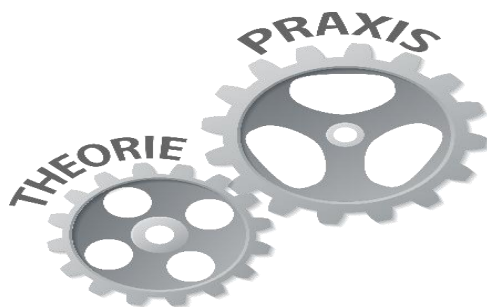


**“Strategic Cooperation between Business and Vocational
Training for Dual Training”
Project
2016-1-BG01-KA202-023737 (FokusDual)**



FOR YOU, EMPLOYERS

DEAR EMPLOYERS,

This brochure has been developed under the FokusDual project as an integral part of the intellectual products O3 - Guidebook for Participants in Dual Training.

This is a project of the *Bulgarian-German Vocational Training Centre State Enterprise (DBBZ)* with partners from Germany, Austria, Slovakia and Romania.

The purpose of this brochure is to give you information about the nature of dual training, the ways of conducting it, the benefits for your company, for the economy, society and trainees, and especially to motivate you to make your company part of the dual training system.

Let us together conduct dual training in your company!



May, 2018

The European and international dimension of dual training

Learning a profession in a real working environment has its roots back in the distant past. In Germany it began in the Early Middle Ages, with issuing the first apprenticeship diploma in 1182. In the Middle Ages, branch organisations issued various educational regulations and rule books for training in different professions. In the period of the Industrial Revolution (18th - 19th century) they had already started to talk about the development of a “dual system”.

In Bulgaria, a similar way of learning a profession was associated with learning a craft, as described during the period of Bulgarian National Revival.

Classic dual vocational training systems may be seen in the German-speaking countries Germany, Austria, Switzerland, South Tyrol and parts of the Netherlands and Belgium. Dual training in some professions is also conducted in Great Britain, Sweden, South Africa, Malaysia, South America. In the opinion of some specialists, it has been living through its Come Back in many countries: OECD/Paris offered to the United States the introduction of dual training; France is interested in introducing dual training, and within the framework of successful projects, dual training has been introduced in: Hong Kong in logistics, Portugal in hotel industry, Argentina - industrial trade, India - mechatronics.

In December 2012, with the assistance of the European Commission, six EU Member States - Spain, Italy, Greece, Portugal, Slovakia and Lithuania concluded an “Education Alliance” with Germany and signed a Memorandum of Cooperation whereby countries introduce the dual system with the assistance of the EC and Germany.

With its advantages, dual training has become the export hit of Germany, Austria and Switzerland and is seen as a way to reduce youth unemployment and the lack of qualified staff, as well as to boost Europe’s economy.

Despite its centuries-old history, the classic dual system has evolved over the years, based on the changes and requirements of the business, and has undergone modifications that make it up-to-date even now. It is a flexible system, transparent and responsive to the needs of the labour market, of the employers and to the desire of young people for development.

Nature and regulation of dual training

The term “dual training” means parallel study of a profession in two places - in a business organisation (enterprise/company) and in a training institution (vocational school, vocational training centre) - in a dual system.

The dual training is regulated by the Vocational Education and Training Act, Art. 17a, and by the Ordinance for conducting dual training of the Ministry of Education and Science. Both documents are currently being updated.

? **WHY to participate in dual training with my company?**

The advantages of dual training are multifaceted:

For employers/enterprises/companies and the economy as a whole:

- A chance for the employer to recruit staff not only with good professional qualities, but also to get to know the people in the course of their training - their organisational skills and the required personality traits.
- The employer secures not only well trained but also suitably qualified for their enterprise and multifunctional staff - with a profession mastered, and at the same time with a specialisation in the specific enterprise during the practical training.
- A database of suitable staff trained in the enterprise, who for some reason have not remained at work – a good reserve when expanding the operations.
- Elimination of the probationary and induction periods, otherwise standard for newly recruited employees, as well as elimination of the risk of causing damages to the enterprise due to lack of knowledge or skills, or intentionally.
- Opportunity for the employer to have a direct impact on the content and quality of the training - specific and at system level.
- Enhanced competitiveness of the company through availability of personnel qualified according to its needs.
- Opportunities for expanding the operations, introducing innovations and investments.
- Security for the enterprise on the market, because the employer would employ familiar and tested people with suitable qualifications.

For the State and the society:

- Reducing youth unemployment and attracting young people who have dropped out of school and those without vocational qualifications to work and study - as a good reserve for the economy.
- Ensuring specialised personnel for and competitiveness of the company.
- Reducing public expenditure for unemployment, social assistance, etc.
- Reducing social tension, criminal factors and poverty.

For the trainees:

- ✓ Training in a profession with a strong pragmatic focus.
- ✓ Acquiring high employability and specialisation in a certain branch.
- ✓ Acquiring professional, organisational and social competences for starting a professional career, forming the necessary personality traits.
- ✓ Earning money from work for the first time and improving the living standard.
- ✓ Security for families that the trainee will find a good job

Dual training



In an economic entity
(Enterprise/company)



In a training institution
(Vocational high school/
Vocational Training Centre)

The training in theory and the practical training are conducted in the training institution
The practical skills are acquired in a real workplace according to the curriculum and with the assistance and under the supervision of mentors

? **HOW** to participate in the dual training with my company?

Implementing dual training for people over the age of 16 who are outside the school education system

1. Clarify the vision for the development of your company in the coming years and identify your staffing needs in terms of numbers and types of qualification.
2. Check your company's available resources for conducting dual training and then take a substantiated decision to participate:
 - Financial resources for payment of the fees for the training in the training institution, for the salaries and social security contributions of the trainees, the mentors, for the purchase of materials, training aids, etc.
 - Specific training workplaces, machines, tools, equipment, etc.
 - Working and protective clothing, protective equipment - everything required under the OSH Act,
 - Trained mentors from staff at different key workplaces and people responsible for the staff,
 - Prepared documentation.
3. Determine the number of trainees you will accept for dual training and who, after successfully completing the training, you may appoint under a permanent employment contract.

4. Submit the application of your business organisation to be entered into a register of companies conducting dual training (currently under development) maintained by the Ministry of Economy.
5. Choose a legitimate training institution, licensed by the National Agency for Vocational Education and Training (NAVET) for training in the profession/specialty you are looking for, reliable, with good image and proven experience in conducting quality vocational training, and with experience in implementing dual training - a training institution that has the capacity and is ready to provide you with the necessary professional support in the development of the training documentation, training of mentors, assistance during the training. Conclude a contract based on a specified curriculum, a training schedule, calculation of costs.
6. Conclude an individual employment contract under Art. 230, para. 1 of the Labour Code, with the selected by you trainees – selected based on your criteria, from your employees whom you would like to retrain, from respondents to advertisements, from the registered unemployed, or by applying other selection methods.

For unemployed registered with the *Labour Office Directorates (LO)*

- Contact your local LO to select trainees - one or more people depending on your needs. Job brokers will offer you a list of the unemployed eligible for training in the specific profession. You make your selection according to your criteria: impressions from the interview, attitudes of applicants, having qualification similar to the required, etc.
- You continue with items 5 and 6. Different approaches are possible for the unemployed - inclusion in training financed by the National Action Plan for Employment, in voucher training, etc. You will find information in the LO. Also consult your training institution.



Make use of state support - especially for dual training

1. Under art. 46a (1) of the Employment Promotion Act: “For each job created for training through work (a system of dual training) organised under the VET Act, where an unemployed person referred by the NEA structures is employed, the employer is given some money for the duration of the training but for not more than 36 months”.
2. Contact the Labour Office and apply for dual training under Art. 46a of the EPA. Attach to the application a contract with the training institution that will be your partner for the training delivery.
3. Select the training participants from the unemployed proposed to you by the Labour Office.

4. Conclude a contract with the National Employment Agency for conducting dual training under Art. 46a for the persons in the list approved by the LO. This will allow you to make use of the incentives for employers, determined each year in the National Action Plan for Employment.
5. Conclude individual employment contract(s) with the approved person(s) for dual training (according to the approved list) under Art. 230, para. 1 of the Labour Code for a period of not less than 12 and not longer than 36 months; set a monthly salary not less than 90% of the current minimum salary for the country.

Be aware of other support opportunities - HRD OP schemes, projects, etc. The training institution can help you with information.



Your rights and obligations:

- ❖ Determine the number of trainees you can admit for dual training based on your needs for staff and your company development plans.
- ❖ Take part in the selection of persons to be admitted for dual training.
- ❖ Provide the resources listed in item 1: material and technical facilities, financial, human, material, and other resources.
- ❖ Ensure healthy and safe working conditions.
- ❖ Ensure adequate organisation of work.
- ❖ Develop and adopt the internal rules of the enterprise for conducting a dual training listing the responsibilities, rights, obligations and tasks of the participants in it.
- ❖ Nominate mentors for the individual workplaces and a responsible staff member from “Human Resources”.
- ❖ Choose a suitable training institution, legitimate, reliable, experienced, with quality assurance, good image and then send the selected mentors for training.
- ❖ You can terminate the contract with a well-grounded withdrawal at any time and with any trainee who does not cope with the training, does not make efforts, creates problems, etc.
- ❖ During the training and after its completion, do your best to motivate the trainees to remain working for your company on a permanent basis. As an employer you are not obliged to keep them, but the full benefit of dual training will be lost if they do not remain for a permanent employment with you in view of the listed benefits of dual training for you, your company and for themselves and their families.



? WHAT is an employment contract under Art. 230, para. 1

- > The contract under Art. 230, para. 1 of the Labour Code is concluded before the beginning of the training with each individual trainee.
- > The contract is signed in two copies – one for each party.
- > The contract contains all the provisions of a contract of employment plus specific provisions for conducting a dual training.
- > The main commitment of the employer is to secure all the necessary conditions and to conduct the practical training of the appointed person in the given profession, while he/she in turn shall undertake to make their best efforts to master the profession.
- > The contract is one-off - the employer concludes only one contract with one person in this enterprise for training in the given profession - if he/she will be employed under Art. 46a of the EPA.
- > The contract shall specify the details of how the training is to be conducted, the payment, and the compensation in case of a fault of either party to observe the arrangements.
- > According to the provisions as of the time of drafting this brochure, the employer shall pay the trainee a remuneration, which is not less than 90% of the country's minimum wage. According to the volume and quality of the work done by the trainee, the employer may increase this remuneration.
- > The working time of the trainees under the age of 18 is up to 35 hours a week and up to 7 hours a day for a five-day working week. This working time also includes the time for training - instruction, demonstrations, exercises, filling out the Practical Training Logbook, etc., conducted by mentors.
- > Trainees under 18 are entitled to a basic paid annual leave of not less than 26 working days.
- > It is in the interest of both parties to specify in the contract the period during which the successful graduate of the training and already appointed as an employee undertakes to work for the employer, who in turn provides him/her with a job for the acquired qualification.
- > The training ends with an examination as provided for in the Vocational Education and Training Act.



SUPPORT BY DBBZ

If you choose as a training institution DBBZ with its 5 branches in the towns of Pleven, Smolyan, Pazardzhik, Stara Sagora and Tsarevo you will receive:

- competent information on all matters that you may be interested in concerning the nature of dual training and the preparation, conducting and evaluation of dual training in your company,
- professional support for the development of the entire training documentation,
- training for your mentors,
- developed auxiliary training materials for mentors, which they can use in the training,
- constant support and assistance in the course of conducting the practical training in your company,
- assistance in solving problems that may arise during the training.



Your mentors

Choose your mentors very carefully - they are the key figures for the success of the dual training in your company!

- The mentors must meet the formal requirements of the Ordinance on dual training such as: education, qualification, professional competence and experience in the profession. The current requirements are as follows:

“The mentor is an employee of the enterprise with a professional qualification in the profession in which the training is conducted with at least 3 years length of service in the same profession and who has completed the training for mentors provided by the employer.”

- The mentors are the best employees in the company, and not the ones for whom you are trying to find some work because they are an obstacle and do nothing as it should be done.

- Appreciate highly the work of the mentors who train your future staff!
- It is essential for mentors to have the appropriate organisational skills - to be able to organise themselves when taking up mentoring work - additional to their main production activity,
- The required personality traits are absolutely essential – to be committed, open, responsible, error-tolerant, patient, responsive, etc.
- Ask for advice a trainer from your partner training institution about the criteria for selecting mentors!
- It is compulsory to send the mentors to a training. Select for that purpose a reliable training institution experienced in delivering training for mentors – e.g. DBBZ.
- One very important task for the mentors is to engage the trainees in the company policy, in the strategy for its development, so that they could become part of the company's team.
- One mentor is responsible for not more than five trainees (current regulation).

? **How much does the dual training cost?**

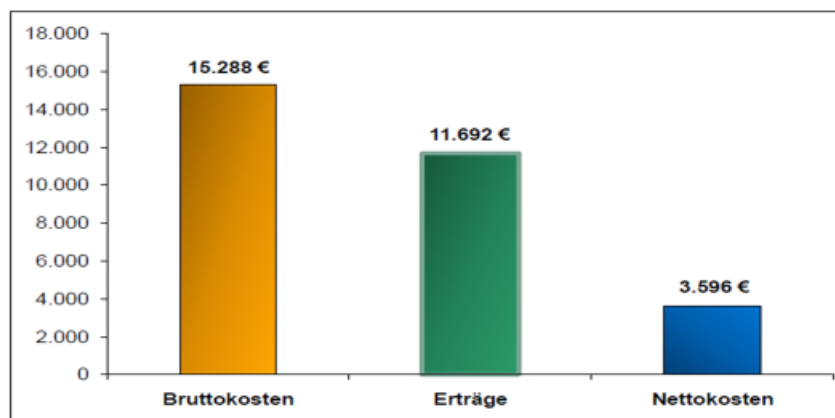
Probably the most important question for you as employers is how much the cost of the dual training is! It is the same also for the German and the Austrian employers; they would not have participated in the dual system so readily, had they not benefitted from it. Serious studies had been conducted in Germany on this issue - here are some results.

The chart below shows that as of 2007, on average, the cost of a normal for the country three-year dual training was around EUR 15,000. It has been established that during the first year of training the trainees generate almost only costs. However, in the third year on the basis of already acquired practical skills, they bring a serious benefit for the company. This cost/benefit ratio in the second year is about 50%. Therefore, the employer in general gets back much of the costs - almost EUR 12,000, already during the course of the training. Thus, the actual cost of the training remains equal to the amount of an average monthly salary.

Dual Training

Gross cost - Benefit = Net cost

**Average amounts of
the net costs for
dual training as of
2007**



Konferenz – Konferencija – Zagreb – Conference 2014

These studies are encouraging and show that employers not only gain well-qualified staff from the dual-training in their companies, but also a large part of the resources invested in it are paid back already during the course of the training via the work of the trainees.

! **That is why it is so important that the practical training in the real workplaces in the company is done conscientiously according to the topics in the curriculum, and with good quality so that the trainees could quickly acquire the professional skills they need to apply during their practical training; and thus, their work in the specific jobs could be to the benefit of the company and could guarantee return from the funds invested.**



For small and medium-sized businesses

Large companies have all the resources to develop their own staff. This is not the case for small and medium-sized companies, which often work on the brink of survival. But for them, the need for well-qualified staff - for their survival on the market and their development - is all the more important.

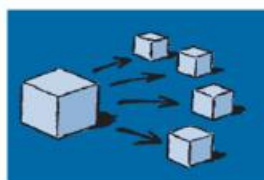
The diagram below shows how small and medium-sized businesses in Germany have solved this issue. They also could not always afford to support trainees and, above all, to ensure practical

training in all subjects of the curriculum. Moreover, since in recent years there has been a serious transition towards specialisation of these companies and a severe limitation of the manufacturing operations, processes and activities performed in them. This leads to one-sidedness of the qualification and to inability to cover all the subjects of the curriculum.

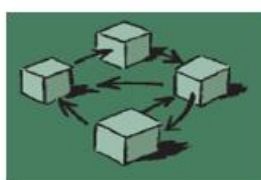
But a solution was found! **They get together!** In various forms, of which the most up-to-date and appropriate is the creation of a Training Association. In our conditions this would be a successful model of cooperation with a training institution that takes over all training activities for the selected by the company's trainees - such as organisation, training, preparation for exams.

Training Alliance/joint training

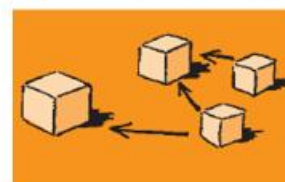
**Leading enterprise
- partners**



**Training
consortium**



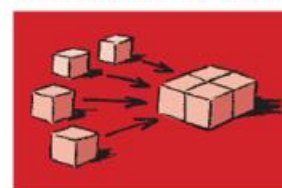
Contracted training



Attracting training institutions

**Financing from the state, Employment
Agency, communities, church,**

Training Association



Quelle: Verbundausbildung – vier Modelle für die Zukunft BiBB

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We shall conclude with a call to all employers to unite their efforts for developing well-qualified staff in Bulgaria! It is no accident that our national motto is “United We Stand Strong!” - which became also the motto of the Bulgarian Presidency of the Council of the European Union in the first half of 2018.