted the modules to meet the requirements of their market and took care of marketing activities on site.

The next step included a scheme for “training the trainer” conducted in Germany. At present, the erection and establishment of a joint training centre in China is being negotiated between the German project partner Bundesinnungsverband Kälte-

Klimatechnik (Federal Guild Association of the Refrigeration and Air Conditioning Trade) and CAR.

Since 2011, the GBB is also involved in a project for the continuing education of Chinese kindergarten teachers according to German standards. The demand for professionally trained kindergarten teachers is huge in China: One hundred and thirty million pre-school children live in China today. The objective is to improve the pedagogic quality of pre-school level teaching. An in-school vocational training course conveying theoretical expert knowledge is augmented by a practical part to apply the pedagogic and psychological theory in the actual kindergarten context. This project to foster training export as a basis for establishing kindergarten academies in China is currently funded by the German Federal Ministry of Education and Research. One major focus of GBB's assignments within the project is curriculum design.



Internet: [www.gbb-gruppe.de](http://www.gbb-gruppe.de)



## **Gesellschaft für Schweißtechnik International mbH**

### **International quality standards through continuing education**

A multitude of German businesses or joint ventures from the fields of metal technology, mechanical engineering and welding have settled in the Chinese city of Kunshan (Jiangsu Province), located some 50 kilometres from Shanghai and comprising 1.8 million inhabitants. Over the course of the past ten years, this city has received many awards for its fast economic growth. Kunshan has been at the top of the list of “Top 100 Best Developed County-Level Economies in China”, issued by the Chinese government, without interruption since 2005. With investors from 65 countries, the merchandise export is of exceptional significance for the Kunshan economy.

To this end, the businesses on site require qualified personnel working according to international standards and therefore capable of producing products for the global market. To ensure that their products can be successfully exported, the Chinese workforce is in demand of continuing education that is designed to meet practical requirements. In order to meet this demand for training, the Gesellschaft für Schweißtechnik International (GSI – International Welding Association) established its first Asian branch office in Kunshan in May 2010. Since that time, the GSI SLV Kunshan has grown into a successful vocational training centre for skilled staff in the field of welding in China.

German joining technology enjoys a first-rate reputation across the globe. In order to maintain the high degree of quality standards, a broad network of welding technology institutes (SLV = Schweißtechnische Lehr- und Versuchsanstalt, i.e. institution for welding technology research and education) was created in Germany. The key area of focus here is on vocational training and continuing education and the network allows for the fast and sustained dissemination of the latest research results.

The GSI was established in 1999. It is a non-profit consortium of six institutions for welding technology research and education with a combined 85 years of experience in welding and materials technology. In 2010, its turnover amounted to some 68 million Euro, 60 per cent of which the GSI generated by providing vocational training and continuing education in the field of welding technology.

In Germany, the GSI with its roughly 600 employees provides classical vocational training courses for the profession of welder, yet also specialised continuing education courses for engineers and technicians. In addition, the GSI organises 250 theoretical training courses each year, as well as practical vocational training courses for a total of 35,000 to 40,000 participants.

The logo for GSI SLV Kunshan features a stylized blue arc above the text "GSI SLV" in a bold, blue, sans-serif font. Below this, the word "Kunshan" is written in a smaller, blue, sans-serif font.

Internet: [www.gsi-kunshan.cn/english](http://www.gsi-kunshan.cn/english)

*research results can be disseminated fast  
and in a sustained manner.*



The SLVs entered into business activities abroad for the first time in the 1970s. At that time, an increasing number of German enterprises moved their production facilities to other countries, where the personnel on site subsequently was trained and qualified by German welding professionals.

In the 1980s, interested parties abroad experienced an increasing need for consulting services and support in establishing educational institutes for welding technology. This prompted the GSI to establish its first branch office in 1992 in the Czech Republic. The new millennium saw the subsequent establishment of further branch offices in Poland, Egypt, Turkey, the Baltic States and China.

As regards the continuing education courses in Kunshan, the trainers use German teaching material that was translated into Chinese. The training workshop was established according to German regulations and furnished with products from well-known German companies, thus turning it also into a show room at the same time. The vocational training for and certification of welders likewise follows German guidelines. This combination results in great interest on part of customers, amongst which feature the firms of Voith, EWM, Daimler, Kronen, Bombardier, Sany, Palfinger, Siemens, Yuanda and Myday.

In the run-up to the opening, employees from the GSI conducted a market research and visited a total of 34 businesses, vocational colleges and organisations in China, some of which by now are permanent customers. More than 1,000 welder examinations, two courses for welding teachers and several welding seminars have been conducted so far. Typical seminar topics are European welding technology standards, modern

electricity sources for welding and resistance welding in the automotive industry. The service proposition furthermore includes counselling, certification and audits for companies wishing for their production processes to comply with international quality standards as regards welding technology.

The preparation efforts for establishing and running the GSI SLV Kunshan were funded by the German Federal Ministry of Education and Research (BMBF). Further training institutions in China are to follow. The branch office achieved a turnover of 160,000 euros already in its first year of business activity in 2010. In the second year 2011, the first full business year, the revenue increased to 240,000 euros. This safeguards employment for several Chinese and German employees with the GSI SLV Kunshan in 2012.





## Internationaler Bund

### Geriatric care professionals for Chinese senior citizens

The Internationaler Bund (IB – International Confederation) is one of the major providers of youth, social and educational work in Germany. More than 10,000 employees in 700 institutions at 300 sites provide support for well over 350,000 young people and adults each year. In addition, the IB is active on an international level with professional training service propositions in Poland and Turkey, amongst other countries. It maintains a representation office in the Ukraine and another one in Beijing.

For over ten years now, the IB has been working together with the People's Republic of China on various projects. The starting point was constituted by participation in an education trade fair in Beijing in 2000 and a first vocational training proposition for Chinese high-school graduates to qualify as a state certified business administration assistant. This was followed by language courses to prepare Chinese university applicants for studying in Germany as well

as by advanced training and continuing education courses for Chinese teachers in the fields of teaching methods and learning techniques. German partners are regarded as being reliable and competent by the Chinese and enjoy high esteem in particular on grounds of the high standards as regards the German vocational training system.

Meanwhile, the IB carries out, in cooperation with the Changzhou vocational college and the Chinese company TONTEC, a four-year vocational training course for industrial mechanics with the core areas of attention being welding, CNC and stock removal machining. Quintessential elements of this training course are the basic training in China combined with a German language course, the practical training at TONTEC and the final qualification in Germany including an industrial placement.

German-Chinese welding centres have been established at the three industrial sites of Tangshan, Qingdao and Changzhou. The IB provided the equipment for eight welding workstations at each respective site. Learning modules jointly developed with the Chinese partners form the basis of the advanced training and continuing education courses. Each year, a German trainer provides six weeks of training for the Chinese trainers on site. These welding courses for professionals are offered in cooperation with the Deutscher Verband für Schweißen und verwandte Verfahren (DVS - German Welding and Associated Processes Association). After graduation from the course, the participants are given certificates attesting them a qualification according to German standards.

In addition to its activities in the areas of language and education, the IB now is involved also in the planning, building and commissioning of a residential complex for senior citizens in Qingdao in cooperation with a Chinese investor and a well-



# *standard of German vocational training is held in great esteem in China.*



established German firm of architects. The complex is scheduled to be finished by the end of 2012. Geriatric care constitutes an increasing problem for Chinese society. Although the “one-child policy” propagated and enforced by the government since 1978 helped to significantly slow down the rapid growth of the Chinese population, it also caused an imbalance in the age pyramid. According to United Nation estimates, the share of people above the age of sixty will be at 31 per cent in 2050. The social systems are far from being prepared to cope with such large numbers of older people requiring care. Already today, the waiting lists for state-run residential homes are full.

The planned residential complex with more than 200 residential and care units provides a diversified range of health and wellness services including a broad range of special care propositions. This flexibility in the structure of the service provision, based on the high level of German standards of quality, allows the residents to lead a largely self-determined life by requesting help only depending on their respective situation and individual requirements.

The signing of the cooperation agreement in May 2010 gave the starting signal for the comprehensive cooperation activities between the three partners. The IB is responsible for planning the overall concept and providing expert advice during the building and furnishing phases. Further tasks allocated to the IB include management training for the management staff and training

for the geriatric care staff. After completion, experts from the IB will continue to support the Chinese in managing the retirement home for a minimum of one year.

As yet, the vocational training system for geriatric care staff is not regularised. For the most part, it is being conducted by qualified nurses or unskilled trainers. However, in future, the country needs qualified geriatric nurses whose working life is fully dedicated to the pedagogic, social and cultural care for senior citizens. The Chinese pursue the objective of safeguarding a qualitatively high standard of vocational training by way of uniform curricula for the whole of China.

Adapted to meet the needs, 20 to 30 care professionals are being successively trained for the new retirement home. In spring 2011, an IB representative paid a first visit to Qingdao, where over a period of four weeks she taught the first module in the two-part qualification training course for trained nurses. The entire course runs over four months and culminates in the advanced qualification of “Geriatric care specialist after the nursing care process”. After passing the intermediate examination, six students participated in the second module held in Waldbröl in North Rhine-Westphalia in the summer of 2011. This second training phase had a duration of 12 weeks and, in addition to theoretical training, included also elements of job-shadowing and excursions. The qualification of further care professionals is planned.



## Deutsche Management Akademie Niedersachsen gGmbH (DMAN) Building competences for environmental protection and energy efficiency

The occupational academy Deutsche Management Akademie Niedersachsen (DMAN) qualifies skilled labour and executive management personnel and promotes business contacts between Germany, Central and Eastern Europe and Asia. DMAN provides German and foreign national enterprises with a comprehensive service proposition of qualification measures and support in accessing new markets. The academy was established in 1989 by the German Federal State of Lower Saxony and associates from the world of industry in Lower Saxony.

Each year, more than 1,000 executive managers from the CIS, Eastern Europe and China visit the German head office of DMAN. They attend management seminars and complete visits to and do work shadowing within enterprises with the aim of gathering information as regards current economic developments in Germany.

DMAN's activities in China started in 1998 and since then have continuously been further developed. In the provinces of Beijing, Shanghai, Shaanxi, Anhui, Jiangjin District, Shandong, Guangdong and Yunnan, in particular, the academy maintains excellent relations with enterprises, industrial organisations and the province government authorities. With its representation office in Shanghai, the DMAN academy additionally supports the continuing education of Chinese executive managers from

the world of industry and administration and thereby contributes to the development of mutually advantageous relations between China and Germany.

So far, more than 800 Chinese executive managers have participated in continuing education programmes offered by the DMAN academy. All seminars and trainings DMAN has conducted for skilled personnel and executives from China were conceived in close cooperation with the academy's Chinese partners and were adapted to the wishes and requirements of the participants. Because of its close ties to the German industry, the DMAN academy is able to provide business operations investigation visits of a high professional degree as well as contacts to German enterprises in the sought-after industrial sectors and to organisations closely related to economic activities.

The Chinese economy's transition from a centrally controlled planned economy to a more market-oriented form of economy as well as the privatisation of formerly state-owned enterprises connected with this transition resulted in a high degree of demand for management training in China in order to support this change process. The China Council For The Promotion Of International Trade Machinery Sub-Council (CCPIT MSC) in Beijing has been a partner of the DMAN academy for many years. The DMAN academy develops and organises an average



Internet: [www.dman.de](http://www.dman.de)

# *The proximity to the German economy makes advantageous contacts possible.*



of three to four individual training programmes per year for CCPIT MSC. The subjects most in demand include corporate governance, internal revision and provisions of admission for the entry into the EU market. All seminars comprise a theoretical and a practical part, during which participants investigate German businesses and are given the chance to exchange views with German colleagues. On average, 60 persons take part in these training programmes each year, mostly from large corporations but also from small and medium-sized enterprises.

In accordance with the German-Chinese environmental agreement, the Federal State of Lower Saxony has entered into an agreement with the partnering province of Anhui regarding the implementation of measures for the protection of the environment. Together with the Anhui Environmental Protection Bureau, the DMAN academy was commissioned to devise and carry out measures and projects for the development of competences in the field of environmental protection. This resulted in a four-year training measure comprising several steps. The topics covered included waste management, municipal sewage disposal, environmental protection in the enterprise and recycling management, nature conservation and prevention of nuclear pollution. The programme consisted of eight individual seminars and had a total of 160 participants.

In December 2010, the DMAN academy welcomed a delegation from the Chinese National Development and Reform Commission visiting with regard to the topic of “Energy efficiency in the building sector”. During their two-week sojourn, the ten executive managers completed a comprehensive study tour across Lower Saxony, Germany and Europe. The delegation attended specialist lectures on thermal insulation and visited energy efficient houses, manufacturers of materials for building

insulation and the Energie-Forschungszentrum Niedersachsen (Energy Research Centre Lower Saxony). The programme included also the topics of sustainable energy supply, passive house technology and plus energy houses.

The demand in China for technical and commercial continuing education has significantly increased over the course of the past years. The DMAN academy has reacted to this development and in 2006 offered its first technical training for Chinese engineers. Because of the strong practical relevance of such seminars, the DMAN academy here works together with German centres of vocational education or chambers of crafts providing the instructors as well as enabling access to machine tools. The Chinese participants received training in the field of “Maintenance and servicing of CNC machine tools”. To augment the training programme, the DMAN academy offers visits to manufacturers of machine tools.

The DMAN academy not only conducts continuing education courses in Germany, but also dispatches experts to China in order to conduct preparatory workshops or other measures on site in the event of the Chinese participants not being able to come to Germany. Typical topics include the principles of market economy, as well as marketing, human resource management and accountancy.



## Chamber of Crafts for Upper Franconia German Educational Attainment for Chinese Young Employees

In cooperation with the Shanghai Normal University (SHNU), the Chamber of Crafts for Upper Franconia offers vocational training and vocational continuing education including a German educational attainment since 2006. The training course is addressed to Chinese young employees in the specialist fields of automotive mechatronics and automotive service technology.

The demand for well-trained expert staff is considerable in these fields of application. Whereas the automotive market in the People's Republic experiences a boom, the service structures as regards maintenance and repairs of vehicles are far from adequate. In order to overcome this shortage and to allow for the further expansion of this market segment, the Chinese partners make use of the proven German expert competence. In the field of automotive technology, the Chamber of Crafts for Upper Franconia cooperates closely with German research institutions and with German automotive manufacturers, such as Audi, BMW, Mercedes and Ford, as well as with suppliers to the automotive industry, such as Bosch.

At the Shanghai Normal University, the training course modules for automotive mechatronics fitters and automotive service technicians are integrated within the study course mechanical engineering and its field of study automotive technology. The six-semester

study course combines the Chinese bachelor qualification with the dual vocational training and continuing education system based on the German model.

The Chinese students spend the first 27 months of their studies in China, with a focus on theory. For the remaining nine months they travel to Upper Franconia, where they receive practical training including work placements. Here, the first six-month training period culminates in the journeyman examination qualifying the students for the profession of automotive mechatronics fitter. The training course includes topics such as methods of diagnosis in the fields of mechanics, motor management, drive assemblies and chassis and braking systems.



# “Chinese partners make use of the proven German expert competence.”



Immediately after this examination, the young Chinese students embark on the continuing education to qualify as automotive service technicians, including the required work placements at car dealers in Upper Franconia. Here the topics include, amongst others, vehicle electric systems and on-board systems, vehicle safety and comfort systems as well as order processing and service communication.

Twice annually for a period of two weeks respectively, a trainer from the Chamber of Crafts supports the teaching in Shanghai and prepares the young future employees for their sojourn in Germany. During their stay, the students are supervised and intensively looked after by Professor Zhiming Wu, a colleague at the Chamber of Crafts, particularly in order to facilitate their cultural integration.

A prerequisite for participation in the vocational qualification programme in Upper Franconia is a proof of language competence for written and spoken German, since the vocational training and continuing education in Germany is provided exclusively in the German language. After completion of their study period abroad, the students pass their final bachelor examinations in Shanghai.

So far, 128 participants have successfully completed the educational measures in Upper Franconia. The cooperation agreement, first signed in 2002, meanwhile was renewed to run until 2020. In its initial phase, the project was funded by the Upper Franconia Foundation, but since 2009 the participants cover the costs themselves.

Not only was a marked practice-oriented training element including a study period abroad integrated into the study course at the Chinese university in the course of this project. Also, German educational attainments were adopted by China, with the examination regulations following German models. Moreover, the Chamber of Crafts for Upper Franconia supported and advised the Chinese partners directly in planning and establishing the automotive training facilities. In part, these were installed in Shanghai by Upper Franconian companies.



## iMOVE

iMOVE is an initiative of the Federal Ministry of Education and Research. Our mission is to promote international cooperation and business relations among German training providers and international public and private organisations.

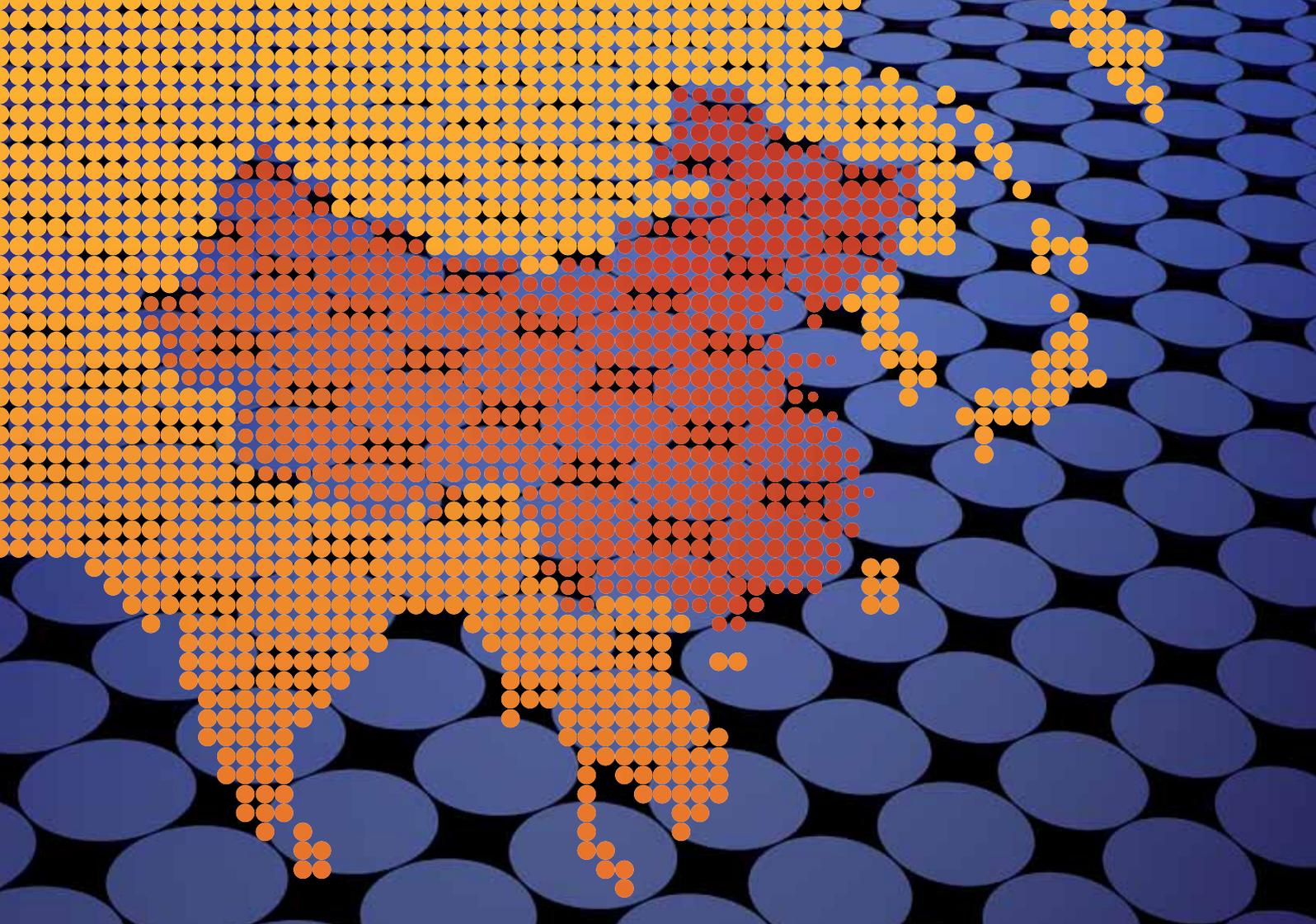
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iMOVE at the Federal Institute for  
Vocational Education and Training (BIBB)  
Robert-Schuman-Platz 3  
53175 Bonn  
Phone: +49 (0)228 107-1745  
Fax: +49 (0)228 107-2895  
E-mail: [info@imove-germany.de](mailto:info@imove-germany.de)  
Internet: [www.imove-germany.de](http://www.imove-germany.de)