



**European Approaches
to Inter-Generational
Lifelong Learning**

TANDEM

GERMANY
Case Study Identity Card
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EAGLE CASE STUDY

GERMANY

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1 EXECUTIVE SUMMARY

Executive Summary

TANDEM, which officially started in Erfurt in the federal state of Thuringia in 2006 is aiming at sustainable vocational qualifications for long-term unemployed young people and to foster the re-employment of long-term unemployed old workers by using a dedicated intergenerational approach i.e. utilising the skills and competences of older people to vocationally train unemployed young people in real life work settings i.e. in regional SMEs (e.g. car repair, carpeting, plumbing, electronics, metal works, gastronomy) within the German 'Dual System' (i.e. vocational qualification in parallel at the workplace and in vocational schools).

Each of the 16 tandems twinned one young and one older employee, where the older trains the trainee for the entire vocational qualification measure until accreditation. The SME receives direct funding from the local Job Agencies (ARGE) for re-employing the older worker/craftsman, but receives no funding for the young unemployed to be trained (i.e. the salary is paid by the SME). Additional measures are the analysis of concrete needs of the SME; pedagogical qualification for the elderly trainers; job orientation, coaching/mentoring and additional schooling (if necessary) for the trainees. The TANDEM and the SMEs are actually forming a triangle of involved stakeholders.

TANDEM's approach to address too of marginalised groups in one single measure is believed to be truly innovative, although challenging and demanding for the organising Chamber of Craftsmanship in Erfurt, a town in the federal state of Thuringia. Erfurt had in March 2007 an above-national average unemployment rate of 14.5%, amongst them many long-term unemployed persons and high number of older employees who lost employment in the times of economic re-structuring and decline after the German reunification. On the other side of the age range young people, many of them with social conduct and other problems and furthermore from families of difficult or socially disadvantaged backgrounds often struggle to finish even primary and find subsequently a vocational training place.

By engaging local stakeholders for a common goal and by supporting intergenerational learning within work settings. TANDEM aims at fostering professional development and employability in a short-term and personal fulfilment, active social participation and social cohesion in a long-term perspective.

As a consequence TANDEM received in 2006 the national award 'Youth in Employment' for the federal state of Thuringia.



2 GENERAL DESCRIPTION

<i>Title</i>	TANDEM
<i>Country</i>	Erfurt, Thuringia, Germany
<i>Duration</i>	<p>Starting Year: 2005 End Year: 2009 (but prolongation planned)</p> <p><u>Comments:</u> The initiative started in 2005 with an information campaign to raise awareness amongst the target groups and to recruit interested local SMEs for the vocational training phase. In June 2006 preparatory measures started in order to a) qualify older unemployed persons in theory and practice as trainers of the young and b) to assess existing intellectual deficits e.g. numeracy and literacy of the young unemployed and their related intellectual ability to enter vocational schools. In September 2006 with the beginning of the vocational training year the first 16 tandems signed their contracts and started their vocational training as trainers or trainees respectively. Due to the fluctuation within the TANDEMs the Chamber of Craftsmanship as the coordinator asked for additional funding from the local Employment Office & Job Center to ensure that the young workers receive their formal vocational certification in the end of the training.</p>
<i>Status</i>	Running
<i>Managing Institution</i>	Public training organisation
<i>Contact details</i>	<p>Last Name: Dathe First Name: Ralf Title: Mr. Position/Role: Project Coordinator Institution: Berufsbildungszentrum (BBZ) der Handwerkskammer Erfurt Street: Fischmarkt 13 -16 Town: Erfurt Post Code: 99084 Phone: 0049 361 670 7661 Fax: 0049 31 670 7505 E-Mail: rdathe@hwk-erfurt.de URL: http://www.hwk-erfurt.de</p>
<i>Funding</i>	<ul style="list-style-type: none"> ▪ Public <p><u>Comments:</u> The project is funded through the local Employment Office & Job Centre.</p>
<i>Partnership arrangement/organisational form</i>	Top-down project
<i>Scale</i>	<ul style="list-style-type: none"> ▪ Community based ▪ Local <p><u>Comment:</u> Only participants who received long-term unemployment benefits for more than 1 ½ years (Arbeitslosengeld II = ALG II, formerly known as Hartz IV) from the Erfurt Employment Office are allowed to participate in TANDEM.</p>

3 DESCRIPTION OF COLLABORATING GROUPS

<i>Collaborating Group I</i>	<ul style="list-style-type: none"> ▪ Young long-term unemployed persons without vocational qualification; ▪ Minimum unemployment of 1 ½ years (as a pre-requisite to participate in the measure); ▪ Mostly from families of difficult or socially disadvantaged backgrounds (e.g. parents with a history of unemployment and reluctance on social welfare for many years; alcoholism of parents; intra-familial violence); ▪ Frequent psychological and physical problems (e.g. aggressive and other socially deviant behaviours, drug and alcohol addiction, low frustration tolerance, low motivation to change); ▪ Mostly from German background, but a small number of migrants is included in the project.
<i>Total number of Collaborating Group I</i>	<p>16</p> <p><u>Comments:</u> 400 persons (young and old) were contacted in the preparation phase of TANDEM and 16 tandems finally fulfilled the basic requirements (i.e. levels of educational achievement to enter vocational schools; to act as a trainer). Furthermore individual problems led to the split of tandems, to fluctuation and to need to restructure the tandems rather frequently. The young workers are 85% male and 15% female.</p>
<i>Age group(s) of Collaborating Group I</i>	<p><u>Minimum Age:</u> 17 <u>Maximum Age:</u> 23 Age distribution: All ages in between the range are represented.</p>
<i>Collaborating Group II</i>	<ul style="list-style-type: none"> ▪ Older long-term unemployed persons, mostly workers and craftsmen with a valid vocational training certificate; ▪ Minimum unemployment of 1 ½ years (as a pre-requisite to participate in the measure); ▪ Unemployment time ranges from 2 years minimum to 10 years maximum; in average the participants look back to 3 to 4 years of unemployment; ▪ Long history of dependency on unemployment and welfare benefits; ▪ Predominantly male and of German origin.
<i>Total number of Collaborating Group II</i>	<p>16</p>
<i>Age group(s) of Collaborating Group II</i>	<p><u>Minimum Age:</u> approx. 50 <u>Maximum Age:</u> approx. 58 Age distribution: All ages in between the range are represented.</p>

4 DESCRIPTION OF INTERGENERATIONAL LEARNING PRACTICES

Description of Learning Arrangement & Learning Practice

TANDEM originates from the Chamber of Craftsmanship in the city of Erfurt, a town in the federal state of Thuringia. Erfurt had in March 2007 an above-national average unemployment rate of 14.5%, amongst them many long-term unemployed persons and high number of older employees who lost employment in the times of economic restructuring and decline after the German re-unification. On the other side of the age range many young people, many of them with conduct and other problems, furthermore from families of difficult or socially disadvantaged backgrounds (e.g. parents with a history of unemployment and reluctance on social welfare for many years; alcoholism of parents; intra-familial violence). The young unemployed often struggle to finish even lower secondary education and to find subsequently a vocational training place.

TANDEM is therefore aiming at sustainable vocational qualifications for long-term unemployed young people and to foster the re-employment of long-term unemployed old workers by using a dedicated intergenerational approach i.e. utilising the skills and competences of older people to vocationally train unemployed young people in real life work settings i.e. in regional SMEs (e.g. car repair, carpeting, plumbing, electronics, metal works, gastronomy).

Each of the 16 tandems twinned one young and one older employee, where the older trains the trainee for the entire vocational qualification measure until accreditation. The SME working with TANDEM receives direct support and funding from the local Job Agencies (ARGE) for re-employing the older worker/craftsman, but receives no funding for the young unemployed to be trained (i.e. the salary is paid by the SME). The SMEs commit themselves in turn to train the young unemployed until accreditation required by the 'Dual System' of vocational training in Germany (the vocational qualification last 2 to 3 years depending on the profession). TANDEM hopes furthermore that the young and old workers will stay in the SMEs as permanent workforce.

The initiative started informally in 2005 with an information campaign to raise awareness amongst the target groups and to recruit interested local SMEs for the vocational training phase. In summary the interest of regional SMEs was rather low, but approx. 40 companies indicated their interest, out of which finally 16 participated in the measure. The interest from the unemployed target group as substantially higher and approx. 400 interviews were conducted.

In June 2006 the first preparatory measures started in order to a) qualify older unemployed persons in theory and practice as trainers of the young and b) to assess existing intellectual deficits (e.g. numeracy, literacy, vocational and social skills) of the young unemployed and their related intellectual ability to enter the SMEs and the vocational school. In September 2006 with the beginning of the vocational training year the first 16 tandems signed their contracts and started their vocational training as trainers or trainees respectively.

Additional measures are the analysis of concrete needs of the SME, continuous pedagogical qualification for the trainers, job orientation, and coaching/mentoring for the trainees. The TANDEMS and the SMEs (forming actually a triangle of involved stakeholders) can rely additionally on social workers during the entire vocational training if necessary (although most of the critical incidents could be solved under the supervision of the project coordinator).

By engaging local stakeholders for a common goal and by supporting intergenerational learning within work setting TANDEM fosters professional development and employabil-

	<p>ity in short-term and personal fulfilment, active participation and social cohesion in long-term.</p> <p>As a consequence TANDEM received in 2006 the national award Youth in Employment for the federal state of Thuringia.</p>
Location of the learning activity	<p>Mostly formal settings i.e. vocational schools and work based in the SMEs</p> <p><u>Comments:</u> The main places for the intergenerational learning activities are: a) the SME, b) the vocational school, both forming the so-called 'Dual System' (Duales System) of initial vocational education in Germany; c) accompanying training measure are taking place in the Vocational Training Centre of the Chamber of Craftsmanship in Erfurt.</p>
Learning activities (related to policy objectives)	<ul style="list-style-type: none"> ▪ Mentoring i.e. intergenerational support, services and consultancy ▪ Education, training & learning incl. general education and training, literacy, numeracy, knowledge exchange ▪ Employability ▪ Community development i.e. intergenerational living and meeting places ▪ Social inclusion/participation, active citizenship
Fields of Learning	<ul style="list-style-type: none"> ▪ Individual competence development (for private and professional purposes) ▪ Societal/economic exchange and consultancy
Knowledge & Learning Exchange/Flow between the collaborating groups	<p>Balanced and/or bi-directional through group work at the work place, but with strong elements of 'downstream' exchange i.e. from the vocational trainer to the trainee</p>
Interactions between the collaborating groups	<ul style="list-style-type: none"> ▪ one-to-one ▪ group based ▪ physical/offline interaction
Categories of the learning activity	<ul style="list-style-type: none"> ▪ Formal <p><u>Comments:</u> The intergenerational learning activity of TANDEM is deeply rooted and is following the formal Initial Vocational Education Training (I-VET) i.e. Dual System. The aim is to qualify the young unemployed until official certification of their vocational training.</p>
OECD/DeSeCo Competences	<p>1 = Competence Category 1: Using Tools Interactively</p> <p>1.1 = The ability to use language, symbols and text interactively</p> <p>1.2 = The ability to use knowledge and information interactively</p> <p>1.3 = The ability to use technology interactively</p> <p>2 = Competence Category 2: Interacting in Heterogeneous Groups</p> <p>2.1 = The ability to relate well to others</p> <p>2.2 = The ability to cooperate</p> <p>2.3 = The ability to manage and resolve conflicts</p> <p>3 = Competence Category 3: Acting Autonomously</p> <p>3.1 = The ability to act within the big picture</p> <p>3.2 = The ability to form and conduct life plans and personal projects</p> <p>3.3 = The ability to assert rights, interests, limits and needs</p>

EC Key Competences

- Learning-to-learn
- Interpersonal and civic competences
- Communication in the mother tongue
- Mathematical literacy and basic competences in science and technology
- Digital literacy and ICT skills

Success factors and barriers

TANDEM's approach to address too of marginalised groups jointly in one single measure is believed to be innovative, although challenging and demanding for the organising Chamber of Craftsmanship in Erfurt. The main success factors is the consequent engagement of local stakeholders for a common goal and by supporting intergenerational learning within work settings. By these means TANDEM aims at fostering professional development and employability in a short-term and personal fulfilment, active social participation and social cohesion in a long-term perspective.

The main barriers of the project on the other hand are located in personal features of the two collaborating groups and in the economic situation of the involved SMEs:

- In the group of older unemployed health problems are limiting their performance, the long-term absence from employment required substantial re-training and older workers were not used to the pressure to perform at work anymore as the involved SMEs are treating them as 'normal' employees (without special status in comparison to other employees);
- In the group of the young unemployed many are from a socially disadvantaged parental background (e.g. parents with a history of unemployment and reluctance on social welfare for many years; alcoholism of parents; intra-familial violence); the young also show conduct and other social deficits alongside with frequent psychological and physical problems (e.g. aggressive and other socially deviant behaviours, drug and alcohol addiction, lack of punctuality and reliability, low frustration tolerance, low motivation to change, school truancy); the participation was furthermore hampered by low educational achievements in secondary general school with required significant retraining measures to prepare them for the vocational school;
- In the group of SMEs the current economic situation plays a decisive role for the employment of the old and young workers; nevertheless the current recovery of the German economy was also noticeable in Erfurt and helped TANDEM in recruiting SMEs.

As a consequence the TANDEMs show high fluctuation, had to be re-grouped or even entirely changed during the lifecycle of the project. Currently 11 of the original TANDEMs are still working together, while six older and younger workers found regular employment external to the project.

In general the target groups required substantial preparatory re-training and re-qualification (i.e. basic skills, social skills, vocational skills) in order to prepare them for the new or re-entry to the labour market. Furthermore continuous and highly individualised support, supervision and practical help to deal with personal and professional problems during the vocational qualification phase appeared to be necessary.

Results

The concrete outputs of TANDEM are certified vocational qualifications for long-term unemployed young people and the re-employment of long-term unemployed old workers in regional SMEs (e.g. car repair, carpeting, plumbing, electronics, metal works, gastronomy).

The training of the young unemployed leads to formal vocational accreditation as required by the 'Dual System' of vocational training in Germany.

Despite the reported problems, the fluctuation and the alterations, which were necessary up-to-date, informal interviews show high satisfaction on the side of Chamber of Craftsmanship, the local Employment Office & Job Centre and the involved collaborating groups of young trainees and older trainers. The evaluation of the involved SMEs is in general positive, although they are reluctant to give a concrete outlook to the long-term employment of the young and old workers as they are highly dependent on the current economic situation and the actual order inflow determining their demand for skilled labour.

Finally the intergenerational vocational collaboration was assessed as positive as only one of the TANDEMs was terminated due to problems between the collaborating groups, the majority were affected by individual personal problems of one of the collaborating groups.