

INQA-Check "Human Resource Management"

Self-assessment of leadership skills and preparedness for demographic changes

HUMAN RESOURCE
MANAGEMENT



The **INQA "Human Resource Management" brochure** was created and published by „Offensive Mittelstand – Gut für Deutschland“, an independent network operating under the auspices of „Initiative Neue Qualität der Arbeit“ (INQA) (New Quality of Work Initiative).

Initiative Neue Qualität der Arbeit (INQA) is a joint initiative bringing together federal government, federal states, business associations and institutions, trade unions, companies, social security institutions, and foundations, whose goal is to create a higher quality of work, which is the key to innovation and competitiveness in Germany.

Established in 2002, the initiative offers comprehensive consulting and information services, extensive opportunities to exchange experiences, inspirational examples from practice, as well as a support program for projects related to employment policy.

The **Offensive Mittelstand – Gut für Deutschland** initiative promotes successful and employee-oriented company management, achieved through the establishment of modern standards and practical tools. It also offers diverse regional support structures, especially developed for medium-sized enterprises.

Approximately 350 partners are currently involved in the „Offensive Mittelstand – Gut für Deutschland“ initiative, including the federal government, federal states, corporate associations, specialist bodies, guilds, chambers of commerce, trade unions, industry organizations, health insurance companies, research institutes, and service providers.



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The development of the INQA "Human Resource Management" brochure was financed by the Federal Ministry for Labor and Social Affairs (BMAS) (Project 00095.11).
In the INQA " Human Resource Management " brochure an effort was made to use gender-neutral language. We wish to emphasise that in cases where this was not possible, all genders are addressed irrespective of the form used.



**INQA "Human Resource
Management" brochure**

> Good staff – necessary for the success of your business

Employees

- >> manufacture your company's products and provide your services,
- >> maintain contact with your customers and suppliers,
- >> bring in ideas about new products and services and provide suggestions for optimization,
- >> often know how to improve work processes,
- >> are the decisive factor in operational efficiency.

In short: Your success depends largely on your employees.

Whether people bring in their ideas and skills to the company depends largely on the quality of staff management. The belief that good staff management is an innate trait is a myth. Good staff management requires conscious observation of people and their cooperation as well as some forward-looking measures.

Good staff management will become even more important in the future:

- >> As a result of demographic changes, companies of the future will need to create added value and develop innovative solutions while working with much older staff. What is more, acquiring qualified employees, especially for smaller companies, is becoming increasingly difficult.
- >> Services are becoming more and more important. The ability to quickly achieve competitive advantage with good ideas is gaining importance. This requires commitment among employees.

Key challenges for good human resource management include:

- >> Increasing employer attractiveness
- >> Finding, supporting, and retaining good employees

> What are the benefits provided by the INQA "Human Resource Management" brochure?

The INQA "Human Resource Management" brochure contains many suggestions for good staff management. It helps motivate employees and give them opportunities to achieve good results. The brochure also helps support employees, so that they can work for the company in a healthy and enjoyable manner.

The control points describe good practices in human resource management for successful companies. They help determine the need for action. The actions to be taken according to the control points can be recorded in the action plan (on the back cover).

Some actions concerning certain control points are also suitable for demonstrating employer attractiveness in the area of marketing.

> Who is the addressee of the brochure?

The brochure allows especially small business owners to systematically check the quality of human resource management. It is also addressed to team or department managers in larger companies.

Performing a complete analysis based on the contents of the brochure takes 60 to 90 minutes. An interactive version of the brochure is available online at www.inqa-check-personalfuehrung.de.

The control points were formulated from the perspective of entrepreneurs and managers (hence the "we" form).

> Who is behind it?

The INQA "Human Resource Management" brochure was created and published by „Offensive Mittelstand – Gut für Deutschland“, which is an independent network operating under the auspices of "Initiative Neue Qualität der Arbeit" (INQA).

"Initiative Neue Qualität der Arbeit" is a joint initiative bringing together federal and state entities, business associations and institutions, trade unions, companies, social security institutions, and foundations, whose goal is to create a higher quality of work, which is the key to innovation and competitiveness in Germany.



Established in 2002, the initiative offers comprehensive consulting and information services, extensive opportunities to exchange experiences, inspirational examples from practice, as well as a support program for projects related to employment policy.

„Offensive Mittelstand – Gut für Deutschland“ promotes successful and employee-oriented company management. This is achieved through the establishment of modern standards and practical tools. It also offers diverse regional support structures, especially developed for medium-sized enterprises. Approximately 200 partners are currently involved in the „Offensive Mittelstand – Gut für Deutschland“ initiative, including the federal government, federal states, corporate associations, specialist bodies, guilds, chambers of commerce, trade unions, industry organizations, health insurance companies, research institutes, and service providers.

The authors of the brochure concept are: BC GmbH Forschungs- und Beratungsgesellschaft, Berufsgenossenschaft Rohstoffe und chemische Industrie (BG RCI) (German Social Accident Insurance Institution for the raw materials and chemical industry), Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA) (Federal Office for Labor Protection and Occupational Medicine), Bundesministerium für Arbeit und Soziales (BMAS) (Federal Ministry for Labor and Social Affairs), registered association Demografie-Experten e. V. (DEX), Fachhochschule für den Mittelstand (University of Applied Sciences for SMEs), Great Place to Work® Deutschland, Institut für Mittelstandsforschung (IfM) Bonn (Institute for SME Research), Institut für Technik der Betriebsführung (itb) im Deutschen Handwerksinstitut e. V. (Institute for Technique of Business Management at the German Skilled Crafts Institute), as well as the company AS(S) Unternehmensberatung. The brochure was discussed by all partners of the „Offensive Mittelstand“ initiative and adopted as a common quality standard.

The development of the INQA "Human Resource Management" brochure was financed by the Federal Ministry for Labor and Social Affairs (BMAS) (Project 00095.11).

INQA "Guter Mittelstand" company control sheet

The INQA "Human Resource Management" brochure complements the INQA "Guter Mittelstand" company control sheet. The INQA "Guter Mittelstand" company control sheet is an analysis of the potential of all company processes. Anyone who becomes interested in the subject of human resource management during the INQA "Guter Mittelstand" company control sheet can use this tool. The reverse situation is of course also possible: If you are initially interested in the overall optimization potential of your company, you can take advantage of INQA "Guter Mittelstand" company control sheet.

INQA "Guter Mittelstand" company control sheet was also developed by the "Offensive Mittelstand" initiative. Both tools can be used free of charge.

How to use the brochure?

>> Quick start:

"Quick start" (p. 7) includes an overview of the subjects discussed in the brochure and helps determine the areas with the greatest need for action.

>> Working with the brochure

It takes about 60-90 minutes to go through the entire content of the brochure. You can also choose individual modules and go through them step by step. An interactive version of the brochure is available online at www.inqa-check-personalfuehrung.de.

Please go through the eleven topics in the brochure and assign levels of need for action to the control points, by checking the appropriate box (in green, orange, red).

Then open the action plan (located on the back cover) and determine the specific actions you want to implement in your company.

Suggestions and examples of appropriate actions can be found on the lists in the relevant control points. It is also possible to establish several actions for a single control point.

The next column is used to set the priority for each action.

- Priority 1 = short-term;
- Priority 2 = mid-term;
- Priority 3 = long-term.

Next, specify the persons responsible for implementing the actions, the date of their commencement, and the control measures for their implementation.

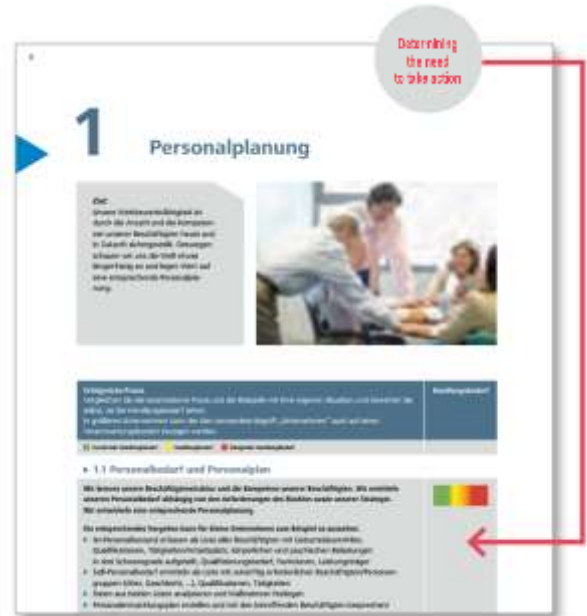
>> Completing the self-declaration

After

- >> going through all eleven topics and all control points,
- >> registering, describing, and prioritizing all actions in the action plan, and
- >> determining the responsible person, implementation time, and control measures,

the self-assessment is complete. You can then complete your self-declaration on page 32.

Using the declaration you document the fact that you have thoroughly reviewed the method of managing staff in your company based on the INQA "Human Resource Management" brochure. The statement can be placed on a bulletin board in your company. However, it is necessary to document the completed INQA "Human Resource Management" brochure and the actions to prove the correctness of the declaration in the event of questions (for example for banks, insurance companies).



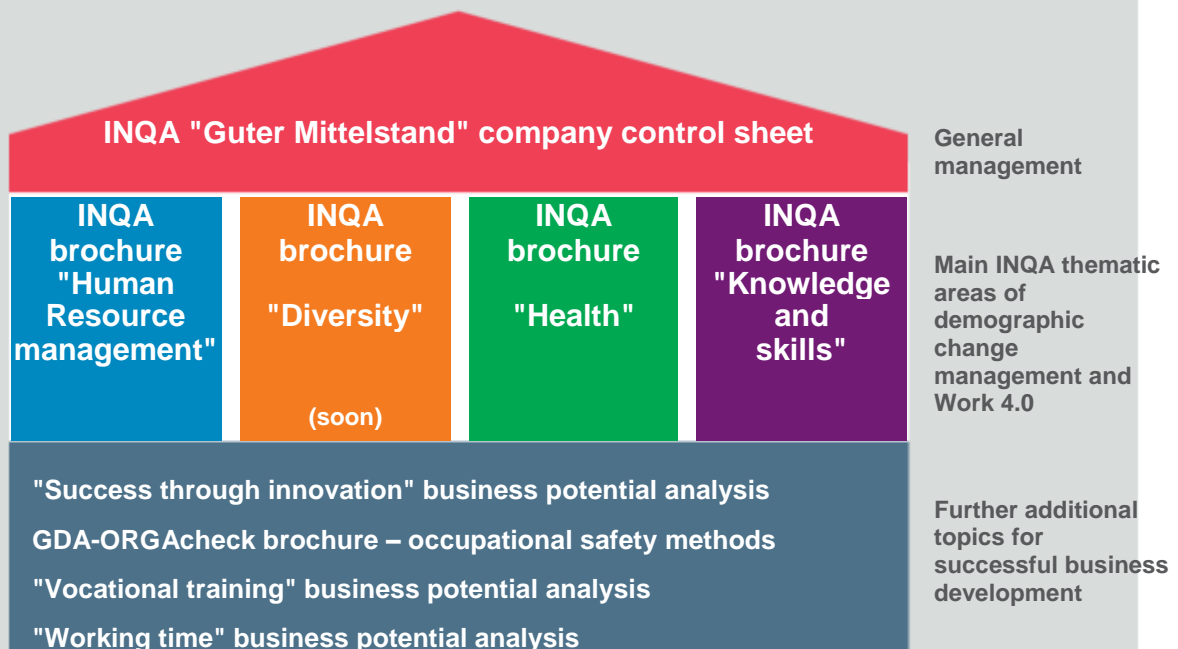
The INQA toolkit included in the self-assessment brochure

The INQA "Human Resource Management" brochure is part of the INQA toolkit consisting of practical standards and instruments for self-assessment that help companies discover their potential in relevant thematic areas.

Characteristic features of the tools:












- >> They were developed as a common practical standard and a self-assessment tool for all partners associated under the Offensive Mittelstand initiative and other partners active in a given thematic area.
- >> They follow a uniform classification and methodology (based on the process of value creation, continuous improvement, description of good practices/state of the work sciences, each topic described on two pages, in print and online).
- >> They constitute a template for systematic assessment and an accessible introduction to the relevant topic (also an introduction to certified systems, such as the INQA, QM, AMS, ÖKO audit, and quality mark awarded by competent authorities).
- >> After going through the individual self-assessment brochures and practical standards, each company can complete its self-declaration, thus documenting the systematic organization of its activity in the relevant thematic area ("CE compliance certificate on management").
- >> Specification of further practical assistance from INQA network partners.

The INQA "Human Resource Management" brochure as well as other self-assessment brochures and practical standards were developed by the Offensive Mittelstand initiative under Initiative Neue Qualität der Arbeit (INQA). All tools can be used free of charge.



Quick start: Where to begin working with the brochure?

Quick start will help determine in which of the eleven thematic areas of the INQA "Human Resource Management" brochure actions need to be taken. You should start working on these topics immediately. We encourage you to use the introductory questions and then assess the need to take action with the help of colors (green, yellow, red). Depending on your needs, you can use the analysis of potential as a toolbox and directly explore the thematic areas that are particularly important to you.

Eleven subjects of the INQA "Human Resource Management" Brochure	Need for action	Start with these subjects
<p>■ No action currently needed ■ Action needed ■ Urgent action needed</p>		
<p>>>1. Staff planning</p>		
<p>We made sure that our competitiveness is guaranteed by the number and competence of our employees – today and in the future. That is why we observe the reality around us in a long-term perspective and focus on proper staff planning.</p>		
<p>>>2. Staff development</p>		
<p>The knowledge and skills of our employees are our key success factors. That is why we offer our employees individual development opportunities and perspectives. This enables us to use the potential of all our employees and keep them at our company.</p>		
<p>>>3. Staff recruitment</p>		
<p>We consciously use various recruitment channels to find the right employees. We also focus on new target groups.</p>		
<p>>>4. Methods of motivating staff</p>		
<p>We use various tools to compare the different needs and life situations of employees against our company's requirements (such as special models of working time and forms of remuneration, health promotion).</p>		
<p>>>5. Good work atmosphere</p>		
<p>We create a work atmosphere that promotes efficiency, so that employees can enjoy going to work and develop commitment, for example by using their strengths – we accept limitations, formulate expectations and set goals, take into account personal living conditions, and promote team spirit.</p>		
<p>>>6. Internal communication as a management task</p>		
<p>We consider internal communication an important management task. The type of communication has a direct impact on the work and productivity of employees. We communicate in an open and goal-oriented manner, so that employees are well-informed, feel that they are treated seriously, and remain committed to their job.</p>		
<p>>>7. Targeted involvement of different people</p>		
<p>We take into account the different life situations of our employees. We put ourselves in their position and respect their personality. We see opportunities for our company in the diversity of our employees.</p>		
<p>>>8. Employer attractiveness</p>		
<p>Good employees come to attractive employers. Therefore, we consciously and systematically develop our image of a good employer.</p>		
<p>>>9. General attitude towards employees</p>		
<p>We agree with our employees that work is more than just making a living. We respect and trust each other. We help employees understand the importance of their contribution to our work.</p>		
<p>>>10. Explaining and communicating values and principles</p>		
<p>We know the meaning of our work. We formulated binding values and principles that guide us and we passed them to all employees. We set an example by actively practicing these values and principles.</p>		
<p>>>11. Knowledge of own strengths and weaknesses as a manager</p>		
<p>I increase my awareness of myself and the influence I have on others. I invest in personal development. This helps me use my strengths in a targeted way and not let my own weaknesses become an obstacle. It is key for success on a managerial position, without having to make changes.</p>		

1 Staff planning

Goal:

Our competitiveness is guaranteed by the number and competence of our employees today and in the future. That is why we observe the reality around us in a long-term perspective and focus on proper staff planning.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 1.1 Demand for employees and staff planning

We know the structure of our employees and their competences. We determine the demand for employees depending on market requirements and our strategy. We develop an appropriate employment plan.



Typical procedure for small businesses may be as follows:

- >> Determining the actual staff headcount in the form of a list of all employees with their date of birth/age, qualifications, performed activities/work position, division of physical and mental stress into three levels of severity, qualification requirements, functions, key employees
- >> Determining the target staff headcount with a list of all the groups of employees/people (age, gender, ...), qualifications, activities required in the future
- >> Analyzing the data from both lists and establishing the actions required
- >> Establishing a staff development plan and discussing it with the employees included in the plan
- >> Components of activity areas (recruitment, load reduction, increasing work attractiveness, qualifications, succession planning, ...)

If necessary, use tools for age structure analysis and offers of consultants in the field of demography.

→ See also "Staff recruitment"

Staff planning

Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

No action currently needed Action needed Urgent action needed

>> 1.2 Flexible forms of employment

We verify whether we use flexible forms of employment in short- and medium-term staff planning to be able to implement projects that generate permanent job financing requirements. We make sure that these employees are integrated with corporate processes and are treated as equally as possible.

Flexible forms of employment, such as temporary work, fixed-term contracts, cooperation

Integration with corporate processes means, for example:

- >> Information on tasks at work
- >> Conducting OHS training
- >> Introduction to the working group



>> 1.3 Preserving important knowledge in the company

We make sure that the existing knowledge, even in the event of a change or loss of individual employees, is preserved in the company.

For example:

- >> Checking which people have knowledge resources important for the company
- >> Written documentation of relevant processes – in the form of checklists, instructions for use, operating instructions, lists of contact persons, risk assessments; regular documentation updates
- >> Keeping documents in a specified place
- >> Procedures for determining replacements; ensuring that assistants can take over the job at any time
- >> In the event of employees leaving the company: onboarding new or other employees in advance



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 1.4 Reintegration planning

In the case of longer employee absences (such as parental leave, illness) we keep in touch with them. Together we establish how to reintegrate them into the work process.

For example:

- >> Conversations before and during the planned absence
- >> Forwarding information about significant events in the company to the absent employees
- >> Inviting the absent employees to company meetings, celebrations, or trips
- >> Establishing contact with the employee in advance before their return to work
- >> Joint planning of activities – adaptation of the workplace, implementation, transfer of knowledge, qualifications
- >> If necessary, including employee representatives and employees with severe disabilities
- >> Statutory management of occupational integration after sick leave



2 Staff development

Goal:

The knowledge and skills of our employees are our key success factors. This is why we offer our employees individual development opportunities and perspectives. This enables us to use the potential of all our employees and tie them to the company.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 2.1 Discussing development perspectives with each employee

Once a year we talk with each employee about their perspectives within the company.

We set specific stages of development for each employee.



Topics to discuss together:

- >> Asking employees about their satisfaction, personal expectations, and goals (interest in new tasks, independent work on some projects, work on identified weaknesses, behavior,...)
- >> Providing employees with opinions on the results of their work and behavior
- >> Questions asked to the employees: "What is fine and what could be improved?"
- >> Upcoming projects and tasks
- >> Joint reflection on how employee health can be improved and which health promotion measures are justified
- >> Taking into account the needs, interests, and expectations concerning further education; learning on the job
- >> Forward-looking consideration of the changing performance of older employees and preparation for alternative activities – including redistribution/mixing of tasks; creating a to-do list related to change activities
- >> Shaping the workplace (ergonomic means of work; technical aids to facilitate work)
- >> If necessary, including employees with their future work as manager/successor in mind
- >> Clarification of personal matters – such as free time for partners, children, relatives
- >> Hobbies, volunteering, which is also helpful for the company and through which the company can offer support

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.



Staff development

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p> <input type="checkbox"/> No action currently needed <input type="checkbox"/> Action needed <input type="checkbox"/> Urgent action needed </p>	

>> 2.2 Further training and quality of qualifications

We care about the implementation of further training. Together with individual employees, we check the quality and benefits of further training.



Examples include:

- >> Identifying appropriate offers for further training; taking advantage of free further training offers provided by guilds, chambers, professional associations, health insurance companies
- >> Active use of training opportunities in the company; for example, exchange of knowledge between employees, training carried out by colleagues, time to practice new work procedures and technologies
- >> Organization of further training: booking, trainers, rooms, announcements, technology
- >> Verification of the financing agreement, consideration of working time (educational leave), accommodation costs, financing options, ...
- >> Inquiries about the quality of further training – addressing the topic of deficits and possible disappointments related to further training
- >> Inquiries about the use and benefits of newly acquired skills

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 2.3 Using the skills of older workers and retirees

Together with older employees, we think how we can use their skills at the last stage of their employment or after leaving work.



For example:

- >> Role of godfather or mentor for new or younger employees
- >> Conducting work introductions/instructions
- >> Responsibility further education and trainings, or conducting them
- >> Role of working team consultant
- >> Organization of work preparation
- >> Procurement
- >> Customer service
- >> Market observation
- >> Keeping up with change processes

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

3 Staff recruitment

Goal:

We consciously use various recruitment channels to find the right employees.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.
In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 3.1 Various recruitment channels

We think about the type of recruitment channels that we can use to recruit staff, and we are open to new opportunities.

For example:

- >> Employees recruit employees
- >> Online social networks
- >> Online job market exchanges
- >> Presentation of our company in schools – together with our apprentices
- >> Using the Girls- & Boys-Days initiative and internships to raise interest in working for our company and understand its importance
- >> Cooperation with vocational colleges and universities; internships, diploma theses, dual studies
- >> Acquiring specialists from abroad – for example, placing ads in foreign newspapers in Europe; use of job exchanges/fairs organized abroad



>> 3.2 Vocational training

We use internal trainings to secure the future demand for qualified staff in our company.

For example:

- >> Establishing contact with schools and educational institutions within the company in advance
- >> Showing young people the prospects of working in our company and profession – presenting further education and development opportunities
- >> Establishing partnership cooperation in the field of education with many companies



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.



Staff recruitment

Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

No action currently needed Action needed Urgent action needed

>> 3.3 Including new target groups

During recruitment, we think about how we can contact new target groups.

Examples of new target groups may include:

- >> People changing their profession
- >> People without diplomas certifying the completion of education, persons who discontinued education
- >> Long-term unemployed
- >> People with limitations
- >> Women in "male professions" (such as excavator operators)
- >> Men of "female professions" (such as beauticians)
- >> Elderly people as apprentices
- >> Immigrants



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 3.4 Staff selection

We carefully prepare job offers and describe what makes us different as an employer. During interviews we make sure that the conversation on our expectations and offer is conducted in an open manner.

From the company's perspective, this includes for example:

- >> Honest and reliable presentation of the company
- >> Detailed list of tasks and activities
- >> Realistic picture of the scope of responsibilities; presentation of the workplace and potential employees
- >> Formulation of requirements for individual readiness to achieve results

From the candidate's perspective, this includes for example:

- >> Professional and life goals
- >> Expectations concerning work, workplace, and cooperation
- >> Hobbies and interests
- >> Importance of social bonds (family, friends, acquaintances)
- >> Financial expectations

Systematic preparation of interviews – for example, recording conversation topics, preparing questions based on application documents.

When choosing an employee, make sure that he or she will also fit into the company as a human being.



4 Methods of motivating staff

Goal:

We use various tools to meet different needs and life situations of employees as well as company requirements.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

■ No action currently needed ■ Action needed ■ Urgent action needed

Need for action

>> 4.1 Special working time models

We offer our employees individual arrangements regarding working time. Working time arrangements are clearly established with employees in writing.

For example:

- >> Working time accounts
- >> Transparency of working time records
- >> Task-based working time
- >> Work sharing
- >> Telecommuting
- >> Part-time work, job sharing
- >> Working time models adapted to life phases – for example, raising children before and after retirement (partial retirement)
- >> Sabbatical year (break from work for private interests or further education)
- >> Coordinated vacation planning



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.



Methods of motivating staff

Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 4.2 Healthy employees

We create appropriate working conditions, so that our employees can work efficiently and remain healthy.

We encourage our employees to lead a healthy lifestyle.

For example:

- >> Determining occupational burdens (risk assessment) and appropriate job design
- >> Absence records and finding the root cause
- >> Taking advantage of the offers of health insurance companies, ordering the preparation of health reports by health insurance companies
- >> Paying attention to healthy eating; ensuring access to fruit and water
- >> Planning health days in cooperation with health insurance companies, professional associations, gyms, associations
- >> Smoke-free work, addiction prevention offers
- >> Active breaks, sport in the company



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 4.3 Special forms of remuneration

We offer special forms of remuneration for exceptional achievements and life situations.

The criteria for granting special remuneration are known.

For example:

- >> Share in profits
- >> Benefits under retirement programs
- >> Bonuses (for results, loyalty, anniversaries)
- >> Variable remuneration based on the performance of a team/company as a whole
- >> Employer loans for special occasions – such as establishing a new household, marriage, children
- >> Subsidies in special situations (children, care for family members, education)
- >> Company car, mobile phone, laptop
- >> Insurance



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 4.4 New employees

We make sure that new employees are onboarded in an orderly manner and receive all the necessary equipment for work and information on time.

For example:

- >> Clear description of tasks and work processes
- >> Onboarding and instruction
- >> Godfather to help and advise in case of any questions
- >> Personal presentation of colleagues
- >> Welcome speech (small gift)
- >> Workplace ready on time
- >> Appropriate personal protection equipment
- >> Recording issues that are important at the onboarding stage and ensuring that they are implemented – ways to meet customers, gain insight into neighboring work areas, meet suppliers and service providers, and record work time



5 Good work atmosphere

Goal:

We create a work atmosphere that stimulates efficiency, so that employees enjoy coming to work and their level of commitment can grow.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 5.1 Presenting company activity to employees

We inform employees about our expectations regarding the tasks performed. At the same time we make sure that there is agreement between managers and employees regarding the established goals.

For example:

- >> Specific and detailed expectations usually translate into better results than misleading or unclear ones
- >> Making an agreement/setting a goal with the work team ensuring that employees are neither underloaded nor overwhelmed with work
- >> Regular feedback on the degree of goal achievement and quick information in case of deviations
- >> Encouraging employees to report problems as soon as possible



Good work atmosphere

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p> ■ No action currently needed ■ Action needed ■ Urgent action needed </p>	

>> 5.2 Using strengths – accepting limitations – balancing weaknesses

We know that each of our employees has their strengths, limitations, and weaknesses. We take them into account when we allocate work to our employees.



For example:

- >> Determining strengths, limitations, and weaknesses during joint discussions
- >> Making binding agreements with employees on how their strengths and ideas can be taken into account during work
- >> Conscious selection of areas of activity for given employees – what do employees like to do, which employees are suitable for which customers or functions?
- >> Accepting employees' limitations and not overloading those affected in a negative way
- >> Defining and agreeing jointly on how to overcome the identified weaknesses

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 5.3 Promoting team spirit

We care about good team spirit in the company. We connect individual teams in such a way that they work well on a professional and human level ("chemistry" must match).



For example:

- >> Planning and conducting regular team meetings
- >> Directly facing conflicts (after they occur) and resolving them
- >> Organizing community activities – celebrating together, playing sports

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 5.4 Consideration for personal living conditions

We take into account the particular personal situation and living conditions of individual employees, so that the personal situation has the least impact on the effectiveness of their work.



Examples:

- >> Working hours providing employees with some flexibility
- >> Reintegration after illness
- >> In special cases, allowing employees to take a day off without notice (for example, due to a visit to a children's doctor, care for family members)
- >> Providing time and crisis support for family members
- >> Assistance in finding childcare options
- >> Assistance in finding care options for people in need
- >> Cooperation with family service offices/social facilities in areas such as care, childcare, social counseling (partners, children, debts), health counseling, addiction counseling
- >> Retirement, shortening working hours, continuing employment; retirement and insurance counseling

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

6

Internal communication as a management task

Goal:

Internal communication is an important management task. The type of communication has a direct impact on the work and productivity of employees. We communicate in an open and goal-oriented manner so that employees are well-informed, feel that they are treated seriously, and remain committed to their job.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 6.1 Good conversations and conversation techniques

We are aware that during conversations our interlocutor often may not understand things the same way as we do. We know effective communication techniques. We know how to use them.

For example:

- >> Preparation for conversation and, if necessary, writing down key points in advance
- >> Explaining how important the success of the conversation will be for us and for employees
- >> Focusing on the most important things
- >> Clear and unambiguous language
- >> Simple, understandable, and respectful choice of words
- >> Examples explaining statements
- >> Active listening and showing interest
- >> Asking questions
- >> Allowing the other party to speak
- >> Paying attention to equal participation in a conversation
- >> Asking if employees understood the statements they heard
- >> Focused preparation for conversations on conflict issues and use of appropriate techniques
- >> If necessary, using the offer of seminars in the field of conducting conversations



Internal communication as a management task

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p>■ No action currently needed ■ Action needed ■ Urgent action needed</p>	

>> 6.2 General conditions for good conversations

The general conditions for conversations are adapted to the occasion and purpose.

For example:

- >> Number and composition of participants
- >> Location, room, internal atmosphere
- >> Time guidelines
- >> Media used
- >> Stating the purpose of the conversation
- >> Guidelines for conduct during conversation
- >> Clearly structured conversation
- >> Summary of the results of the conversation after it is completed, documenting them in writing if necessary
- >> Clear guidelines on behavior in the event of conflicts



>> 6.3 Creating various communication options

We promote a wide range of opportunities for employees in the company to talk about topics that affect them.

For example:

- >> Communication areas, relaxation area, tea and coffee making facilities
- >> Breaks spent together
- >> "Open door" principle
- >> Regular meetings in permanent groups / jour fixe
- >> Wishes and complaints box
- >> Billiard table / table football / sport in the company



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 6.4 Regular communication and personal exchange of information

We regularly inform employees about important events in the company. We are available for employee questions and answer them immediately. We organize regular meetings during which employees can exchange experiences about work.

For example:

- >> Exchange of information / knowledge on new products, projects, and clients
- >> Information about the company's development and strategies
- >> Information on changing responsibilities, new employees
- >> Exchange of experience on the results of risk assessment
- >> Customer survey and discussion of results
- >> Employee survey and discussion of results



7 Targeted involvement of different people

Goal:

We take into account the different life situations of our employees. We put ourselves in their position and respect their personality. We see opportunities for our company in the diversity of our employees.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 7.1 Awareness of diversity

We are aware of the various life situations in which our employees find themselves and their impact on our work. We know that involving people undergoing extraordinary life situations in everyday business activities can be problematic. But in the end it promotes performance and translates into loyalty, commitment, and motivation.



Examples of different life situations:

- >> Employees with family responsibilities (children, care)
- >> Employees in different age groups with their individual strengths and weaknesses
- >> Employees from various social and cultural backgrounds
- >> Various religious denominations
- >> Physical, mental, psychological, or social limitations or diseases

>> 7.2 Using diversity

We involve employees who face different life situations and come from different social and cultural contexts in those areas where they can best apply their special characteristics to the benefit of the company.



For example:

- >> Making sure that women hold management positions
- >> Employees from various social and cultural environments help in the implementation of new approaches and acquisition of customers from their environment
- >> Using the competences of employees with family responsibilities (children, care) to the benefit of the company
- >> Involvement of employees with limitations and specific skills and creating appropriate working conditions for them

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

Targeted involvement of different people

Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.	Need for action
■ No action currently needed ■ Action needed ■ Urgent action needed	

>> 7.3 Using the strengths of older employees

We know the strengths of our older employees. Together with them we wonder how to best use their potential in our work and contacts with customers.

Older employees more often than young people have skills such as:

- >> Reliability, quality awareness
- >> Customer focus
- >> Assertiveness
- >> Careful work with a low error rate
- >> Sense of responsibility and duty, loyalty
- >> Extensive practical knowledge and experience
- >> Calmness in critical situations
- >> Social competences, realistic self-assessment



One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.

>> 7.4 Paying attention to the situation of young people with problems

We conduct targeted actions to support young people who have problems finding their way in professional life. We know that it may take some more time for some young people and interns to find their place in their professional careers and the company.

For example:

- >> Special support programs for trainees
- >> Appointment of a "godfather" for trainees
- >> Teaching basic skills (ability to learn, talking to other people, kindness, punctuality)
- >> Individual support and assistance (including the competence of teachers and educators)
- >> Help in preparation for exams
- >> Project work to acquire independent work skills
- >> If necessary, using or organizing an offer that goes beyond the area of the company itself (cooperation)
- >> Asking and learning about the special strengths of young employees and considering together how they can best be involved in our work and customer relations



8

Employer attractiveness

Goal:

Good employees come to attractive employers. Therefore, we consciously and systematically develop our image of a good employer.

**Successful practice**

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

■ No action currently needed ■ Action needed ■ Urgent action needed

Need for action**>> 8.1 Increasing employer attractiveness**

We are aware of our strengths as an employer, we can name them, and work on their further development.

Employer attractiveness affects such areas as:

- >> Good work atmosphere
- >> Respectful leadership
- >> Adequate remuneration
- >> Flexible working time models
- >> Well-designed workplaces
- >> Help in family and personal matters
- >> Customer focus
- >> Good quality of services and products
- >> Regional involvement



Employer attractiveness

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p>■ No action currently needed ■ Action needed ■ Urgent action needed</p>	

>> 8.2 Make employer attractiveness visible on the outside

In order to attract good employees on the market, we actively present ourselves to the outside world as a good employer. Managers and employees are our company's ambassadors.

Employer attractiveness can be demonstrated to the outside world, for example, by:

- >> Conversations with customers
- >> Well-groomed appearance and friendly behavior in contact with customers
- >> Corporate identity
- >> Internet, brochures
- >> Social media
- >> Regional fairs
- >> Sponsorship
- >> Articles in regional press
- >> Participation in industry events and fairs
- >> Quality mark
- >> Awards in work or product quality competitions
- >> Open days

We also use the results of this brochure to present employer attractiveness:
"We want to consciously present our strengths in marketing activities."



>> 8.3 Regional involvement

We support social, ecological, or cultural projects taking place in our region. We communicate this to the public. "Do good things and talk about them."

For example:

- >> Long-term support for regional associations and aid organizations
- >> Support for employees in their activities in associations
- >> Organizing events to raise funds for specific purposes
- >> Voluntary actions aimed at protecting consumers
- >> Environmentally friendly production
- >> Cooperation with regional partners
- >> Donations made in consultation with employees
- >> Organizing "Company community days" with employees – e.g. renovation of playgrounds, association headquarters

One of our strengths, that we consciously want to communicate in marketing activities, is the desire to become an attractive employer.



9 General attitude towards employees

Goal:

We agree with our employees that work is more than just making a living. We respect and trust each other. We help employees understand the importance of their contribution to our work.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

■ No action currently needed ■ Action needed ■ Urgent action needed

Need for action

>> 9.1 Trust and independence

We trust employees to successfully deal with specific tasks on their own. We encourage them to work independently.

For example:

- >> Motivating employees to independently acquire competences and professional experience
- >> Openness to new and unusual employee solutions
- >> Motivating employees to deal with errors openly and learn from mistakes together
- >> Asking about the frequency and level of detail of the controls carried out
- >> As a manager, realizing that you cannot do everything (better), and thinking about sharing leadership
- >> Establishing control criteria and making the criteria and results transparent



>> 9.2 Respect

We make sure that our approach towards each other is characterized by respect and courtesy. We give praise for good results. We make every employee aware that they are important to us as human beings.

For example:

- >> We actively collect employee opinions and take them seriously
- >> All people are treated equally, regardless of their position, gender, age, ethnicity or views
- >> We reward exceptional achievements
- >> We are open to employees' personal situation



General attitude towards employees

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p>■ No action currently needed ■ Action needed ■ Urgent action needed</p>	

>> 9.3 Reliability

We communicate our expectations towards employees in a clear and unambiguous way. We keep our word to employees.

For example:

- >> Clear formulation of work tasks
- >> Employees receive information about new tasks and working conditions in advance. Solutions are developed through joint efforts.
- >> Change processes and crisis situations are discussed with employees in an open and timely manner



>> 9.4 Inclusion (participation)

We involve our employees in the creation of our processes. We want to use their knowledge and skills. We value them as experts working for our company.

For example:

- >> Involving employees in the development of products and services
- >> Evaluating the experience of employees with customers
- >> Involving employees in the planning of their own workspace
- >> Asking questions about experience with working conditions and agreeing on improvements together
- >> Delegating management tasks to relevant employees / teams (shared management)



10 Explaining and communicating values and principles

Goal:

We know the meaning of our work. We formulated binding values and principles that guide us. We set an example by actively practicing these values and principles.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.

In larger facilities, the word "company" may also mean the scope of responsibilities.

No action currently needed Action needed Urgent action needed

Need for action

>> 10.1 Communicating the importance of work in a company

We communicate to our employees how the society and customers benefit from our work.

For example:

- >> In conversations with our employees, we often pay attention to the basic benefits that we want to create
- >> The benefits that we want to create are defined in writing
- >> The benefits that we want to create are also communicated outside



>> 10.2 Recognition of basic values and principles

We have a clear view of the values that contribute to the success of our company. We formulated the values and principles that are key for us as a company.

For example:

- >> Values and principles, such as: recognition, honesty, courage, team spirit, reliability, security, health, punctuality, hard work, ambition, quality, customer satisfaction, tradition (company, industry, region), sustainable development, innovation
- >> Everyone in the company can answer the question: Which factors are responsible for our success?



Explaining and communicating values and principles

<p>Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required In larger facilities, the word "company" may also mean the scope of responsibilities.</p>	<p>Need for action</p>
<p>■ No action currently needed ■ Action needed ■ Urgent action needed</p>	

>> 10.3 Communicating values and principles

Our values are visible to all employees. We make sure that the values remain "alive". That is why we always explain in which areas the values are important for our work and how to follow them in everyday life.



For example:

- >> Our values and principles can be found on the Intranet, in brochures, or in company announcements. Everyone has access to them.
- >> We cite examples that document the implementation of our values by employees
- >> In conversations with employees and customers, we pay attention to the importance of values
- >> We organize conversations or workshops during which we talk to employees about implementing our values (e.g. once a year)
- >> We do not accept violations of our values and principles
- >> We honor exceptional commitment to the values that are particularly important for the company
- >> In the onboarding phase, new employees learn the values and principles

>> 10.4 Setting an example of following values and principles in daily life

As managers, we set a good example. We show how our values are implemented in practice.



For example:

- >> Regular conversations with managers about how we implement values in everyday life
- >> Based on specific examples from our work, we show how customer orientation, meeting delivery deadlines, or recognition are practiced
- >> Employees express feedback on how we implement these values

>> 10.5 Further development of values and principles

We subject our values and principles to continuous verification. At regular intervals, we talk with employees and customers about whether previous values and principles still determine the success of our company.



For example:

- >> Review of external company image (questions addressed to customers, suppliers)
- >> Adaptation to changes in social values
- >> Conversations with customers about which values are important to them (e.g. high quality versus delivery dates / prices)
- >> Involving other external individuals to learn about new perspectives
- >> Exchange of experiences and values with other companies; using experience in cooperation with other entities
- >> Including industry and quality standards, for example associations

11 Knowledge of own strengths and weaknesses as a manager

Goal:

I increase my awareness of myself and the influence I have on others. I invest in personal development. This helps me use my strengths in a targeted way and not let my own weaknesses become an obstacle. It is key for success on a managerial position, without having to make changes. The following control points were written in the first person because they relate to the personal characteristics of the manager.



Successful practice

Compare the described practice and examples with your own situation and assess whether any actions are required.
In larger facilities, the word "company" may also mean the scope of responsibilities.

Need for action

■ No action currently needed ■ Action needed ■ Urgent action needed

>> 11.1 Awareness of own strengths and weaknesses

As a manager, I know my strengths and weaknesses. I try to be aware of my individual character.

For example:

- >> I know what others value in me and what they do not like
- >> I talk to others about my strengths and weaknesses – for example with a life partner, acquaintances, friends
- >> I use tests, coaching discussions, or seminars to get a clearer picture of my strengths and weaknesses



>> 11.2 Acquiring and accepting feedback

I collect specific opinions on my behavior from my employees. I am aware that pointing out my weaknesses will help me grow.

For example:

- >> I regularly collect (anonymous) feedback on the management
- >> I approach feedback in a constructive way and do not make excuses
- >> I admit my mistakes; it is not a sign of weakness but strength



Knowledge of own strengths and weaknesses as a manager

Successful practice Compare the described practice and examples with your own situation and assess whether any actions are required. In larger facilities, the word "company" may also mean the scope of responsibilities.	Need for action
■ No action currently needed ■ Action needed ■ Urgent action needed	

>> 11.3 Authenticity towards employees

In the long run, I will not be able to succeed if I act against my will. I try to be authentic and do not play roles or put on masks. I can deal with personal weaknesses.



For example:

- >> Conducting discussions with employees about the atmosphere and interactions within the company, without the employees having to fear the consequences
- >> Actively seeking contact with employees and talking to them about private experiences

>> 11.4 Further development of leadership skills

I wonder how I can develop my skills further. I use the help of friends, colleagues, consultants, and trainers.



For example:

- >> I set goals, think about actions, and check if these goals have been achieved
- >> I participate in trainings to develop my strengths
- >> I see coaching as an instrument to support development
- >> I use literature, I conduct self-tests

→INQA "Guter Mittelstand" company control sheet – "Leadership"

Offensive Mittelstand – Gut für Deutschland

SME sector: Flywheel for Germany – Ideas for Germany

The SME sector is the driving force of ideas in Germany. Over three million small and medium-sized enterprises in the areas of craft, trade, industry, and services drive growth, innovation, and employment. Approximately 70 percent of jobs and over 80 percent of all apprenticeship positions are offered by small and medium-sized enterprises. During the financial crisis, the stabilizing role of small and medium-sized enterprises became clear again.

Offensive Mittelstand – Gut für Deutschland

We work as part of the "Offensive Mittelstand – Gut für Deutschland" initiative to increase the chances of SME success. We are social partners, specialist bodies, ministries, accident insurance companies, health insurance companies, and businesses. The total number of partners is approx. 200. Thanks to the "Offensive Mittelstand – Gut für Deutschland" initiative and this brochure, we are contributing to the following initiatives: "Fachkräfteoffensive" by the federal government (Offensive of qualified employees) (www.fachkraefte-offensive.de) and Mittelstandsinitiative by the federal government (SME Initiative) (www.bmwi.de).

Our Goals

Successful small and medium-sized enterprises are innovative companies in good condition. We help ensure that as many SMEs as possible are successful. Good medium-sized companies show us how it's done: The (new) quality of work in these companies is based on systematic and preventive management, consistent development and retention of staff, good corporate culture, and innovation. As "Offensive Mittelstand – Gut für Deutschland" we are guided by the following goals:

- >> We promote favorable operating conditions for good small and medium-sized enterprises and help as many companies as possible remain competitive.
- >> We help companies create processes in a pre-cautious and innovative way as well as acquire and retain the best employees (and prepare for demographic changes).
- >> We want to pool our energy to successfully support SMEs.
- >> We promote the image of SMEs as a driver of innovation in Germany.

Our Way

Main assumption: Good small and medium enterprises care for good general framework conditions in the company – consultants help companies, if necessary, based on common basic assumptions.

The "Offensive Mittelstand – Gut für Deutschland" initiative realizes its goals as follows:

- >> **Common INQA "Guter Mittelstand" company control sheet** – First we developed a tool for joint analysis (comparison of target vs. current situation), thanks to which each SME can quickly and easily identify its potential for improvement.
- >> **Structured access to existing practices** – We do not reinvent the wheel. Our standard and content of the brochure offer the most important and best practical help. We simplify and systematize access to these support offers.
- >> **Regional promotion networks for companies located in the region** – we transfer our basic assumptions regarding "Offensive Mittelstand – Gut für Deutschland" to regional networks. Our tools promote the idea of joint action in the regions – for a new quality of work in the area of SMEs. We can rely on many existing networks and promote the creation of new ones.
- >> **Training for consultants** – We share our basic assumptions with consultants for SMEs. We do not compete with recognized and proven consultancy structures, but support a common understanding of basic assumptions on a common ground in line with the motto "Together is better". In our consultant database you can find all the consultants we authorized to conduct consultations based on INQA "Guter Mittelstand" company control sheet (www.offensive-mittelstand.de)
- >> **Image campaigns for SMEs** – We support the competitiveness of SMEs through campaigns and events.

You can find more information about us on the Internet:

www.offensive-mittelstand.de

We are looking forward to cooperating with you!

Help and support SMEs which drive ideas in Germany.

Become a partner of "Offensive Mittelstand – Gut für Deutschland".

Our members include:

- >> BDA Bundesvereinigung der Deutschen Arbeitgeberverbände e. V. (Confederation of German Employers' Associations)
 - >> Zentralverband des Deutschen Handwerks e. V. (German Confederation of Skilled Crafts (ZDH))
 - >> Bundesagentur für Arbeit (Federal Employment Agency)
 - >> Bundesverband Mittelständischer Wirtschaft (BVMW) (The German Association for Small and Medium-sized Businesses)
 - >> Bundessteuerberaterkammer (Federal Tax Advisor Chamber) / Deutscher Steuerberaterverband (German Association of Tax Advisers)
 - >> Business networks
 - >> Chambers and guilds
 - >> IG BCE Industriegewerkschaft Bergbau, Chemie, Energie (IG BCE - Trade Union for mining, chemicals and energy industries)
 - >> Institut für Mittelstandsforschung Bonn (Institute for SME Research)
 - >> BC Forschung, Wiesbaden
 - >> RWK Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft e. V. (Rationalization and Innovation Center for the German Economy)
 - >> Fachhochschule des Mittelstands (University of Applied Sciences for SMEs (FHM))
 - >> Deutsche Gesetzliche Unfallversicherung (DGUV) (German Social Accident Insurance)
 - >> Berufsgenossenschaft Rohstoffe und chemische Industrie (BG RCI) (office) (German Social Accident Insurance Institution for the raw materials and chemical industry)
 - >> Health insurance companies (AOK / BKK / IKK)
- ... We have approx. 200 partners.

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Self-declaration

INQA "Human Resource Management" brochure

Company

Name/address

declares, after an audit based on the INQA "Human Resource Management" brochure and related information about the system and structure of the company, that it properly manages human resources.

The self-declaration is based on self-assessment carried out on

bearing document number

The self-assessment was carried out by the management based on the **INQA "Human Resource Management" brochure**.

Place, date

Signature of the President

The self-declaration is only valid with self-assessment for a maximum of 2 years.

DISCLAIMER

INQA "Human Resource Management" brochure

Self-assessment of leadership skills and preparedness for demographic changes



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