

5.3.3 HANDOUT INTERVIEWS WITH SUPERVISORS AND APPRENTICES AT DEUTSCHE BANK AND BOSCH



OLIVER STOISIEK, SUPERVISOR

Can you describe the basic principle of the German apprenticeship system, the so called dual system?

In principle, it's the division between companies and the state, represented through the vocational schools. The task sharing is the following: the practical training or education takes place in the company and the theoretical input is given in different blocks in vocational school. Further, you have an external examination by the chambers of industry and commerce to find out if you actually passed practice and theory.

Can you compare the German system with foreign countries, where are the advantages or disadvantages?

I think one advantage of the system is, it provides especially for students with a *Hauptschule* or *Realschule* degree the chance to acquire an established degree, which is recognized, which enables you to get a proper job and make a career. It's a proper entrance qualification below a university degree. This is a big advantage compared to other countries; there are many professions in Germany that can be entered from within the dual apprenticeship system. In other countries, you would already need some university studies to learn the same things. In the dual system, the entry requirements are lower... This is one reason why it's said that we have a comparatively low youth unemployment and we have fewer people without a secondary education. This is another advantage In Germany after the dual system many young people are already at a point that other countries' young people have reached through university.

What's the lowest school degree somebody would need to get into a Deutsche Bank apprenticeship program? Currently, it's a *Realschule* degree.

Why aren't there chances for somebody with a *Hauptschule* degree only?

In the past we saw that it was difficult to learn the complex job as a banker in this relatively short amount of time. Already now we have a differentiation within the apprenticeship. The initial apprenticeship time of three years gets shortened for students with the *Abitur* [secondary school degree; editor's note] to two years and for those with *Realschule* degree to two and a half years In principle it can happen that we look in the midterm if we can offer opportunities for *Hauptschule* students. That's not impossible, but that's not planned yet The problem of the *Hauptschule* students is that this qualification is too low

Besides the school degree in general what are the requirements to get into the apprenticeship programs? Generally, it's important that young people – in this world where everything is always becoming faster and increasingly more complex – already start thinking about their future job. Early on in school would be the best time to think about where are my strengths, my competencies, so they don't choose the wrong path. It doesn't matter if they opt for university studies or an apprenticeship. It's just important that they know what's important for which path Besides this, it gets very job specific, so working in the banking area means you have to have a real interest in communicating with different people every day, to have empathy, to understand the needs of the clients And working in a bank you shouldn't have a problem wearing a tie.

What about future job opportunities or career opportunities if somebody starts an apprenticeship at Deutsche Bank? How far can he get, where is the top of the job ladder?

Well, the classical start of a career is to work in consumer or retail banking. That's also the main area where we have our apprenticeship programs. So this means you start with customer consulting, but how you continue is really up to you, up to your motivation to give input too How flexible can you be? Are you open to move to a different city for a career step or later even to a different country in Europe or somewhere around the world? It's really assisting and demanding If you want to make a career in the investment sector an apprenticeship is in fact not the best choice. You would do better to choose university studies. But if you do the apprenticeship program, it's not the end; there are still possibilities to study after your apprenticeship in addition to having your normal job at the bank. That's really very individual You should decide for yourself: would I rather start an apprenticeship or do I want to have a combination of on-the-job training and studying or would I rather study at the university? If you find the right path, each will lead you to good jobs at the bank.

If I want to start a career, does this also involve additional education or are my first educational experiences—the apprenticeship or university studies—enough?

That's not enough. Again and again, there are always different possibilities for further education of an internal or external nature. This depends a little bit on the area I choose to work in And then there can be very different training opportunities, from a simple seminar to an online learning tool at my workplace on up to part-time MBA studies. There is a whole range of possibilities, that's very individualized. But with your apprenticeship you are not at the end; the bank wouldn't want that either.

Are there any further specifics/ special aspects in the Deutsche Bank apprenticeship program?

I can hardly separate it out from other apprenticeship programs, but I think that we demand certain things from young people. You should be self-confident, you should want to find your own way a little bit, and you should bring self-initiative. If you have all of this, you'll get good guidance and you'll have good opportunities



APPRENTICES: LISA EHRENECKER AND CHRISTIAN SCHMITZ

Did you have different job ideas or did you look for an apprenticeship program at a bank right away?

Lisa Ehrecker: I also thought about applying for a commercial apprenticeship in the industry, but in the end I thought the bank is more multisided; I'm directly with people and so I can get a lot of knowledge of human nature, I can test myself, see how far I can go, and I can be independent. These were more or less the main reasons to choose a bank.

Christian Schmitz: Well, in my case, I knew it already very early, not because I really knew what's going on in a bank. It was more with the motivation of a little kid – when you ask him what he wants to be in the future – a soccer player, a fireman; things like that – I always said I want to become a banker because they own all the money, that was always my first thought. Over time of course, I realized that's not the case; they don't own all the money, they just manage it. Then I think the second most important thing was the contact with the clients, the direct contact with people.

Was it easy to find a spot? Did you apply at different banks or just at Deutsche Bank? Did you get accepted by other institutions too? In the end, why did you choose Deutsche Bank?

Christian Schmitz: For me, it was easy. First of all because if I wanted to work in the financial sector something small was not possible. So I didn't apply at any *Sparkasse* [a type of public savings bank; editor's note], it ought to be something big, something with an international link, no matter what my own career would be in the future. Well, and then the decision was relatively easy. When I was accepted by different banks I might have gone to the one which was my favorite at the beginning, but then I got accepted by Deutsche Bank too. So, in the end, the decision was between Sal Oppenheim [a wellknown, private bank which has since been acquired by Deutsche Bank; editor's note] and Deutsche Bank. The reason for Deutsche Bank was I could do the apprenticeship closer to my home. I could stay with my parents and did not have to move to Cologne because Sal Oppenheim only offers apprenticeships in Cologne.

Lisa Ehrecker: I also applied at banks in the countryside. The *Sparkasse* was also among them because I didn't know if I would be successful at a large bank right away. I mean I was still very young, I was just 16 when I sent out my applications. But for me it was also easy, it worked right away. I think, I sent out five applications and got accepted three times. So actually I was quite satisfied with the results. With the possibility among Sparkasse, Commerzbank [a large private bank; editor's note], and Deutsche Bank, my choice was actually clear right away. I wanted to go to a big city, I come from the country, and I wanted to see something new. And so I went to Deutsche Bank, also because in my little town the name is something special. So if you come from the country, the name is well known and is something special.

Why did you decide to go for an apprenticeship program and rather than continuing school and going on to the university?

Lisa Ehrecker: I "only" have a *Realschule* degree. There is no question that I want to pass my *Abitur* [secondary-school diploma; editor's note]. I really would like to make it up. First of all, I started an apprenticeship because I want to become more independent, and you definitely become more grown up by it. Actually, I want to see first what's waiting for me in life before I decide if and what I want to study. I think you can choose both ways, I don't think one is better than the other. But with the finished apprenticeship I can probably start studying with greater experience than students coming directly from secondary schools.

Christian Schmitz: Since I want to be in contact with people, there was no further need for time in school. That was the first point; the second point was that I finished *Realschule* relatively early and afterwards worked in my parents' company until I finally said, now's the time to start my apprenticeship. This means I was not really confronted with the question of whether or not to continue going to school. Still today I would say, looking around at others who also did the apprenticeship but had passed their *Abitur* beforehand, if you just want to get in contact with clients and work in the sales department of a bank, you can ask the question, is the *Abitur* really necessary for that? We have people who are great with clients and have a *Realschule* degree and others who have the *Abitur*. Therefore I think that the kind of school is not a determining factor.

What do you like about the apprenticeship system? What don't you like?

Christian Schmitz: I really like that we have a block system, that's always a big change. So part of your time you spend at the company and another part in vocational school. So you have two things that are totally different from each other. But the coordination between those two could be better sometimes. This means I'm at school and study some things... for instance, I'm learning something about bonds and commercial paper. Afterwards I would like to work in this area in the bank too. This goes well most of the time, but not always. So it might be the case that I learn something in vocational school and have to keep it in mind for a very long time till I can actually use

it in practice. Or, the other way around, we get confronted with topics in the bank that we have not dealt with in school at all so far.

Lisa Ehrecker: Regarding school I can't add anything else, but what really stands out, our bank cares a lot about the structure of the apprenticeship, the structure of the training. Especially if I compare our bank with another bank – I mean in vocational school we are students from different banks in one class – we get prepared very well. So we know very well, what's going to come up. It's very important for Deutsche Bank that the apprentices be able to have a look in all different areas. So we can decide by ourselves where we want to focus on or what we're most interested in.

Do you think you'll have good future job opportunities with this education?

Christian Schmitz: I think the name stands for itself. I think that's definitely the case. It doesn't matter if you're in a small town or in the city or in vocational school ... very often you hear the Blue Ones [Deutsche bank's company; editor's note] are the best. I think that's a very important factor. Later on if you want to leave the bank, you already carry this name. Just because of that you'll have lots of possibilities. Further I think we have a wide spectrum within the bank. First of all in the sales department and secondly there are also areas that are not connected with the sales department directly, where you also have possibilities ... and now in my case with the advanced placement program in which I got accepted following the apprenticeship The advanced placement program follows after the apprenticeship, and also BA students can get into the program. There's a maximum of 60 participants per year, in my year there are 24 of us. At the beginning we have another orientation phase of eight months. Every two month we work in a different area where we deepen our knowledge from the apprenticeship. Additionally we work two months in the central office And for the rest of the program, which is 20 months in all, we have to choose a focus area where we work and receive further training. You could actually call this program a fast track to interesting positions within the bank

Lisa Ehrecker: With the apprenticeship at Deutsche Bank, you have definitely laid down a cornerstone for your future. An apprenticeship at a bank is the highest commercial apprenticeship you can do, regardless of whether you want to stay in banking or step into the commercial or industrial area It's definitely a cornerstone to build on. After my apprentice for instance I can continue and become a Certified Banking Specialist (*Bankfachwirt*). And if I'm a *Bankfachwirt* I can already start university studies, I don't even have to make up my *Abitur*. Or I can attend a *Fachoberschule* [a vocational school at upper secondary level providing two-year courses in various subject areas leading to the qualification of *Fachhochschulreife*, which enables a person to study at a University of Applied Sciences; editor's note] and then start further studies and see what's going to come afterwards. Or, I could work first in the sales department of the bank. Actually I would still like to leave that open for a while because I'm not that far yet with the apprenticeship, just one and a half years.

So, first I want to finish the apprenticeship and then I'll see what's going to open up

What does your daily work life look like right now?

Lisa Ehrecker: Today, I came directly here from vocational school. This means, we normally have six weeks of school in a row. And during this time we are totally away from the company. Once in a while we go and check email or have a look to see anything has accumulated.... The focus is really on the school. In my case, it started at the beginning of December and goes till February. We start at 8:00 am till approximately 1:00 pm. It's just a half day, so that's very relaxed compared to my work days in the bank. I have a pretty long way to work or school. It's one and a half hours in the morning and in the evening, but you get used to it Well, my daily work life is actually very nice. I work in a really nice branch, have great colleagues, and it's a lot of fun. And importantly, I have a good relationship with my boss, so I can talk with him openly in case there are any problems. I can attend talks with customers, and right now I learn about and deal with construction financing. I'm allowed to enter cases into the computer; I can sit at my colleagues' desks and learn what they do. This is basically the daily work life of an apprentice, in an ideal case, and I'm really in an ideal branch. But there are also other times; I have had not so nice times. But, you have to cope with it. You have to show a lot of self-initiative. If you show it you get shown a lot and if you are good enough, you can already do customer talks by yourself. When I work in the bank I normally start at 8:30 am and work Monday, Wednesday, Friday till 4:00 pm and the other days till 6:00 pm.

Christian Schmitz: During the apprenticeship work times are like that, but afterwards when you work in the sales department you have different working hours and in the central office it's again very different. In the central office you don't have really fixed working hours, it might happen that I only have to show up 11:00 am, but it can also happen, like last week when we had to finish a project, that you have to stay till 11:30 pm. So there are extreme differences So I wouldn't count the phase in the central office as typical working times. But when you really work in the sales department, your work times are still different from those of the apprentice because you might still have to work before or after the official opening hours of your branch. And also as an apprentice your work times are not always that strict, if there's a team meeting in the early morning or during lunch break you attend it, of course. My daily work life during the advanced placement program looks like this, I'm not only actually sitting next to my colleagues, but I can already do my own business

Do you get paid and how much? Do you know if the pay is the same in all apprenticeship programs or is it different in different branches or in different companies?

Lisa Ehrecker: Regarding payment I can't complain. If I compare myself to others doing different apprenticeships I do quite well.

What's left in my account after tax and insurance I can't really tell you, and I also have my monthly expenses to compute, but I think I get about 750 € per month, that's not bad, I can't complain. The working time is of course a little longer for me. Till I'm back home in the evening it's already six, seven, or eight. If I look at my friends who are working close to their homes, they are already back around 3:00 pm. But if you enjoy your work, it's okay. And leave days are the same like for everybody else.

Christian Schmitz: It's the private banking sector, so it's the same everywhere, first, second, third year of the apprenticeship. Afterwards it continues with the normal pay-scale groups.

Oliver Stoisiek (supervisor): Payment goes according to the collective labor agreement of the private banking sector. So it's the same for apprentices everywhere in the sector. In addition, they get additional apprentice's payments. This is tax-free compensation to employees for capital accumulation purposes and a 13th and 14th monthly pay [these are vacation benefits and Christmas bonus; they are normally not a full month's pay; editor's note]. Regarding the capital accumulation payments I don't know of any other major bank not doing it. Regarding 13th, 14th month's pay, this might look quite different.



SUPERVISORS: LASZLO KUNFALVI AND RAPHAEL VERSTEGE

Can you describe the basic principle of the German dual apprenticeship system, the so called dual system?

Laszlo Kunfalvi: The Dual Apprenticeship System (*Duales Ausbildungssystem*) consists of two partners: one is the apprenticeship company and the other one is the vocational school. This means the curriculum of the apprenticeship gets partly taught by the company and partly by the school. The school cooperates with the companies. This is the basis and how the content of the apprenticeship is taught. The company mostly provides the practical content and the school provides the theoretical content. The school schedule is coordinated with the schedule in the company. For instance, certain content has to be taught in school at a certain time because there are exams in the company.



How were the curriculum and the content developed? Is this up to every company by itself and do they look for a school to participate? How does that work?

Laszlo Kunfalvi: The curriculum is jointly created by representatives

of the employers, employees, and institutions like the chamber of commerce and industry. The content is also oriented to economic and technical developments. So content that is becoming less important is taught less and new content is added; it's the same for content that is developed because it is relevant for exams.

So these curricula are generally binding? I mean an apprenticeship to become a mechatronic technician is the same here at Bosch and in any other company, is that correct?

Laszlo Kunfalvi: Yes. First of all, the apprenticeship institution has to demonstrate that it is qualified to be an apprenticeship company. So, the circumstances have to be such that young people can be trained and educated, that an apprenticeship is really possible

In comparison to other countries, is the German system different or is it the same everywhere?

Raphael Verstege: One distinctive feature of the German system, we talk about the Dual System, are the two partners. They might sometimes have different interests, but the state as the representative of the vocational schools has a clear educational mandate, which is one reason why there are also subjects like German, religion, or social studies taught in vocational school. If the companies could decide completely by themselves about the content in school, they would probably get rid of some subjects because there is no direct business connection. But this shows the duality. All in all, the aim is to educate young people to become holistic and valuable people, who, of course, are going to be useful in the company later on This is a negotiation process which takes place again and again between the different players, so on one hand the employers and the chambers and on the other hand the employees and the state What I know at least from the Australian system is that their system is much more focused on the employers. But there are also employers who have an interest in the apprentice. So they get a school involved to teach the theoretical content, but the content is basically predefined by the company.... And the state has more or less only an evaluation function. This is completely different here in Germany. You also have a comprehensive examination at the end that is carried out by the chambers and the company, but, and I say that again, the vocational school is separate and the apprentice can fail in vocational school. He can get bad marks there and then it doesn't matter how he performs in the company, he might not be good enough to continue.... So this is specific to the German-speaking countries, this equality of the two partners.



Does the German system have advantages or disadvantages compared with foreign systems?

Raphael Verstege: ...to be honest, I think it makes a lot of sense; the tradition speaks for itself in this case. We still educate young people in ways that they really learn a profession. If we look at Mr. Fuchs

[a Bosch apprentice; editor's note], he can start working at Bosch as a skilled engineering worker after he finishes his apprenticeship. But overall he is so qualified that it shouldn't be a big problem for him to find a job somewhere else either. There are clearly defined professions and everybody knows goes into it, e.g. a baker. Everybody knows what a baker is able to do at the end of his apprenticeship, and he can work in any bakery. The more you leave the curriculum of the apprenticeship up to the company the more it is driven by the specific interests of that company and the apprentice isn't as mobile in the end I'm in favor of company interests, but I think that would go too far. The apprentice is just more important. It's still about the evolution and development of the young person. I mean this is a very important turning point in a person's life: at 15, 16 years old, the emancipation process from the family just starts and that's the time when we work with him. This is a responsibility, so I think it's important that we step back a bit in favor of the apprentice and not just push our own interests.

What's the lowest school degree somebody would need to get into a Robert Bosch apprenticeship program?

Laszlo Kunfalvi: That's the *Hauptschule* degree, where normally they leave school after grade nine. That's the absolute minimum requirement. And I tell you, in order to fulfill the minimum requirements, in order to become an industrial mechanic or a mechatronic technician you would have to be a really good *Hauptschule* student. And if we talk about marks, for the industrial mechanic you would need at least satisfactory grades and for the mechatronic technician very good or excellent grades. But that's still the bottom level that is acceptable for these jobs.

Do you still have a lot of *Hauptschule* students here or what's the main group of students who do apprenticeships here?

Laszlo Kunfalvi: Here at this Bosch location, we train apprentices in two areas with five apprentices each per year. And if we have *Hauptschule* students, then only in the industrial mechanic field, but even there it's the minority.

What's the reason? Doesn't the *Hauptschule* prepare or educate the students well enough anymore, so they don't fulfill the requirements or aren't there very many *Hauptschule* students anymore?

Laszlo Kunfalvi: There are enough *Hauptschule* students who apply, but their performance ... their average grades are not good enough for this work. That's the main reason why nowadays you only find relatively few *Hauptschule* students in these trades.

Besides the school degree in general what are the requirements to get into the apprenticeship programs?

Laszlo Kunfalvi: ...Motivation is important, the basic attitude... I want to work in direction technology, for example. The best applicants think about their apprenticeship and know if they want to study or go for the technician or master craftsman education later

on. These are things that often have a positive impact on the apprenticeship itself. ...We examine the applicants and invite them for a test. The test consists of a written part of approximately two hours. Here, we test partly technical knowledge, technical understanding, math, German, spatial imagination and perception, etc. The other part is a group exercise where we want to figure out the applicants' communication skills: how do they act, react and behave in a group if there is a given problem to solve? How do they interact with others? How do others accept them? How do they make their point? We observe and evaluate all these things. Of course, school grades are taken into account too Those who get selected from this first round get invited for two 15-minute personal interviews. One of them targets more technical understanding, projects, and content from school. Do the applicants still recall what they learned there? The other one targets more personal interests in general. Where does their motivation for the job come from? What are the important stations in their lives? We also talk about possible learning disabilities. Later on, we, the selection committee, discuss together whom we are going to accept.

Raphael Verstege: Just to illustrate this a bit The selection is pretty hard; we're talking about approximately 2,000 potential applicants we reach through newspaper ads and the schools we contact. From this number about 250 actually apply. From those 250, we select about 40-50 whom we test here. From that group, we invite about 20 for the interviews. In the end 10 get accepted.

Are these criteria and requirements similar at other companies or is this specific to the selection process at Bosch?

Laszlo Kunfalvi: Well, the procedure, at least in our field, the metal industry, and among companies of more or less the same size, is similar everywhere. Content wise it certainly differs a bit Regarding the tests, I would assume that they test the same because in the end all companies want to be sure that the potential apprentice will be able to succeed in vocational school and in the company later.



What about future job opportunities, career opportunities if somebody starts an apprenticeship at Bosch? How far can he get, where is the top of the job ladder?

Laszlo Kunfalvi: There is a wide range of possibilities depending on your own goals. After your apprenticeship you take different training courses or with some additional work experience of one to two years you can acquire the industry master craftsmanship qualification. Another possibility would be to acquire the advanced technical college entrance qualification ... and start formal study. Or you go for a second apprenticeship. If you have done one in the technical field you might do another one in the commercial field

Raphael Verstege: You mentioned career opportunities, but in this case we also need to talk about the career paths at Bosch With just the apprenticeship you can get a good job ..., but in order to climb up the job ladder you need further training courses, further qualification. You won't become an apprentice, a skilled worker and then a plant manager at the end without doing anything else. That's not going to work, you won't get into any management position ... you need further qualification, e.g. the master craftsmanship qualification, then you can climb higher. But even then you will come to the end relatively soon because not only know-how and learning- by doing counts on the higher levels, there you also need a formal qualification, a theoretical foundation. That's really necessary for management positions. In our management board we actually have colleagues who began by doing an apprenticeship, but they acquired several more qualifications over time.

Are there any further specifics or special aspects in the Robert Bosch apprenticeship program?

Laszlo Kunfalvi: I know many companies that send their apprentices for the first year to a special educational institution that does the so-called basic or fundamental education. The apprentices only come to the company in the second year. I think one major advantage of the Bosch apprenticeship system is that young people get to know many internal processes, the company organization, and they get a good sense of belonging to the company, because the apprenticeship is here right from the start.

Raphael Verstege: This fits well with our company culture. I mean the social responsibility to provide apprenticeships is important at Bosch. So also during the crisis, when apprenticeship programs were cut in other companies, we thought it was important to keep the number of apprentices at the same level. In certain parts of the company, we probably trained more young people than necessary, but we wanted to give a clear political and social signal: no, we don't cut apprenticeship programs. All in all we have approximately 3,000 apprentices per year in the whole company

What about girls? Do you have many girls among the apprentices?

Laszlo Kunfalvi: The figures could be better. Girls are as good as boys in technical professions, there are no exceptions, but there are

not very many applicants for technical jobs. We try to do a lot, we arrange special girl's days, we do special advertising in newspapers or in schools, but in the end we still have relatively few applications. If we get a total of 200 applications, we might have two to five girls among them. Actually we are always happy if we can convince some of them to start an apprenticeship here. We give them very good experience, we always find that their performance is very good, and the atmosphere is better if we have mixed groups; the social atmosphere among the apprentices is better. And after the apprenticeship the girls find the same good jobs and possibilities as the boys.



APPRENTICE: MARCEL FUCHS

Did you have different job ideas or did you look for an apprenticeship program in the industry right away?

Yes, actually I always wanted to work in the mechanical field. That comes from my family, my brother and my father work in this area too. Before I started here I attended a *Berufsfachschule* [type of full-time vocational school at upper secondary level which prepares or trains students for a specific occupation at different levels of qualification] with an emphasis on metal technology. I



already learned a lot there, and it was a lot of fun, and so I thought Bosch would be exactly the company that would be good for me.

Did you apply at different industrial companies or just at Robert Bosch?

Yes, I sent out several applications because you can't just rely on one.

Did you get accepted by other places too? If yes, why did you choose Robert Bosch?

Well, I also did a test at a different company; they had accepted me right away too. But I waited because I also got invited by Bosch for the test. After I got accepted here too I decided for Bosch, basically because Bosch made a better impression. And additionally if you have completed the apprenticeship, and there's the name Bosch on your papers, that makes a difference because Bosch is a large and well-known company worldwide.

Was it easy to find a spot?

The first time I only had a *Hauptschule* degree and already sent out applications, but I hardly got any responses. So I decided to go to school again for another two years and get a *Realschule* degree. This was the right decision and I got a lot from it ...

Why did you decide to go for an apprenticeship program rather than continuing in school and then going to the university?

I thought about it. It probably would have worked if I had attended a technical *Gymnasium* [a high school oriented to technical subjects editor's note], but I didn't apply. I just wanted to do something else because after eleven years of school I wanted to do an apprenticeship in order to have something useful in the future. And in addition I can still do my *Fachhochschulreife* [a school degree that enables a person to study at a University of Applied Sciences; editor's note] and study later on. So there are many, many possibilities.

What do you like about the apprenticeship system, and what don't you like?

The dual system looks like this: per month you have about one or two weeks of block education in vocational school and two to three weeks you work in the company. So there's always some alternation. I like that. I like the dual system as it is.

When you have to attend vocational school, how many periods do you have per day?

Per day approximately six to seven periods, this means the day goes till 2 or 3:00 pm or 3 or 4:00 pm. It also depends on the subject. For instance, if we have class in a workshop or in the electrical laboratory, we have four periods at once and then we have less class time later.

What does your daily work life look like when you are at the company?

Well, this depends on the year. In the first year of the program we learn basics like countersinking, turning, drilling, filing, all kind of different exercises. We also do different projects, for instance social projects, some together with kindergartens or schools.... During the second year we get different assignments from the company, e.g. to produce certain tools or improve certain things During the third year we go into the production facility and into different departments and work there. That's the same for the fourth year.

When did you have to start working in the morning or do you have to work in shifts?

Normally we start exactly 7:00 am and work till 03:15 pm including breakfast break and lunch break. ...

How do you see your future work life? Do you already have ideas how to continue?

I already have lots of ideas. There are so many opportunities, but probably I'll stay here for another one or two years and work and gain some experience, if possible. And then I'll see if there's the possibility to become a master craftsman, or a technician or to get the *Fachhochschulreife* and study.



Do you think you'll have good future job opportunities with this education?

Yes, definitely.

Do you get paid and how much? Do you know if the pay is the same in all apprenticeship programs or is it different according to different branches or according to different companies?

I still live with my family, for me it's definitely enough Additionally, there are bonuses for good grades in school that get paid once every six months and holiday and Christmas allowances are the same for everybody. Yes, you can live quite well on it.

Laszlo Konfalvi (Supervisor): Currently it's about 770 to 780 € per month during the first year and then it goes up by 50 to 60 € every year thereafter....

Raphael Verstege (Supervisor): If you compare us with other industries, our apprentices get paid quite well. The pay for a hair-dresser apprentice is quite different from the pay one of our apprentices gets. But there are also fields where the apprentices get even more than in our industry Besides this, some other forms of security are very attractive to the apprentices. According to the labor agreement we have with the labor union the apprentices are entitled to be employed for at least one year in the company after they finish the apprenticeship program. And it doesn't matter what the economic situation of the company is....