



Entwicklungsgesellschaft Energiepark Lausitz GmbH

Output 4:

Guideline – ‘carf the carving’

Erasmus+ project „HanDS“

Development of an integrated innovative approach - consisting of a right mixture of prevention, intervention and compensation measures - to fill the gap between low-level secondary or vocational education and the labour market.



Output 4: Guideline – ‘carf the carving’

‘Low-skilled’ work is often associated with bad working condition, but usually ‘low-educated’ people have their economic livelihood in these job vacancies. It ensures their social participation. These facts show a serious trade-off. It is socially and politically desired that as much people as possible are situated in ‘Good Work’ conditions.

The technological and economical availability of digital manufacturing engineering enhances innovation pressure for enterprises. It entails a broadly based introduction of digital technologies. These technologies facilitate working processes for humans. Assuming that ‘low-skilled’ jobs are always available, but different than we’re used to, there are possibilities to solve inconsistency between ‘low-skilled’ work and ‘Good Work’. Beside these developments enterprises are socially responsible to contribute social harmony by offering jobs in a broader educational range including good working conditions. At the moment enterprises respond to developments at the labour market. Less manpower and professionals are available that enterprises are in competition with ‘Good Work’.

Based on following listed literature we have got an idea about the current discussion on low-skilled jobs, considered the developments and influences of digitalization.

Respectively the work period until now the initial situation at the labor market hits different aspects:

- very good economic situation, entry of job-seekers is possible in general
- demographic change (lower applicant's figures, decline in population in the rural area)
- Movements from the land to metropolitan areas
- serious influence to be expected of the digitization of the professional life
- high automation rate in the enterprises
- change in the demands for laborer jobs

According to these facts the employers face new challenges in acquisition of new employees and in keeping good employees. Usually they have to offer good conditions on a well-balanced work- life-balance to the employees.

This includes, among others:

- safe jobs, unlimited employer-employee relationships
- modern terms of employment
- good management
- adequate income possibilities
- possibilities of development / career chances in the enterprise
- possibilities for continuing education

To ensure the demand of skilled workers a solution can be to develop employees in the enterprises from the bottom to the top – step-by-step. It is like a “development chain” – looking at the laborer position to a skilled worker up to a manager or top manager. Enterprises have potentials in their own workforce. For low-skilled jobs usually people with lower education level can get qualified by adequate learning environments to remove barriers extensively.

Cooperation between companies, education institutions and job agencies are very helpful to realize alternative learning pathways. A well-used program is the modular training system to qualify low-educated people. Especially in the metal industry, but also in other sectors basic qualification makes it easier to enter into enterprises – for both. These qualifications have to be a very good mix of practice-related modules and internships in cooperating and interested companies. This step is part of an “individual education chain” und continues on coaching-on-the-job. Beside the education another challenge is to organize low-skilled jobs with responsibilities and communication ways. Enterprises have to structure their working process to incorporate low-skilled workers. For this challenge new job requirements and job profiles are necessary, especially considering the development by digitalization. Apart from these both challenges the company needs improvement that the skills and needs match. Therefore they need a measurement method based on job requirements of a low-skilled job.

The idea behind ‘carf the carving’ is that working tasks are defined and decomposed in such way that low-skilled work is performed by assistants instead of professionals. Each working place has a set of tasks what an assistant can perform, but only the quantity of these sets make a new job vacancy. These jobs are a kind of service at work for professionals. In a working environment ‘proximity service’ is new defined.

The execution of ‘carf the carving’- principles causes some changes in enterprises that usually organizational development processes are launched. Some requirements are needed to implement this philosophy:

- Adaption of core values,
- Team workspace has to be implemented,
- ‘low-skilled’ tasks has to be defined,
- Job profile has to be structured,
- Flexible training modules to achieve basic knowledge.

It is necessary that a common ground in core values is built. It is not a typical approach, yet. Common values should be defined and implemented into internal processes. In addition companies are well-advised to implement – at least – executive trainings and communication training for team members.

At the macroeconomic level the labor market is influenced by different factors like domestic and international market dynamics as well as factors such as immigration, the age of population and education levels. ‘Carf the carving’ is made for a certain target group. Two items are considered to define the target group for low-skilled jobs– education level and current situation in life.

According ‘carf the carving’-principles tasks are usually classified on level 2 of the European qualification framework. People need “basic factual knowledge [as well as] basic cognitive and practical skills [...] to solve routine problems [in a field of work,] [...] using simple rules and tools”. People usually “work under direct supervision in a structured context”. Some tasks are on level 3 and require “knowledge of facts, principles, processes and general concepts [as well as] a range of cognitive and practical skills [...] to solve problems by selecting and applying basic methods and tools, materials, and information”. People “take responsibility for a [limited] completion of tasks”. (European Union, 2017)

Based on the current situation in life people are in different conditions that they look for an assistant job:

- job seekers without professional qualification
- job changers
- refugees
- drop outs from university
- educational drop outs
- high school drop outs
- school-leaver

According to the mentioned requirements a chart was developed to define ‘low-skilled’ tasks and possible training program. Oriented on the levels of the German Qualifications Framework, the descriptions are based on professional competences in knowledge and skills as well as on personal competence in social competences and autonomy. The training program is divided into modules. According to individual requirements and their demand training modules can be individually selected and combined.

1. Title of job task	
EQF-level	
competence description	
Professional competence	
knowledge	• ...
skills	• ...
Personal competence	
social competence	• ...
autonomy	• ...
Modular training (MT)	
Module abbreviation	<i>Title of module</i>

Job profiles can be individually created, using a set of work tasks. Additionally arrangements regarding substitutions and reporting have to be specified.

Task	Activities	Necessary skills (knowledge, experience, behavior)
1.) ...	▪ ...	▪ ...
n.) ...	▪ ...	▪ ...

At the moment the demand for labors is very high, but a very few labors are looking for a job. This situation causes some changes in enterprises. They are plain with new target groups, like ‘low-skilled’ and ‘low-educated’ job seeker. Obviously they change their human resource development processes. To support these processes new instruments were developed to test employability.

Often ‘low-skilled’ people have no certificates to display their skills and competences. Their experiences usually result from informal learning situations and – occasionally – non-formal education. Stichting surplus has created a measurement method. They call it ‘aim at work’. The measuring system consists of two intertwining parts – a measurement method and a software solution. ‘Aim at work’ measures skills and competences and categorize job seekers in order to offer them rightful attention and guidance. (You can find further information in this specific chapter.)

Educational institutions support steps into work. They build a network between companies and job agency. Job seekers get support to find an employer. They write a job application, supported by a job coach. They get opportunities at work to show their abilities via a short-term internship. In some cases they pass modular training in specific themes to match the requirements of a job vacancy, f. e. forklift driver’s license. For the first steps at work “job starters” are supported in certain questions, problems by a job coach to reduce the dropout rate. If companies want to develop ‘low-skilled’ workers educational institution offer training possibilities for them and public funds can be applied for.

According to these guidelines an example was created. In Germany a huge sector is the metal industry. EEPL GmbH has a great amount of customers in this field that EEPL has lots of experience in human resource and organizational development processes in enterprises. The example shows and defines main tasks of a production assistant and samples of job profiles for certain workspaces within the metal sector. As well as in cooperation with the enterprises of the metal industry EEPL develops and tests a modular qualification as industrial laborer with output-oriented descriptions. This modular education encloses 22 modules.

Find enclosed:

Templates – job requirements, job profile & job ad
Catalogue of requirements for simple workplaces in metal work
Job profiles
Job advertisements

The results based on literature research, business surveys, and interviews.

Numerous enterprises of metal sector in the surroundings of Finsterwalde were involved in business surveys and interviews.

Especially for the testing phase three companies cooperated to test the 'carf-the-carfing'-system:

Metallverarbeitung Günther GmbH – production assistant - metal trade
Metallguss Finsterwalde GmbH – production assistant - foundry
Galfa GmbH & Co. KG – production assistant - metal industry

Literature list:

Abel, Jörg; Hirsch-Kreinsen, Hartmut; Ittermann, Peter: Einfacherarbeit in der Industrie. Struktur, Verbreitung und Perspektiven. Berlin, Ed. Sigma, 2014

Barth, Bertram; Flaig, Berthold Bodo; Schäuble, Norbert; Tautscher, Manfred: Praxis der Sinus-Milieus® Gegenwart und Zukunft eines modernen Gesellschafts- und Zielgruppenmodells. Wiesbaden, Springer Fachmedien Wiesbaden, 2018

Biech, Elaine: 101 Ways to Make Learning Active Beyond the Classroom. Published by John Wiley & Sons, Inc., Hoboken, New Jersey, 2015

Calmbach, Marc; Borgstedt, Silke; Borchard, Inga; Thomas, Peter Martin; Flaig, Berthold Bodo: Wie ticken Jugendliche 2016? Lebenswelten von Jugendlichen im Alter von 14 bis 17 Jahren in Deutschland. Wiesbaden, Springer, 2016

Colin, Nicolas (2018): What everyone is getting wrong about low-skilled jobs.
<https://www.forbes.com/sites/nicolascalin/2018/09/12/what-everyone-is-getting-wrong-about-low-skilled-jobs/#7cba5fc53214> (05.02.2019)

Egger, Rudolf; Posch, Alfred: Lebensentwürfe im ländlichen Raum ein prekärer Zusammenhang? Wiesbaden, Springer VS, 2016

European Union (2017): Council recommendation on the e European Qualifications Framework for lifelong learning.
<https://ec.europa.eu/ploteus/sites/eac-efq/files/en.pdf> (05.02.2019)

Hirsch-Kreinsen, Hartmut (2016): the future of low-skilled industrial work.

<https://library.fes.de/pdf-files/wiso/12866.pdf> (05.02.2019)

Hirsch-Kreinsen, Hartmut; Ittermann, Peter; Niehaus, Jonathan: Digitalisierung industrieller Arbeit die Vision Industrie 4.0 und ihre sozialen Herausforderungen. Baden-Baden, Nomos, 2015

Ittermann, Peter; Niehaus, Jonathan; Hirsch-Kreinsen, Hartmut: ARBEITEN IN DER INDUSTRIE 4.0. Trendbestimmungen und arbeitspolitische Handlungsfelder. Hans-Boeckler-Stiftung, Düsseldorf, 2015

Ittermann, Peter; Abel, Jörg; Hirsch-Kreinsen, Hartmut: Einfacharbeit in der Metallbearbeitung – Anforderungen und Perspektiven. Soziologisches Arbeitspapier Nr. 31/2012

Klein, Helmut E.; Schöpfer-Grabe, Sigrid: Arbeitsplatzorientierte Grundbildung für Geringqualifizierte. Institut der deutschen Wirtschaft Köln Medien GmbH Köln, 2015

Soziale Innovation GmbH (Hrsg.): „Wichtiger als gedacht?!“ Einfacharbeitsplätze: Auslaufmodell oder Beschäftigungsperspektive. Ergebnisse des Projekts „Einfacharbeit pro Beschäftigung“ im Westfälischen Ruhrgebiet. Soziale Innovation GmbH. Dortmund, 2015