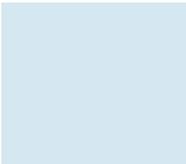




Chambers coaching network promotes cross-border mobility

Interim review of the programme “Training without Borders”



Promoted by:



“Training without Borders” benefits everyone

We are going through a shift on the training market: Enterprises are reporting more training places but fewer young people are applying for them. Companies also now give a chance to applicants who would have been disqualified in the past. Youth unemployment is at its lowest since 1991.

Due to demographic change, the numbers of applicants will continue to decline in the coming years and long-term, while the demand for skilled labour continues to rise. Training is therefore doubly worthwhile for firms, because junior personnel and know-how secure their future business.

The programme “Training without Borders” supports small and medium-sized enterprises in providing training places that meet global market needs and make them attractive as employers for young people. Both sides benefit when a company lets its trainees gain initial experience abroad. With the help of the programme’s mobility coaches, traineeships in other European countries are just a step away.

My sincere thanks go to the Association of German Chambers of Industry and Commerce and the German Confederation of Skilled Crafts with which we planned and jointly implement the programme as of April 2009.

In 2010, 1,500 young people completed part of their training abroad with the help of the programme. The enterprises have a very high opinion of the quality of coaching. This good interim outcome shows that we are on the right track with the programme. Taking a look across the border broadens our horizon. “Training without Borders” benefits everyone.



Dr Ursula von der Leyen
Federal Minister of Labour
and Social Affairs (BMAS)



**Prof. Dr
Hans Heinrich Driftmann**
President of the Association
of German Chambers of
Industry and Commerce
(DIHK)

The chambers' mobility coaches do important educational and advocacy work

In times of demographic change, small and medium-sized enterprises in particular need training marketing. They must aim to stress the quality of their own in-company training and improve their attractiveness as trainers. Just as our companies put applicants to the test, young people will also take a close look at their prospective training enterprises.

Vocational training stays abroad are therefore a major way to attract motivated youth as trainees. For us as companies, they make for a worthwhile investment in our own junior skilled personnel, because during their vocational training the young people already learn to find their way in unfamiliar surroundings, make contacts and adapt to new challenges. This also breathes life into the European education area.

With the network "Training without Borders" the Association of German Chambers of Industry and Commerce (DIHK), the German Confederation of Skilled Crafts (ZDH) and the Federal Ministry of Labour and Social Affairs (BMAS) have succeeded in building up a nationwide localised coaching service for companies on the important topic of learning abroad. The mobility coaches of the chambers do important educational and advocacy work on the advantages and organisational side of stays abroad during training.

Stays abroad for trainees enable young people to acquire new insights and perspectives. On their return, they also put their experience to good use in their daily work to the benefit of the training enterprise and their personal development.

Traineeships abroad – both sides win

50,000 German crafts firms are also engaged on international markets, largely in the neighbouring European countries, and this number is on the rise. Foreign language skills and intercultural competencies of personnel are therefore increasingly in demand.

A traineeship abroad is especially well suited to complement practice-oriented dual training. Young people learn about new ways of working, products and corporate setups. At the same time, they get to know cultures and ways of thinking that are new to them. This special wealth of knowledge is of benefit to their future occupational and personal development, but the training enterprises also profit. So both sides make genuine gains.

Planning and carrying out a specific practical training phase abroad is, however, complicated. Small and medium-sized enterprises in particular are reticent to put in the effort. The chambers' mobility coaching network now provides professional support to prospective trainers and young skilled workers and apprentices on all aspects of learning stays abroad.

I would therefore urge the crafts enterprises to take advantage of the coaching and support services of "Training without Borders" so that they increasingly come to see Europe without borders as their own market.



Otto Kentzler
President of the German
Confederation of Skilled
Crafts (ZDH)

chambers and chambers of industry and commerce, over 35 mobility coaches provide advice and support to businesses, trainees and young skilled workers.

The goal of the network is to convince the target group of the importance of vocational traineeships abroad. And it is succeeding: In 2010, about 1,500 young people completed part of their training abroad with support from mobility coaches. In exchange, about 500 trainees and young skilled workers from other European countries gained insights into companies in Germany. Thanks to the participation of many chambers, coaching is provided nationwide. The diverse qualifications and cooperation among mobility coaches generate synergies and ensure a high quality of support. In other words: For every question, the network has at least one expert to answer it.

With the requisite database, the intranet platform developed as part of the programme, Mobipedia, is used for networking the coaches and now provides a whole range of up-to-date information. Documents with expert information, guidelines, etc. are available to all participants. Questions can be simply asked and answered fast on the platform. This safeguards labour standards, makes a major contribution to the quality of coaching and has now become a permanent feature of networking.

The website, www.mobilitaetscoach.de, has established itself as the contact point for interested enterprises, trainees and skilled workers. It offers comprehensive information in the form of leaflets, specimen forms, booklets, links etc.

“European mobility of apprentices makes up a major component of training. Craft enterprises are, however, not able to carry out mobility measures on their own. This is why we want to and must provide mobility coaching to our member companies in future as well.”

Dr Ortwin Weltrich, Executive Director of Cologne Chamber of Crafts and Skilled Trades

“Mobility coaching provides an excellent way to support our companies in planning, organising and conducting foreign projects.”

Paul Bauwens-Adenauer, President of the Cologne Chamber of Industry and Commerce and Vice-President of DIHK (Manager of Bauwens GmbH & Co. KG)

Mobility coaches work nationwide

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The coaching network is supported by a coordinating office located at the Association of German Chambers of Industry and Commerce (DIHK) in Berlin and the Central Agency for Continuing Vocational Education and Training in Skilled Crafts (ZWH) in Düsseldorf.

The programme was developed by the Association of German Chambers of Industry and Commerce (DIHK), the German Confederation of Skilled Crafts (ZDH) and the Federal Ministry of Labour and Social Affairs (BMAS).

Funded by the Federal Ministry of Labour and Social Affairs and the European Social Fund (ESF), the programme will be implemented until the end of 2014.

Objectives

The major goal of the programme “Training without Borders” is to foster and expand a culture of Europe-wide, cross-border mobility in vocational training and increase the frequency of traineeships abroad.

To achieve this, firms above all must be made aware and motivated to provide working stays abroad for trainees and young skilled personnel. This is a win-win situation: The company and the workforce alike benefit from a stay abroad.

The mobility coaches in the network support businesses, trainees and young skilled workers in all aspects of a stay abroad. They provide information on costs and funding facilities, help with issues such as insurance cover and contractual provisions and search for suitable foreign partner enterprises.

The coaching network assists trainees and young skilled workers in the preparations and practical measures for the stay abroad, by organising language courses and intercultural training or obtaining leave from the vocational school, for example. Only with this support is it possible for many small and medium-sized enterprises to venture abroad.

Thanks to the many chambers involved in the network, these coaching services can be offered at many locations throughout Germany.

“For me as an entrepreneur in the border region, it is obvious that personnel need to acquire international competencies. The mobility coaching project helps us maintain and increase the present number of 30 secondments abroad a year.”

Peter Dreißig, President of the Cottbus Chamber of Crafts and Skilled Trades and Member of the Presidential Board of the German Confederation of Skilled Crafts

Benefit

Stays abroad help both enterprises and trainees and young skilled workers to prepare themselves to meet the demands of a globalised economy. Enterprises profit from foreign contacts and skilled labour with international experience. These in turn learn abilities that set them apart from co-applicants and make them particularly attractive for employers.

Economy and businesses

The world, and particularly Europe, is converging. For enterprises, this development affords opportunities and poses risks. So it is important to meet the challenges of globally networked markets with personnel that have gained international and intercultural experience. Vocational traineeships abroad are an excellent way to impart international qualifications to personnel through the early acquisition of foreign language skills and intercultural competencies and by learning about working methods in other countries. At the same time, stays abroad by their own skilled workers enable companies to make business contacts and gain access to new markets.

There are even more good reasons for enterprises to promote traineeships abroad: As experience shows, trainees and young skilled workers who have undergone a learning stay abroad return to their job highly motivated, are more eager to learn and come up with innovative ideas. Enterprises also enhance their image as attractive em-

Als Lehrling im Ausland – Das nützt auch dem Meister

Handwerkskammer ermutigt Betriebe, Auszubildende auf die Reise zu schicken

Von Andreas Schwieger

BRAUNSCHWEIG. Denkt Maïke Perrey an Carrara in Italien, gerät sie ins Schwärmen. Drei Monate war die Steinmetz-Auszubildende dort, um ihre Fertigkeiten in der Marmor-Bearbeitung zu vertiefen. Diese Erfahrung ist eine tolle Bereicherung“, sagt sie.



Für mich war das eine sehr bereichernde Erfahrung“

ISLANDSPRAKTIKUM: Raumausstatterkürhling Julia Engels arbeitete drei Wochen in Frankreich

Im August 2008 machte ich eine Ausbildung zur Raumausstatterin bei der Firma Longe (Möbelgeschäft). Im Frühjahr 2010 beendete ich meine Ausbildung. In dieser Zeit wurde ich von der Handwerkskammer Braunschweig auf eine Auslandspraktikum eingeladen. Ich habe mich für ein Praktikum in Frankreich entschieden. Ich habe dort drei Wochen gearbeitet. Ich habe dort viel gelernt und bin sehr stolz auf meine Erfahrung. Ich habe dort viel gelernt und bin sehr stolz auf meine Erfahrung. Ich habe dort viel gelernt und bin sehr stolz auf meine Erfahrung.

ployers. This helps to recruit motivated trainees and skilled personnel and keep them in the company for the long-term – even in times of short supply.

Trainees and young skilled workers

When asked about the experience they gained abroad, trainees or young skilled workers cite improved foreign language proficiency, learning new working methods and processes, getting to know new forms of work organisation and new products, new ideas and more self-confidence. They have experienced at first hand what it means to learn, work and cope in an international working environment. Young people gain an enormous wealth of experience that is of benefit for their future occupational and personal development.

Acquiring international and intercultural competencies is now essential for a successful career, because enterprises are increasingly looking for mobile, adaptable personnel with international experience. The best way for young people to obtain these qualifications and set themselves apart from other applicants on the labour market is a stay abroad.

This is underscored by the “Europe 2020” strategy of the European Commission adopted in 2010, whose leading education policy initiative is entitled “Youth on the Move”. It sees vocational training stays abroad as a way for young people to improve their employability for integration into the labour market.

“Stays abroad during training have a lot to offer: personal development and professional know-how for apprentices and highly motivated and flexible junior personnel for our enterprises.”

Prof. Dr Elmar Forster, Executive Director of the Central Franconian Chamber of Crafts and Skilled Trades

“My time in Spain was a terrific experience that I can only recommend to every trainee. I am (...) much more proficient in Spanish (...) and am far more versatile today in my company.”

Isabel Coto-Ruiz, trainee at Siegenia-Aubi KG, multi-week stay abroad in Antequera/Spain

“I have gained much more self-confidence and have upgraded my crafts skills in some areas.”

Dana Marie Alkarech, trainee orthopaedic technician, three weeks in Norway

Programme evaluation

The programme "Training without Borders" is being evaluated by a syndicate of the Rhenish-Westphalian Institute for Economic Research (RWI), Essen and the Institute for Social Research and Social Policy (ISG), Cologne.

The aim of the evaluation is to ascertain the quality of coaching services from the perspective of the enterprises, the outcomes of coaching and the effects of a traineeship abroad. For this, a survey is conducted of both the mobility coaches and the enterprises that arranged stays abroad for their trainees under the programme.

The survey comprises a catalogue of 28 questions sent in August 2010 to the enterprises that had received coaching. By mid-2011, 176 filled-out questionnaires were returned and then evaluated. 52.3% of the responses came from crafts chambers (n = 91) and 47.7% from chambers of industry and commerce

„Tschüss Meister, ich bin dann mal weg!“ Entdecke die Möglichkeiten: Wie Auszubildende EU-weit in Betrieben lernen können – Unterstützung vom Mobilitätsberater



verschiedene Musterformulare, etwa für Bewerbungen und Referenzschreiben des Ausbildungsbetriebs. Wer nicht nur ein Praktikum, sondern seine gesamte Ausbildung im Ausland machen möchte, ist bei der „Zentralen Auslands- und Fachvermittlung“ (ZAV) der Bundesagentur für Arbeit an der richtigen Stelle. Hier gibt es ausführliche Informationen zu Auslandsabschlüssen und

Um die grenzüberschreitende Ausbildung attraktiver zu machen, haben Industrie- und Handelskammern sowie der Zentralverband des Deutschen Handwerks die Initiative „Berufsbildung ohne Grenzen“ gestartet (www.mobilitaetscoach.de). Zentrales Element der Initiative ist die Unterstützung von Jugendlichen und Betrieben durch „Mobilitätsberater“.

Die derzeit 35 Berater helfen bei der Suche nach geeigneten Betrieben für Praktika und Austauschprogrammen und unterstützen Auszubildende

Ein mindestens zweimonatige Aus- oder Weiterbildung im Ausland haben im Durchschnitt 13 Prozent der repräsentativ befragten EU-Bürger irgendwann in ihrem Leben schon einmal absolviert. Von den befragten Deutschen gaben 10 Prozent an, bereits einmal im Ausland

ein Aufenthalt beispielsweise in Polen ist ideal für erwerbstätige beim Ausbilder. Man arbeitet dort mit traditionellen Techniken und Materialien, die bei uns umgänglich sind“, schildert Jacqueline März. Zu den beliebtesten Zielen deutscher Auszubildender zählen

Spezialkenntnisse aus dem Ausland werden anerkannt, sind übrigens keine Einbahnstraße: Zahlreiche Jugendliche etwa aus Frankreich, Irland, Ungarn, der Schweiz und den Niederlanden haben das deutsche System der Dualen Berufsausbildung bereits

als Praktikanten in Deutschland – bei einem Gittarenbauer in Berlin.

Empfehlenswerte Online-Informationen für Auszubildende

Jahresthema: Fachkräfte sichern

Ausbildung ohne Grenzen

Die regionale Wirtschaft agiert zunehmend internationaler. Darauf müssen sich schon die Auszubildenden vorbereiten. Viele Unternehmen bieten ihnen die Chancen dazu.



in Auslandsaufenthalt während der Ausbildungszeit ist da ideal, um fachliche, sprachliche und interkulturelle Kompetenzen auszubauen.

Mutter John Rischmüller und

Centrums. „Auszubildende, die einige Zeit im Ausland waren, sind belastbarer und sicherer im Umgang mit anderen Menschen.“ Das kann Sarah Haller nur bestätigen. Die angehende Veranstalterin

(n = 83). Regionally, the responses were mainly received from the federal states of North Rhine-Westphalia (50.9%), Bavaria (16.6%) and Brandenburg (12%).

Keen interest in traineeships abroad

The majority of the enterprises questioned assessed experience abroad for trainees and young skilled workers as 'important' or 'very important' (63.5% and 55.2% resp.). They voiced keen interest in the possibility of seconding their own trainees (87.1%) abroad but less for their young skilled workers (43.3%). They were also willing to take in foreign trainees (47.8%) or young skilled personnel (35.2%) in their own firm.

Impact and quality of mobility coaching

The survey findings show that personal contact between mobility coaches and companies played the largest role (66.3%), with coaching by telephone (39.4%) or as part of an event (23.3%) less frequent. 78.2% of companies reported that their readiness to second trainees had increased very greatly or greatly as a result of mobility coaching. As far as young skilled workers were concerned, this increased willingness applied for 43.8% of enterprises. The general quality of advice was assessed very favourably by the companies: The majority were very satisfied or satisfied with the services provided (89.3%). Of particular note are the good to very good ratings for coaching on funding programmes for traineeships abroad (87.9%), applications for mobility projects (82.5%), guidance and supervision of participants during the stay abroad (77.3%) and liaising with foreign traineeship enterprises (76.9%).

"Two years into the project, I think the coaching services are on the right path towards popularising traineeships abroad, motivating enterprises and trainees to participate and finally making traineeship abroad for skilled craft apprentices a matter of course."

Knut Deutscher, Executive Director of the Cottbus Chamber of Crafts and Skilled Trades

"The Azubi-Mobil team took unbureaucratic care of my four-week stay abroad in Plymouth/United Kingdom (...). Getting to know the culture, people, languages and work environment and above all the experience of life is something no-one can take away from me. I have been very lucky to complete two traineeships abroad."

Anja Prochnau, former trainee at Innovations for High Performance Microelectronics (IHP) in Frankfurt/Oder

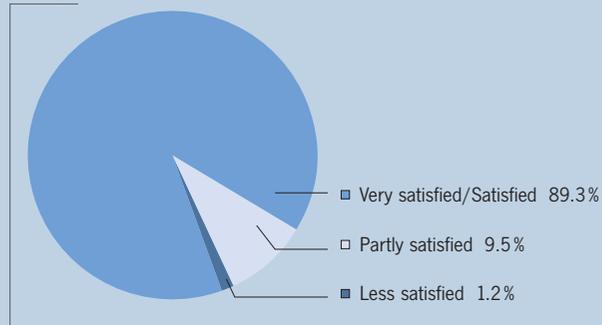
What businesses want

For more trainees to take part in traineeships abroad, the companies would like to see the chambers and guilds bear more responsibility for the organisation (76.1%) and the preparations (75.9%) of the stay. They also expect mobility coaches to find suitable traineeship enterprises abroad (71.4%).

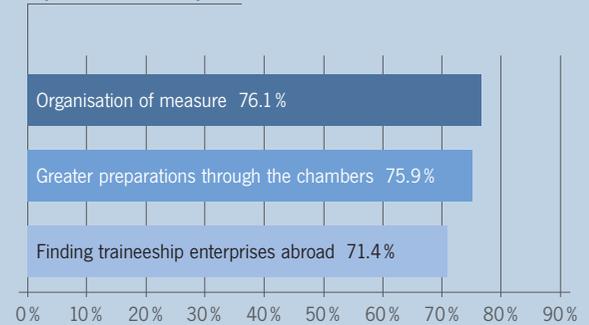
Actual secondments

The majority of enterprises reported that they had not seconded their trainees (58.1%) and young skilled workers (86.5%) abroad. Only less than a third of the enterprises questioned had seldom sent trainees and just 11.4% on a regular basis (12.3% and 1.2% of skilled workers respectively). The absence of trainees and young skilled workers in the company production process posed the greatest obstacle for more than half of all firms. This was generally more of a problem with

Quality



Expectations of enterprises



skilled workers than trainees. The costs of a stay abroad played a minor role for enterprises, however. Less than a third considered them to be too high, although this depended heavily on the industry and scale of enterprises.

Favourable experience with traineeships abroad

Almost 90% of enterprises that had already seconded trainees or young skilled labour abroad assessed their experience with cross-border mobility as very positive or positive. For example, 56.1% of these enterprises also definitely intended to continue to arrange stays abroad during vocational training. More than a third may do so.

Recap

There is general keen interest in mobility measures. Thanks to mobility coaching, there is also an increased willingness to actually second personnel. The programme “Training without Borders” has thus evidently had a pronounced impact, which will be reflected in higher future numbers of secondments. Enterprises also value the high quality of coaching.

The findings show that mobility coaching is on the right track. Nevertheless, the number of vocational traineeships abroad carried out at present is still small, so that much still needs to be done to practically establish them as an integral part of vocational training.

“In the Siegen Chamber of Industry and Commerce, mobility coaching was soon able to provide a major impetus and support for qualifying young people for international tasks.”

Klaus Th. Vetter, President of the Siegen Chamber of Industry and Commerce

“(…) With the help of the mobility coach, we found a suitable funding programme for our trainees, which took care of the subsequent organisation of the stay abroad. This saved our company the trouble. These facilities should be expanded (...). I find it very important that these exchange programmes are also available for trainees, not just school pupils.”

Gabriele Gersing, Heizung und Sanitär Gersing GmbH, Aachen

Project evaluation

As of 2009, the East Thuringian Chamber of Industry and Commerce in Gera and the East Thuringian Chamber of Crafts and Skilled Trades provide the mobility coaching service as part of the programme “Training without Borders”. To publicise this regional service, the coaches launched the initiative “Go out and come back!” at the beginning of 2011. The public relations campaign was carried out together with the Chair for Intercultural Business Communication at the University of Jena. For an initial evaluation, the enterprises engaged were asked about their attitudes to, experience with and expectations of trainee secondments abroad.

Good marks for mobility coaching in East Thuringia

The beneficiaries of mobility coaching all indicated that they were satisfied to very satisfied with the quality of coaching. A third of the enterprises questioned reported they already knew about the coaching services of the chambers of industry and commerce or crafts. 27% were informed of them by the coaches and 12% learnt of them through the media. There is still scope for raising the visibility of mobility coaching through press and public relations. This is why the public relations campaign “Go out and come back!” was started. The Thuringian Minister for National and European Affairs, Marion Walsmann, took on the role of patron.

Enterprises say “yes” to traineeships abroad

To the question about stays abroad for trainees, over half of the enterprises replied they were in favour. 45% also indicated their interest in arranging foreign traineeships in future. Only 11% of the respondents completely rejected traineeships abroad. 16% answered the question of whether trainees from their company had already undergone training abroad with “yes”. In response to the subsequent questions on the organisation and finance of secondments, most enterprises were clearly unable to bear major organisational responsibility. This clearly shows how important support from mobility coaches is.

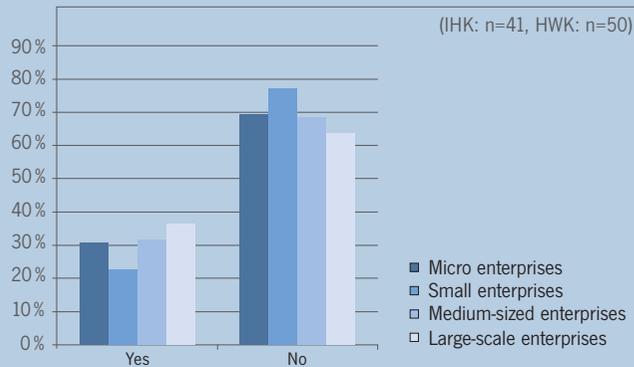
Need for coaching still great

The third part of the survey focused on the advantages and disadvantages of traineeships abroad and expectations of mobility coaching. As to the advantages of secondments abroad, more than half of the enterprises stated in each case that trainees had improved their technical, language and social skills. Almost 50% were also convinced that it benefited in-company training marketing. More than a third saw learning phases abroad as affording the company a considerable image gain. Only a fifth of respondents saw no advantages in traineeships abroad. Critics saw no need for their company (36%). For a quarter of the survey participants, both lack of time and information seemed to pose major obstacles to arranging traineeships

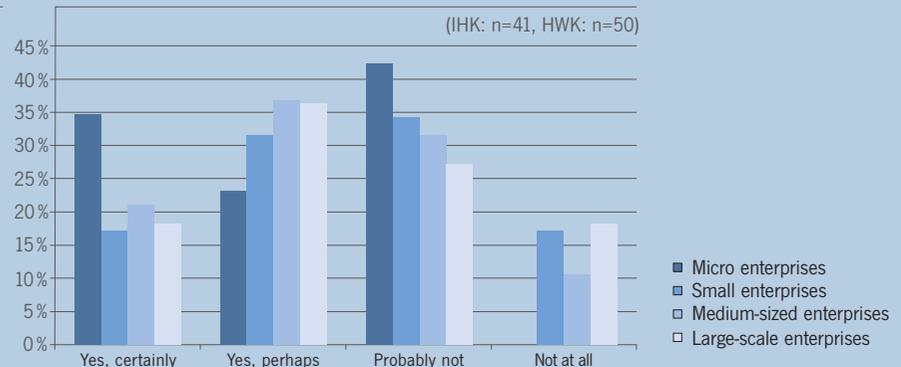
“Our mobility coaching project is a great gain for our chamber and above all for our member companies. DIHK, BMAS and ZDH have initiated a business service project that we will continue to support in future.”

Wolfgang Spieß, Head of Education Division of the Potsdam Chamber of Industry and Commerce

Do you know the programme “Training without Borders” and mobility coaching in the chambers of industry and commerce (IHK) and crafts (HWK)?



Would you be in favour of a traineeship abroad for your trainees?



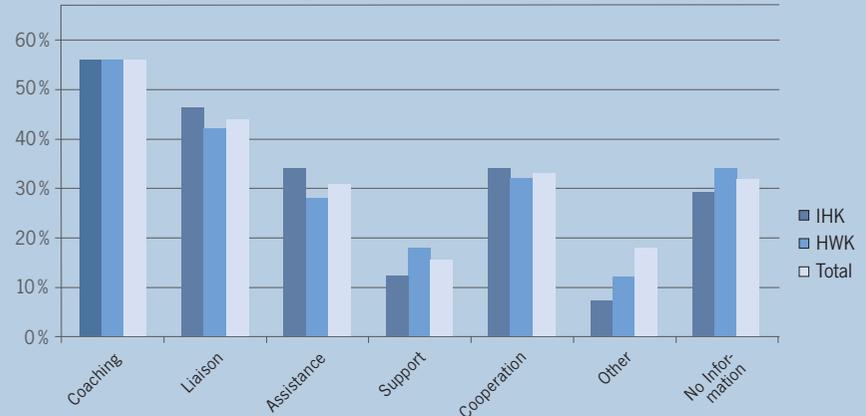
abroad. In future, over half of the enterprises questioned would like mobility coaches to help in searching for suitable funding programmes and financing facilities. There is, however, also a large demand for liaising traineeships abroad at 44%. The services supplied by mobility coaching thus meet the needs and expectations of enterprises and provide indispensable support.

Prototype "Go out and come back!"

What can we learn from the evaluation? First of all, a considerable number of enterprises are obviously already familiar with mobility coaching in their region and also hold it in high regard. More firms need to know about it, however. We must therefore invest even more in future, particularly in public relations.



What kind of assistance would you like to have from mobility coaches in future?





Traineeships on the rise

This map provides a rough picture of secondments, placements and exchanges.





Outlook

The programme “Training without Borders” marks a major step towards expanding transnational mobility in vocational training in Germany. To raise the number of traineeships abroad, however, more still needs to be done to promote, enlarge and mainstream professional support from the chambers’ coaching network.

Enterprises are generally very willing to second trainees abroad and this readiness has increased thanks to mobility coaching. Yet although over half of the enterprises generally approve of secondments abroad, the number of actual traineeships is still relatively small. Too often, enterprises reject them or dismiss them as unimportant – frequently for organisational reasons. In future, then, we need to emphasise the significance and advantages of these mobility measures even more and impress these on both companies and trainees.

Besides the necessary expansion of coaching services, an effective way to do this is to compile and disseminate experience reports and best practices and network enterprises to facilitate the exchange of views and experience. A prime example of this is the excellent experience the majority of enterprises have gained with the mobility coaching programme.

The companies value the high quality of mobility coaching. They expect above all information, coaching, support in organising stays abroad and traineeship placements. This is just what the chambers’ mobility coaching network can provide.

Another positive aspect is the high visibility of mobility coaching after only two programme years. At the same time, this shows the need to do more to publicise the programme. In practice, this means stepping up public relations and suitable media communication and involvement.

The programme “Training without Borders” has already made good progress after almost three years. To continue this success story and establish and consolidate a culture of mobility in vocational training, three factors are of key importance:

1.

Small and medium-sized enterprises are in special need of support, because the practical implementation of mobility projects entails considerable administrative and organisational input. This is where there is a particular need for a coaching and supportive infrastructure near to businesses.

2.

To raise mobility further, support from the programme “Training without Borders” will also be required in future, because this is the only long-term and sustainable way to meet the identified needs.

3.

In our globalised economy, intercultural and foreign language competencies acquired abroad are increasingly important for skilled and executive personnel in enterprises. Experience abroad – ideally already at an early age – promotes youth employability but also business competitiveness. The mobility coaching programme therefore makes a major contribution to attaining the key goals of the new EU growth strategy “Europe 2020”.

“Employability today often means going beyond national borders, being open to other countries and new cultures. The initiative, Training without Borders, raises awareness of this and also helps to upgrade international qualifications (...)”

Stephan Schwarz, President of the Berlin Chamber of Crafts and Skilled Trades

“Mobility coaching helps as the initial contact point (...) This comprehensive support is important so that smaller craft enterprises and their apprentices can also take advantage of the opportunities available. This is the way to strengthen the dual training system and recruit good junior personnel, despite the looming shortage of skilled labour.”

Horst Kruse, President of the Lübeck Chamber of Crafts and Skilled Trades, Member of the Presidential Board of the German Confederation of Skilled Crafts



List of participant chambers

Nationwide, mobility coaches in the chambers of crafts and industry and commerce foster a culture of mobility in vocational training.

Aachen Chamber of Crafts and Skilled Trades

Aachen Chamber of Industry and Commerce

Berlin Chamber of Crafts and Skilled Trades

Braunschweig-Lüneburg-Stade Chamber of Crafts and Skilled Trades

Central Franconian Chamber of Crafts and Skilled Trades

Cologne Chamber of Crafts and Skilled Trades

Cologne Chamber of Industry and Commerce

Cottbus Chamber of Crafts and Skilled Trades

Cottbus Chamber of Industry and Commerce

Dresden Chamber of Crafts and Skilled Trades

Düsseldorf Chamber of Crafts and Skilled Trades

East Brandenburg Chamber of Industry and Commerce

East Frisia and Papenburg Chamber of Industry and Commerce

East Thuringian Chamber of Crafts and Skilled Trades

East Thuringian Chamber of Industry and Commerce in Gera

East Westphalian-Lippe Chamber of Crafts and Skilled Trades in Bielefeld

Halle (Saale) Chamber of Crafts and Skilled Trades

Hannover Chamber of Crafts and Skilled Trades
Hannover Chamber of Industry and Commerce
Koblenz Chamber of Crafts and Skilled Trades
Koblenz Chamber of Crafts and Skilled Trades (Westerwald Academy)
Leipzig Chamber of Crafts and Skilled Trades
Lübeck Chamber of Crafts and Skilled Trades
Magdeburg Chamber of Crafts and Skilled Trades
Munich and Upper Bavarian Chamber of Crafts and Skilled Trades
Münster Chamber of Crafts and Skilled Trades
North Westphalian Chamber of Industry and Commerce
Oldenburg Chamber of Crafts and Skilled Trades
Osnabrück-Emsland Chamber of Industry and Commerce
Palatinate Chamber of Crafts and Skilled Trades
Potsdam Chamber of Crafts and Skilled Trades
Potsdam Chamber of Industry and Commerce
Schleswig-Holstein Business Academy
Schwerin Chamber of Crafts and Skilled Trades
Schwerin Chamber of Industry and Commerce
Siegen Chamber of Industry and Commerce
Swabian Chamber of Crafts and Skilled Trades
West German Chambers of Crafts and Skilled Trades for Dortmund and South Westphalia



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