

VOCATIONAL FURTHER TRAINING at Liebherr-hydraulic cranes GmbH



IN-HOUSE professional development

<i>Company/enterprise:</i>	Liebherr – hydraulic cranes GmbH
<i>Production venue (country, region, city)</i>	Baden-Württemberg /88457 Kirchdorf
<i>Profile and principal output:</i>	<i>hydraulic cranes for soil and material reloading, dumpers, double-sided dedgers, trucks and hydraulic cylinders</i>
<i>Principal personnel (number):</i>	1.850 employees
<i>Interest representation in the company:</i>	17 members of the Work Council, 4 released from their direct duties

IN-HOUSE professional development

Liebherr firm groups

- **Over 120 companies in all continents**
- **35 production venues in 16 countries, in 4 continents**
- **85 sales and service venues in all continents**

In Germany – 9 production venues

IN-HOUSE professional development

Established/place of origin	1949 Kirchdorf (Baden-Württemberg)
Parent company	Liebherr-International AG in Bulle/Schweiz
Owners	Willi und Isolde Liebherr
Employees	38 000
Turnover	EUR 9,090 bn (2012)
Sector	Machinery manufacturing
Products 10 areas	Dredgers, crawler cranes, bulldozers, dumpers, construction cranes, mixed machinery, mobile cranes, sea, sea container cranes, mobile port cranes. Cooling and freezing devices, machine tools, bulk materials handlers, aircraft equipment, transportation technologies, hotels.

Until now fully family business

»Knowledge is power«,



»Knowledge is
work«

In-house professional development

Kampagne gute arbeit

metallnachrichten

Nr. 5 – April 2001

Metallindustrie Baden-Württemberg

Umfrage-Ergebnis bei Liebherr Kirchdorf 90% für Qualifizierung

Die Befragung der IG Metall hat einen erheblichen Verbesserungsbedarf für die Weiterbildung ergeben. Ein Beispiel von Liebherr aus Kirchdorf:

„Der Anspruch der Firma, technologischer Schrittmacher in der Mobilbaggerbranche zu sein, kann nur glaubwürdig aufrecht erhalten werden, wenn das Weiterbildungsys-



tem verbessert wird“, sagt BR-Vorsitzender Franz Held (Bild links unten). Die Befragung der Beschäftigten war eindeutig: Fast 90% von 119 interviewten Beschäftigten erklärten ihr persönliches Interesse an Qualifizierung. VK-Leiter Max Bärtle (Bild oben): „Von der Eindeutigkeit des Ergebnisses waren wir selbst überrascht.“ Fast 80 Prozent der Befragten wünschen sich einen Anspruch auf Qualifizierung.



In-house professional development

Good work company

Metalworker knowledge

No.5, April 2001

Wuertenberg, metal industry

Baden

Results of the survey at Kirchdorf Liebherr

90 % employees supported the idea of qualification upgrading

The result of the survey at "IG Metal" – a considerably higher need for professional qualification upgrading. Example from Liebherr company from Kirchdorf:

"The ambitions of the firm to retain the position of the technological leader in the mobile dredgers production sector may be fulfilled only if we further improve our qualification upgrading system", says Franz Held, Chairman of the Work Council (picture in the left, bottom). The results of the employee survey were very obvious: nearly 90% of the 119 surveyed employees supported the idea of qualification upgrading. Max Baertle, Manager of VK (picture above): we were surprised at the results ourselves. Nearly 80% of the surveyed employees expressed a wish to enhance their professional qualification.

In-house professional development

Why do we need a tariff agreement on professional development?



Benefit to employees

- Workplace safety
- Opportunity for higher income
- Opportunity for professional career
- Performance quality assurance
- Better employability in case of loss of the job
- Avoidance of unemployment or a long-term exclusion and drop-out from the labour market

Benefit for the company

- **Well-qualified labour force**
- **Good quality of products**
- **Well-motivated workforce**
- **Production venue advantage**

In-house professional development



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In-house professional development

Kampagne gute arbeit

metallnachrichten

Nr. 9 – Juni 2001

Metallindustrie Baden-Württemberg



Qualifizierungs-Tarifvertrag vereinbart

Mit Qualifizierung

Good work company

Metalworker knowledge

No 9 – June 2001

Metal industry Baden-Wuerttemberg

Tariff agreement on qualification upgrading

Having enhanced their professional qualification – to the future – in good shape

**Der Tarif-
abschluss**

In-house professional development

Tariff agreement on professional development

Two methods for professional development

❖ **In-house training**

❖ **Personal education**

In-house professional development

Tariff agreement on professional training

In-house training

➤ Retaining of the qualification

Abilities to permanently improve the professional, methodological and social knowledge in the area of respective responsibilities

➤ Adjustment of qualifications

Ability to comply with adjusted requirements in the area of respective responsibilities and tasks

Ability to take over an equivalent or a higher level work task in the case of appearance of vacancies.

This is specifically relevant when some of the work tasks are withdrawn.

In-house professional development

Tariff agreement on professional development

Right to an agreement concerning professional development

- All employees have a right to a regular conversation with the employer during which the parties decide on the need of professional development.
- Where the parties agree that there is a need for professional development, they agree concerning the required qualification upgrading measures. In such cases the employees may submit their proposals.

In-house professional development

Tariff agreement on professional development

Costs

- In case the qualification upgrading costs are not covered by third parties, such costs shall be covered by the employer.
- The time of the enrollment in professional development activities is treated as working time and is fully compensated.
- Participation in professional development activities after working hours is also compensated, however, with no bonuses for overtime.

In-house professional development

Conclusion of tariff agreements on professional development

For qualified and non-qualified employees

- The employer and representatives of the Work council, having regard to the possibilities available and considering the need, agree concerning special programmes of training of qualified and non-qualified employees.

Work at the conveyor

- Due to allocation of duties employees working at conveyors and/or performing other monotonous work tasks are provided an opportunity to perform the same or higher level work tasks, and are given a priority right.

In-house professional development

Tariff agreements on professional development

Conflict adjudication

■ In case employees at the company and the company's managers fail to agree concerning required qualification upgrading measures, the decision is sought at the commission set up following a parity principle.

In-house professional development

Tariff agreements on professional development

Personal qualification upgrading

■ Having worked for five years in the company the employees acquire a right to a one-off absence from work (limited to a period of 5 years), at the same time acquiring an entitlement to return to work having graduated the personal qualification upgrading activities.

■ When the qualification upgrading measure is completed the employee shall acquire a right to be assigned to a position similar to his previous position, and, if the employee so requests, to an identical or a higher value working place.

In-house professional development

Tariff agreements on professional development

Personal qualification upgrading

■ Upon the employee's return to work, all his rights, the basis for the same and their extent shall be established depending on the duration of the employee's employment at the company prior to the commencement of his personal qualification upgrading activities.

■ Part time work

Instead of the dismissal full-time workers are entitled to a term part-time working place for the duration of the qualification upgrading measure.

In-house professional development

Tariff agreements on professional development

Personal qualification upgrading

■ Notice periods

- For qualification upgrading measures of a duration up to 3 months – 6 months prior to the beginning of the measure
- For qualification upgrading measures of a duration up to 1 years – 9 months prior to the beginning of the measure
- For qualification upgrading measures of a duration up to 5 years – 12 months prior to the beginning of the measure

In-house professional development

Tariff agreements on professional development

Personal qualification upgrading

■ Trainees (new rules)

Apprentices / trainees also are entitled to qualification upgrading having completed their vocational training

■ A possibility to sign a term agreement for a withdrawal from work for a period of up to 5 years, at the same time securing his job place.

(relevant for graduates and students)

■ In this case a notice must be given 12 weeks in advance prior to graduating from training.

In-house professional development

Tariff agreements on professional development

Professional development agency

Tasks of the agency:

- **Develop qualification upgrading tools for unqualified, qualified and older-age employees.**
- **Provide advice to companies and work councils, submit proposals concerning implementation of qualification upgrading measures, and qualification upgrading measures. The performance of the agency is to a largest extent related to consultation and provision of advice to small and medium-sized enterprises.**

In-house professional development

Tariff agreements on professional development

Professional development promotion agency

- The tasks of the agency include:
 - Monitor the needs for professional development in the metal processing and energy sectors having regard to the structural changes taking place, and propose, on a timely basis, the different qualification upgrading solutions.
 - Continuously promote and enhance the employability of the employees seeking to avoid any difficulties.
 - Circulate the qualification upgrading models, and, in case of the shortage of the same, develop new ones.

Conversations with representatives of the employer

- **The company will incur significant financial and time costs**

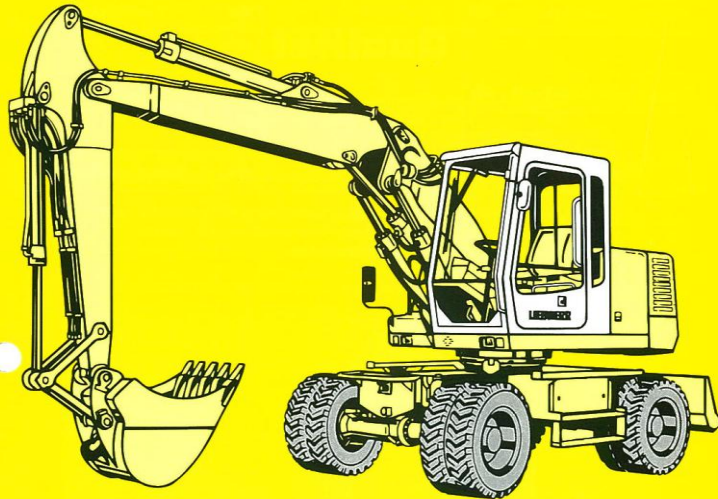
Arguments of the representatives of the Work council

- **Improvement of the product quality (less damaged goods)**
- **Highly qualified employees have better employment possibilities**
- **Implementation of the DIN ISO 9001 certification requirements**

Implementation of the tariff agreement at Fa. Liebherr

**Qualitätsmanagementsystem
der
Liebherr-Hydraulikbagger GmbH**

DIN EN ISO 9001



LIEBHERR

23 Betriebsrat LMB

**LIEBHERR HYDRAULIC
DIGGER GmbH**

**QUALITY
MANAGEMENT
SYSTEM**

DIN EN ISO 9001

LIEBHERR

Implementation of the tariff agreement at Fa. Liebherr

Content of the Enterprise agreement

- **1. Holding a conversation on qualification upgrading**
- **2. Implementation of qualification upgrading measures**
- **3. Conflict resolution**

Content of the Enterprise agreement

1. Holding a conversation on qualification upgrading

- **With a view to identifying the need for professional qualification upgrading, the company arranges for regular conversations with the employee on professional development.**
- **The conversations are held for the purpose of identifying the need for professional qualification upgrading.**
- **Such conversations are held once per year, ordinarily in Q3.**

Implementation of the tariff agreement at Fa. Liebherr

Content of the tariff agreement of the companies of the Concern

1. Holding of the conversation on professional qualification upgrading

■ Where in the course of such regular conversation an employee expresses a desire to be promptly enrolled in a qualification upgrading measure, the employee may apply to his superior with a request to hold the conversation in the course of the month.

■ As a rule, such conversation is held with the direct superior of the employee. The conversation may be also carried out by another manager to whom the employee is accountable.

Implementation of the tariff agreement Fa. Liebherr

Content of the tariff agreement of the companies of the Concern

1. Holding of the conversation on professional qualification upgrading

- **As rule, the conversation with the employees performing identical or similar tasks the conversations are carried out in groups**
- **In other cases the conversations are held on an individual basis.**

Implementation of the tariff agreement at Fa. Liebherr

Content of the tariff agreement of the companies of the Concern

1. Holding of the conversation on professional qualification upgrading

■ If the employee and his manager agree concerning the need of the professional qualification upgrading, the outcome of the conversation shall be recorded in the minutes.

■ In case the employee and his manager do not agree concerning the need of any further professional development, this shall also be recorded in the minutes.

■ in this case a conflict settlement procedure shall be launched.

Conversation minutes

Employee _____ Manager _____
 Position _____ Area/nature of the position _____

Identification of the current and future requirements for working place means related to the professional, methodological and social competences.

- Is it possible to meet the current work requirements Yes No

Learning aids/Content	Work planning/Comments on the execution
-----------------------	--

- Which existing / anticipated (technical, production, economic, work organisation, etc.) changes and qualification requirements are related?

Learning aids/Content	Time planning/Comments on the execution
-----------------------	--

- Do they meet the wishes of the employee for further learning? Yes No

Learning aids/Content	Time planning/Comments on the execution
-----------------------	--

Has the mutual agreement been reached in respect of all qualification upgrading measures? Yes No

If no, which were the measures in respect of which no agreement was achieved?

Employee's viewpoint

Manager's viewpoint

Date:

Employee's signature

Manager's signature

In case no common agreement is achieved, a conflict resolution process is initiated

Participating parties: employee / manager/ work council representative / representative of the HR Department

**See
additional
material
Annex 1**

Guidelines on the conversation on professional qualification upgrading on the basis of the tariff agreement on qualification upgrading (TVQual)

Reasons for the conversation on qualification upgrading

- Qualified and motivated employees
- Better quality of work
- Customers satisfied with Liebherr quality

**See
additional
material
Annex 2**

Basis for the conversation on the professional qualification upgrading

- Tariff agreement on qualification upgrading
- DIN EN ISO 9001

Preparation for the conversation

Prior to starting the conversation both the manager and the employee should consider the current situation at work. The conversation should include a discussion of targets and objectives of both parties, and should identify the required measures.

The employee should be provided a possibility to inform the manager on the needs for training, and discuss the other matters potentially improving the working environment.

Tips for preparation for the conversation

- What is my evaluation of the strengths and weaknesses related to my area activities?
- Have the working requirements and tasks changed (e.g., concerning technical or work organisation means?)
- What related changes were affected, and what additional qualifications are required?

**See
additional
material
Annex 3**

Course of the conversation

- The conversation should be conducted in a composed manner which should help avoiding interferences.
- Any success unlikely if the conversation is conducted in a hasty manner.
- The quality and the success of the conversation depend on the open atmosphere and partnership attitude.
- All issues, including the critical issues have to be discussed during the conversation in an open and constructive manner. The principal constituent parts of the conversation is listening and "Willingness to understand".

After the conversation the summary outcome of the conversation must be recorded in writing using an established form, and signed. A copy of the record to be handed over to the employee.

Implementation of the tariff agreement at Fa. Liebherr

Content of the tariff agreement of the companies of the Concern

2. Implementation of qualification upgrading measures

- **Professional qualification upgrading measures are defined on the basis of the identified need for the professional development , and the Work council is accordingly notified of the results.**

Conversation with the employees working in the following areas: assembling, mounting conveyor, drivers.

Subject: qualification upgrading, requirements from the employee's viewpoint.

1. Training on the functions of individual installation areas.

- Names of the parts to be installed, what is the principle of operation of, for instance, wheel bolt, etc.

2. Training on search of defects

"how to detect defects faster" (experience exchange with KD-assemblers)

3. Training on hydraulic functions

- what happens if?

4. Extended training on the LMS system.

5. Training on the product

- Functions of all types of diggers (which button for what?)

6. Training on Lidos

7. Training on the renewal of equipment

8. Training on fastening operations

How to correctly fasten screws of any type (e.g., of Watterscheid firm)

**See
additional
material
Annex 4**

Name	Last name	Personal card No.	Data			
Assignment						
1 = fully complies 2 = required training 3 = urgently required training						
				1	2	3
1	The content and the use of the technical passport of a vehicle (data to be included, and where to find such data)					
2	The content and the use of the transfer notice. What needs to be installed in the existing working place? Purchased spare parts – 7000000, required parts – 9000000.					
3	The composition and the use of the test (matters to be considered when installing parts, e.g., will the notes and signatures be considered indicating the revolution moment data)					
4	PC content (lists of parts, quantity available, location of the warehouse, supply data, terms for receipt, etc.)					
5	Composition and the use of production documents (which parts and where have to be installed, most importantly filling in the salary time-sheets).					
6	Read drawings and specification part lists according to assembly groups, e.g., 1000, 1100)					
7	Read hydraulic schemes (understand the content of drawings, e.g., symbols, and assist in looking for defects).					
8	Instructions of tools and equipment (e.g., impulse screw tap, revolution screw tap, lifting mechanism, revolution key).					
9	Determination of pressure (e.g., dividing valve, approximation switch, probe, identification of magnetic valves).					
10	The structure and the use of the lubricant equipment (e.g., lubricant nipple, elbows, use and installation of lubrication hoses).					
11	Conditioner (operating instruction, installation, threats posed by cooling substances).					
12	Filling in of conditioners (check the filling of the device with a filling device, in case of shortage - pump the liquid out and fill in again).					
13	Laying and proper installation of hydraulic hoses (e.g., selection of hydraulic hoses according to the type of the device, laying of pipes, installation of seal rings).					
14	Laying of cables and installation of electronic parts (correct installation, e.g., without friction and tension).					
15	Servicing of hydraulic digger (hydraulic, electronic operating mode, safety assurance)					
16	Proper handling of lubricants (instruction, dangers, qualities, use of bio-lubricants).					
17	Establishment of pressure with LMS (instruction: save the data, submit an inquiry on the data)					
18	Structure and supply of a crane installation parts (what is manual bearing, Wuerth, Parker, principal bearings).					
19	Work safety (procedure: instructions on devices, lifting equipment, transportation equipment, hazardous substances, etc.).					
20	Welding (electronic and gas welding)					
21	Quality (laying of hydraulic hoses, electronic parts, installation of parts, e.g., engine, wheel piston, other equipment).					

**See
additional
material
Annex 5**

Implementation of the tariff agreement at Fa. Liebherr

Content of the tariff agreement of the companies of the Concern

3. Conflict resolution

- For the purpose of the resolution of conflicts related to the assessment of the need for qualification upgrading the company sets a commission on parity basis
- The conflict resolution commission is set up of three representatives of the company, and 3 representatives of the Work council.
- Furthermore, in that relation the committee sets up the appropriate number of deputies.

Implementation of the tariff agreement at Liebherr

Content of the tariff agreement of the companies of the Concern

3. Conflict resolution

- In case no common agreement concerning the need for qualification upgrading is achieved during the conversation, the agreement is sought at the commission set up on parity basis which shall also pass the relevant decision.
- The employees or the company itself may require the conversation with:
 - the General Manager, Chairman and members of the Work Council, or the immediate superior with a view to passing a mutually acceptable decision.

Implementation of the tariff agreement at Liebherr

Content of the tariff agreement of the companies of the Concern

3. Conflict resolution

- **The conflict resolution commission shall be set on parity basis, however, if no solution is reached in the course of the conversations, the commission may invite a specialist of the professional qualification upgrading agency.**
- **This person has a voting right.**