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## Objective: Highly qualified labour: Interview with the Carl-Duisberg-Society, Cologne

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**QUESTION:** With such short courses, is there not a fundamental danger that people are developed who have a very high opinion of themselves but, in fact, are not too competent professionally?

**ANSWER:** Naturally this depends very much upon the selection of candidates to be trained and we have no real influence upon this. Initially we did have some bother, but selection has improved over the years and this risk is decreasing. We have constantly had to insist that the selecting bodies re-examine the criteria for selection so that standards can be raised.

**QUESTION:** What are your criteria for selecting participants?

**ANSWER:** Skilled personnel is invited via the German Embassies and the Ministry for Foreign Affairs. German Embassies in developing countries pass the invitations to the Government in question, which nominates those who are to attend our courses. Agricultural workers are generally nominated by the developing countries on the basis of government agreements. The instructors are selected according to the requirements of the German projects.

**QUESTION:** This is where quality control is the most precise.

What experience do you have of how people you have trained fit into the development process in their native countries? Is this skilled labour used in the proper way?

**ANSWER:** It is impossible to give a generic answer to that question. With regard to the discussions with skilled workers, i.e. the 4-week courses, we have found that our seminars give good results. For special training courses, the Zentralstelle für Landwirtschaft (Central Office for Agriculture) has made practical studies upon how the counterpart is fitted into his surroundings after his return. In view of the small amount of experience which we have in this sector and our difficulties with the numerous authorities concerned, the results have been very satisfactory. We have a very good control on how industrial instructors are used in industrial workshops. Project directors abroad report to us on their experiences at the annual instructors' working week. At the moment, we have 300 fully trained counterparts. It has been found that their training was very successful and that these people are working enthusiastically as directors and instructors on our German projects abroad.

**QUESTION:** Is the most important part of your activity training

in Germany or do you also organise courses and events in developing countries?

**ANSWER:** We should say once more that the word "training" is, in general, not quite the right one for our activities. Many of our courses are more discussion groups on specialist subjects. We increasingly choose a developing country as the venue for such exchanges of experience, or any country which appears suitable as an illustration. It is our experience that we can work most effectively when our work is closely tied up with that of international organisations i.e.—UNO—or when we make use of the experience of such organisations to define our own tasks. This is why we organise many such courses jointly with UNO. The longer-term training of counterparts, on the other hand, is done solely in Germany, for the reasons stated above, in order to broaden the experience of trainees.

**QUESTION:** Finally, do you maintain contact with your students once training is completed?

**ANSWER:** We always endeavour to maintain contact. As has become apparent, the best chance of doing so is with counterparts for special projects. In other cases it is naturally much more difficult.

## Objective: Highly Qualified Labour

### Interview with the Carl-Duisberg-Society, Cologne

**QUESTION:** The Carl-Duisberg-Society is a private organisation. Who supports, promotes and finances it?

**ANSWER:** Our Society is a registered association of public benefit; its members include both individuals and firms. Our funds are derived from members' contributions, large private donations and state subsidies. We are backed by important industrial organisations, the Federal Association of German Industry, the Federal Union of Employers Associations, the Central Association of German Chambers

of Industry and Commerce and the German Trade Unions Federation.

**QUESTION:** What about the aims of your Society. How far are these directed at aiding training, in particular training aid for developing countries?

**ANSWER:** The aims of the Carl-Duisberg-Society—which was founded in 1949—are first connected with experience gained in the 'twenties that a period of residence abroad is essential for the further education of young people. Therefore the Society endeavoured

to send Germans abroad for continuation education, first to America and later to the industrial countries of Europe, too. In 1955 our experience in the field of training led to the Federal Government making us responsible for the progress and welfare of trainees from developing countries.

**QUESTION:** Does this mean that today your training aid is concentrated on principle only upon candidates from developing countries, or have you maintained your traditional activities as well as this?

**ANSWER:** We still back Germans who go abroad. We are in touch with about 20 American universities who hold lectures for our German trainees until they enjoy a continuation education. The greatest number of trainees from abroad in our charge who are being trained are those coming to Germany from developing countries. Their numbers have risen considerably since 1955. Up to 1965 we had been responsible for ten thousand trainees from developing countries and their numbers have further increased since then. On December 31, 1966, we had about 2,800 government aided participants undergoing training in Germany. As a rule they stay for 1½ to 2 years

**QUESTION:** What type of skilled labour is given special backing within your scheme for training aid for trainees from developing countries?

**ANSWER:** The first "Praktikanten" (trainees), as they were then called—we now call them "skilled workers" and "management personnel"—who came to Germany were mainly young people who had not even qualities of skilled workers. Now the status of a skilled worker is the minimum requirement for training in Germany. We are now concentrating more and more on more qualified personnel wishing to take their mastership examinations or study as engineers and on those interested in special courses. We also promote key people by special programmes like sales and export promotion, engineering and general management.

**QUESTION:** What special aims do you set yourselves for this?

**ANSWER:** Our main aim is to get the type of people here whom it will later be possible to employ directly on development projects. Naturally, we are not one hundred per cent successful in tying trainee skilled labour and management personnel to projects. For instance, where in certain countries whole new sectors have to be built up, we endeavour to train skilled personnel from the points of view which are of prime importance for

such expansion. Broken down by sectors, constructional engineering and training in electrotechnics are in the lead. But additionally all other sectors are represented, even very specialised ones like oceanography, biological research or medical disciplines.

**QUESTION:** So you back graduates, too?

**ANSWER:** In the Carl-Duisberg-Society, we concentrate mainly on those who are not studying or who have completed their studies, for whom we can provide post-graduate education. That is why we no longer call it "training" but "further education" or "continued education".

**QUESTION:** So that you find it extremely important that trained personnel should be incorporated as soon as possible into the production processes of their native countries and thus, through their greater knowledge, be able to make a direct contribution to economic development?

**ANSWER:** That is, indeed, the main aim of our type of training in Germany. We believe that precisely in this respect Germany has a special aptitude for passing on its own good experience. The essence of German vocational training has always been: to evolve good theoretical bases, but to follow this up by practice with genuine, directed training. We consider it important to take account of this aim when the candidates are selected.

**QUESTION:** How is this selection made and who is responsible for it?

**ANSWER:** Skilled and management personnel going to Germany always come on the basis of official agreement between a developing country and the German Ministry for Foreign Affairs and the German Ministry for Economic Co-operation. According to the funds being available such agreements lay down how many people shall come from any one developing country to Germany for training. Normally the developing country then makes proposals, in the light of its requirements, as to the

type of training and individuals. An expert committee at the German Embassy concerned examines these proposals. It is scarcely possible to submit them to any further examination.

**QUESTION:** So that the Carl-Duisberg-Society has no direct influence upon selection?

**ANSWER:** We can only influence this insofar as we provide for certain opportunities for training in Germany and by organising special courses. However, our Society does investigate whether people who are nominated for such training are sufficiently qualified. This is a purely professional question. This decision has to be made by us because selection committees in the developing countries are certainly not qualified to judge.

**QUESTION:** How are you able to obtain the necessary training vacancies in Germany? Are there any particular difficulties in housing foreign trainees?

**ANSWER:** In order to obtain suitable housing it is necessary for firms to recognise that aid to developing countries is a necessity. After the usual initial difficulties, this view caught on very quickly. I would say that not the least important factor here has been our branch organisation in Germany which now has about 140 clubs for foreigners. For years we have had no difficulty in finding training vacancies, but at present, due to a certain slackening in economic growth, it has become somewhat more difficult. It is still the task of the labour administration to find vacancies, but we do endeavour to assist them as we have very close contacts with individual firms. After all, such vacancies are not cheap for industry. One may say that a vacancy for one trainee costs about DM 6-12,000 and that on top of that there are approx. an additional DM 500 to be paid each month in current expenses. Thus industry's invisible development aid is very considerable.

**QUESTION:** Is your training aid concentrated exclusively upon

training in Germany or do you also support training in developing countries?

**ANSWER:** In a way we do that, too: skilled workers who have been trained in Germany still need contact with Germany even after their return. They want support to continue on the basis of what they have learned here. They want to be kept informed of up-to-date developments in their trade or profession, they want to receive specialist literature, to correspond and also try to maintain their human and cultural contacts in Germany. Thus our Society has to handle later contacts as well. We do this in very close contact with the Goethe-Institute. With funds which we have received from the Ministry for Economic Co-operation, we build up specialist libraries, send out periodicals and the like and organise each year a number of specialist seminars in developing countries for such trained personnel. In addition, we are now founding institutes in developing countries which will dedicate themselves particularly to training problems. Hitherto, we have had great success in the Argentine in setting up a factory welfare service and we are preparing training premises in Korea.

**QUESTION:** Do you co-ordinate your training programmes with the development plans of individual countries? And have you any influence upon how those you have trained are employed?

**ANSWER:** It is very difficult to have any influence since developing countries naturally set great value to their own powers of decision. But in a friendly co-operation with such countries it is generally possible to settle such matters satisfactorily. And, increasingly, feelings are changing about this. In many cases training is already wanted to fill a definite post and more and more highly qualified applicants being always necessary are sent. It is our experience that all experts find suitable jobs in not more than two or three years.

**QUESTION:** So that, in your opinion and contrary to opinions

frequently expressed, specialists in Germany are normally employed in accordance with the requirements of development policy?

**ANSWER:** Naturally views about employment depend upon the trainee's own opinion of his capacities and other peoples' judgment of these. We can only gain an impression about the success of training by looking at the broad picture for each year and for every country. But this picture is certainly a positive one.

**QUESTION:** How far does your Society endeavour to multiply the success of its efforts by training pedagogically talented specialists?

**ANSWER:** We are concerned with this issue at all levels of our training programme. When a person has the necessary qualifications for attending an engineering college or to become a master-workman, he is already, to a certain extent, a multiplier. Additionally, we also endeavour to discover pedagogical talents and train them, so that they may later become teachers. However, the number of these is not overwhelmingly high.

**QUESTION:** Leaving generalities aside, let us return to training in Germany. What does your Society do in order to eliminate as far as possible difficulties of adaptation experienced by foreigners in the Federal Republic?

**ANSWER:** To begin with, newcomers have to learn the language. Our language courses are held partly in the Goethe Institutes and partly under our own auspices. Then comes placement in an enterprise, a trial course or in special courses. In order to facilitate adjustment, we have established 11 provincial offices in the individual German Lands and so-called "foreigners' clubs" in 140 German towns. Not the least important function of these clubs is the maintenance of contact between those coming from developing countries, trainees from industrial countries and Germans. Our delegates have been instructed to facilitate such contacts and also to give social

and cultural advice. However, major difficulties occur at their places of employment. Adjustment to conditions here demands a good deal of understanding and great good will on the part of co-workers, as well as certain readiness on the part of the foreign student. He has to get accustomed with the fact that a job means work, not talk. After working-time friendly aid is great, also in our Society.

**QUESTION:** How do you check upon the success of your work?

**ANSWER:** During the period of practical work in firms and/or associations, our Society holds so-called seminars about twice every 1½ years (so long we normally back up our scholars). Based on questionnaires about the scholar and his type of activity which are completed by the firm, we do try to check upon his training and progress. When his activity has been completed, an interview takes place at which we try to gain a picture of the student's progress. On the basis of these views, we draw up a diploma. Apart from this, no other checks are really possible. From time to time, we carry out studies on the further careers of our scholars, but our main efforts are directed at subsequent contact and at holding contact seminars aiming at achieving subsequent contacts and, where necessary, at supplementing training. I think, in the circumstances, that this is better than any scientific study.

**QUESTION:** How high would you put the percentage of scholars who have been trained and who make an effective contribution to development policy?

**ANSWER:** I think we should mention here the very great difficulties confronting a foreigner wishing to study in strange surroundings where his previous education very frequently does not come up to requirements in Germany. In spite of this, at least 70% of trainees have achieved what, in our view, is a perfectly satisfactory level and this seems to be a very good result.