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INQA-Check "Human resources management"

Self-assessment on leadership quality and on preparedness for the demographic change

HUMAN RESOURCES MANAGEMENT

The **INQA-Check "Human resources management"** was developed and published by the "Offensive medium-sized enterprises – Good for Germany", an independent network under the umbrella of the "Initiative new quality of work" (Initiative Neue Qualität der Arbeit, INQA).

As joint initiative of federal, state and business association organizations and institutions from the economy, unions, companies, social insurance agencies and foundations, the **Initiative new quality of work** follows the objective of implementing higher work quality as key for innovative capacity and competitiveness in Germany as location for business and industry. For this the initiative, founded in the year 2002, offers comprehensive advisory and information services, extensive possibilities for exchanges of experiences, inspiring examples from practice, as well as a support program for projects that initiate new personnel and employment policy approaches.

The **Offensive medium-sized enterprises – Good for Germany** promotes successful, employee-oriented company leadership through the development of modern standards and practical instruments and offers diverse regional support structures specifically for medium-sized enterprises. At present roughly 350 partners cooperate in the "Offensive medium-size enterprises – Good for Germany", amongst others federal and state organizations, corporate associations, professional associations, guilds, chambers of handicrafts, trade unions, mutual indemnity associations, health insurance providers, research institutes and service providers.

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The development of the INQA-Check "Human resources management" was promoted by the Federal Ministry for Labor and Social Affairs (Bundesministerium für Arbeit und Soziales, BMAS) (Project 00095.11).

In the INQA-Check "Human resources management" attention is given to a gender-neutral notation. Where this is not possible, to favor improved readability the original grammatical gender is used for the classification of words (male, female, neuter and others). It is specifically noted here that the respectively different gender is also thereby addressed.

INQA-Check "Human resources management"

▶ **Good personnel – indispensable for your company success**

The employees

- ▶ manufacture the products of your company and provide your services,
- ▶ maintain the contact with your customers and suppliers,
- ▶ have the ideas for new products and services and ensure improvement suggestions,
- ▶ often know how working processes can be improved,
- ▶ are the decisive factor for the company productivity.

In short: your success largely depends on the employees.

Whether people introduce their ideas and abilities in the company largely depends on the quality of their human resources management. It is a myth to believe that good human resources management is inborn. Good resources management requires a conscious regard for the people and their work together, as well as foresighted action.

In future human resources management will become even more important:

- ▶ In accord with the demographic change, in future you will need to implement value creation and innovations with significantly older employees. In addition, it will become increasingly more difficult for smaller companies to acquire good qualified personnel.
- ▶ Services will become increasingly more important. The ability to achieve an advantage in competition as soon as possible through good ideas is gaining importance. This requires committed employees.

Decisive challenges for good human resources management are:

- ▶ Increasing the attractiveness as employer
- ▶ Finding, promoting and binding good employees

▶ **What is the benefit of the INQA-Check "Human resources management"?**

In the INQA-Check "Human resources management" you will find many suggestions for good human resources management. The check helps you to enable and motivate the employees to provide good performance. It also helps you to support the employees to work healthily and enjoyably in the company.

The check points describe the good practice of human resources management of successful companies. They help you to ascertain your need for action. You can record measures on the check points in the plan of measures (rear side of the cover).

In addition, the measures of several check points are suitable to represent your employer attractiveness in marketing.

▶ **Who is the check for?**

With the check above all smaller companies can systematically assess the quality of their human resources management. In addition to this, the check is also suitable for managers of departments or teams in larger companies.

The complete processing of the check takes 60 minutes to 1.5 hours. On the Internet under **www.inqa-check-personalfuehrung.de** you will find an interactive version of the check.

The check points are worded from the perspective of the company and the managers (we-form).

► Who is behind it?

The INQA-Check "Human resources management" was developed and published by the "Offensive medium-sized business – Good for Germany", an independent network under the umbrella of the "Initiative new quality of work" (Initiative Neue Qualität der Arbeit, INQA).

As joint initiative of federal, state and business association organizations and institutions from the economy, unions, companies, social insurance agencies and foundations, the "Initiative quality of work" follows the objective of implementing higher work quality as key for innovative capacity and competitiveness in Germany as location for business and industry. For this the initiative founded in the year 2002 offers comprehensive advisory and information services, extensive possibilities for exchanges of experiences, inspiring examples from practice, as well as a support program for projects that initiate new personnel and employment policy approaches.

The "Offensive medium-sized enterprises – good for Germany" promotes successful, employee-oriented company leadership through the development of modern standards and practical instruments and offers diverse regional support structures specifically for medium-sized enterprises. At present roughly 200 partners cooperate in the "Offensive medium-size enterprises – good for Germany", amongst others federal and state organizations, corporate associations, professional associations, guilds, chambers of handcrafts, trade unions, mutual indemnity associations, health insurance providers, research institutes and service providers.

The concept of the check originates from the company BC GmbH Forschungs- und Beratungsgesellschaft (research and consulting company), the Berufsgenossenschaft Rohstoffe und chemische Industrie (Professional association raw materials and chemical industry, BG RCI), the Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (Federal Agency for labor protection and occupational medicine, BAuA), dem Bundesministerium für Arbeit und Soziales (Federal Ministry for Labor and Social Affairs, BMAS), the Demografie-Experten e. V. (demographic experts, DEx), the Fachhochschule für den Mittelstand (college for medium-sized enterprises, FHM), Great Place to Work® Germany, the Institut für Mittelstandsforschung (Institute for medium-sized enterprises research, IfM) Bonn, the Institut für Technik der Betriebsführung (itb) im Deutschen Handwerksinstitut e. V., (Institute for the technique of company management in the German handcrafts Institute), as well as the AS(S) business consultancy. The check has been discussed by all partners of the Offensive medium-sized enterprises and has been adopted as mutual quality standard.

The development of the INQA-Check "Human resources management" was promoted by the Federal Ministry for Labor and Social Affairs (Bundesministerium für Arbeit und Soziales, BMAS) (Project 00095.11).

INQA company check "Good medium-sized enterprises"

The INQA-Check "Human resources management" supplements the INQA company check "Good medium-sized enterprises". The INQA company check "Good medium-sized enterprises" is a potential analysis of all processes in a company. Anyone who in the processing of the INQA company check "Good medium-sized enterprises" has interest in the topic of personnel management can utilize the available instrument. This is of course also possible the other way round: Anyone who initially has an interest in the general optimization potential in his company can make use of the INQA company check "Good medium-sized enterprises".

The INQA company check "Good medium-sized enterprises" has also been compiled by the Offensive medium-sized enterprises. The use of both instruments is free of charge.

How can the check be used?

▶ Starting assistance

The "Starting assistance" (page 7) provides an overview of the topic areas of the check and allows you to ascertain in which area you have the greatest need for action.

▶ Processing the check

For the processing of the entire check you require approximately 60 to 90 minutes time. You can also select individual modules and process the topics step by step. Under www.inqa-check-personalfuehrung.de you will alternatively find an interactive version of the check.

Process the eleven topics of the check and determine the need for action on the check points by ticking the corresponding field (green, orange, red). Unfold the plan of measures (rear cover page) and determine the specific measures that you wish to implement in your company.

You will find suggestions and examples for suitable measures in the lists below the respective check points. You can also determine several measures for a check point.

In the next column you prioritize your measures

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

Finally you should determine who is responsible for the implementation of the measures, when the measure will be started and when the implementation of the measure will be verified.

▶ Complete self-declaration

When you

- ▶ have completely processed all eleven topics and all points of the check
- ▶ have included, described and assigned the priority of all measures in the plan of measures and
- ▶ have specified the responsible person, time and control,

then you have undertaken a complete self-assessment. You can then complete the self-declaration on page 32.

With this self-declaration you document that with the INQA-Check "Human resources management" you have undertaken a thorough verification of your personnel management in the company. You can utilize the self-declaration as bulletin notice. You should then, however, document the completed INQA-Check "Human resources management" and the measures so that on request you can substantiate the correctness of the self-declaration (for example towards banks, insurance companies).

The INQA instrument family of self-assessment checks

The INQA-Check "Human resources management" is a part of the INQA instrument family consisting of self-assessment checks and practice standards with which companies can develop their potentials regarding the respective topics.

The special feature of all these instruments:

- ▶ They were developed as practice standard and as self-assessment check in consensus with all partners in the Offensive medium-sized enterprises, as well as other relevant partners relating to the respective topic.
- ▶ They follow the same system and methodology (oriented towards the value creation process, continuous improvement, description of good practice/status of occupational science, every topic on two pages, print and online)
- ▶ They are a systematic assessment system and a low threshold entry into the respective topic (also an entry into certified systems such as INQA-Audit, QM, AMS, ECO-Audit and quality certificates from institutes).
- ▶ After complete processing of the respective self-assessment checks and practice standards every company can complete their own self-declaration and thereby document that they systematically organize their company according to the respective topic ("CE-certification for the management").
- ▶ Further practical support is available from the partners of the INQA networks.

The INQA-Check "Human resources management" as well as all other self-assessment checks and practice standards were compiled by the Offensive medium-sized enterprises within the scope of the Initiative new quality of work. The use of all instruments is free of charge.

INQA company check "Good medium-sized enterprises"				Overall management
INQA-Check "Human re- sources man- agement"	INQA-Check "Diversity" (in preparation)	INQA-Check "Health"	INQA-Check "Knowledge & competence"	Central INQA topics for the overcoming of the demographic change and on work 4.0
Potential analysis "Innovation secures success" GDA-ORGCheck – Occupational safety with method Potential analysis "Company education" Potential analysis "Working time"				Further more detailed topics for successful company development

Starting assistance: Which topic of the check to start with?

With this starting assistance you will find out in which of the eleven topics of the INQA-Check "Human resources management" you above all have need for action. These are the topics you should immediately start with. Utilize the introductory questions and then assess your need for action according to the traffic light principle. Depending on the requirement you can then utilize the potential analysis like a toolbox and directly identify a topic area that is especially relevant for you.

The eleven topics of the INQA-Check "Human resources management"			Need for action	Start with these topics
 At present no need for action	 Need for action	 Urgent need for action		
▶ 1. Personnel planning				
We have ensured that our competitive ability is secured today and in future through the number and the competences of our employees. For this reason we see the world somewhat more over the longer term and place value on a corresponding human resources planning.				
▶ 2. Personnel development				
The knowledge and competence of our employees are our most significant success factors. Therefore, we offer our employees individual development possibilities and perspectives. We thereby unlock the potentials of all our employees and bind them to the company.				
▶ 3. Personnel acquisition				
We specifically use various recruiting channels to find the employees that fit for us. We thereby also take new target groups into consideration.				
▶ 4. Motivating personnel measures				
We utilize diverse instruments to harmonize the needs and different life situations of the employees with the requirements of the company (such as special working time models and remuneration forms, promotion of health).				
▶ 5. Good working atmosphere				
We create a performance-promoting working atmosphere so that employees enjoy coming to work and can unfold their commitment, for example utilize strengths – accept boundaries, formulate expectations and agree on goals, consider personal life conditions, promote team spirit.				
▶ 6. Internal communication as leadership task				
With us the internal communication is an important leadership task. The type of the communication has an immediate effect on the working and performance ability of the employees. We communicate openly and goal-oriented so that the employees are informed, feel they are being taken seriously and can become involved.				
▶ 7. Specifically utilizing the diversity of the different people				
We take the different life situations of our employees into account. We put ourselves in their place and respect their personality. We see opportunities in the diversity of our employees.				
▶ 8. Employer attractiveness				
Good employees come to attractive employers. Therefore, we specifically and systematically develop our image as good employer.				
▶ 9. Basic attitude towards employees				
We agree with our employees that working is more than purely making a living. We maintain respectful and trusting modes of interaction. We make it clear to the employees how important the contribution is that they make for our work.				
▶ 10. Clarify and communicate values and principles				
We know the importance of our work. We have formulated binding values and principles towards which we orientate ourselves and have communicated these to all employees. We actively live these values and principles by example.				
▶ 11. Knowing one's own strengths and weaknesses as executive				
I sharpen my perception for my own person and for my effect on others. I invest in my own development. This allows me to specifically utilize my strengths and prevents my own weaknesses from becoming inhibiting factors. This is the basis for me being successful as management executive, without having to engage in pretense.				

1 Personnel planning

Objective:

Our competitive ability is secured today and in future through the number and the competence of our employees. For this reason we see the world somewhat more over the longer term and place value on a corresponding human resources planning.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

Need for action

In larger companies the term "company" used here can also be related to an area of responsibility.

 At present no need for action  Need for action  Urgent need for action

► 1.1 Personnel requirement and personnel plan

We know our employee structure and competence. We determine our human resources requirement depending on the requirements of the market, as well as our strategy. We develop a corresponding human resources planning.

For example for small companies a corresponding procedure can look like this:

- Record the actual personnel status as list of all employees with date of birth/age, qualifications, activities/workplace, physical and psychological burdens divided into three levels of severity, qualification requirement, functions, high performer
- Determine target personnel requirement as a list with employees/groups of individuals (age, gender, ...), qualifications, activities required in future
- Analyze the data from both lists and determine measures
- Prepare personnel development plan and discuss/come to agreement with the concerned employees
- Derivation of action areas (recruiting, reduction of burdens, increase of the workplace attractiveness, qualification, succession planning, ...)

If required also utilize the instruments for age structure analysis and the offers of the demographic consultants.

→ Also see point "Personnel acquisition"

► 1.2 Flexible forms of employment

We verify whether in our short- and medium-term personnel planning we also utilize flexible employment forms to be able to start projects that do not finance any fixed positions. We thereby ensure that these employees are involved in the company processes and are treated equally as far as possible.

Flexible employment forms such as temporary employment, fixed-term employment contracts, cooperations

Involvement in the company processes for example means:

- Information about the work task
- Occupational safety and health briefing
- Introduction to the work group

► 1.3 Maintaining important knowledge in the company

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for
action

 At present no need for action

 Need for action

 Urgent need for action

We ensure that the available knowledge also remains preserved in the company with a change or with a drop-out of individual persons.

For example:

- ▶ Which individuals have knowledge that is important for the company
- ▶ Written documentation of the most important procedures – checklists, instructions for use, operating instructions, contact partners, risk assessment; regularly update documentation
- ▶ Collection of the documents at an agreed location
- ▶ Substitution arrangement; ensure that deputies are able to undertake the work at any time
- ▶ With withdrawal of individuals: early training of new, respectively of other employees

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 1.4 Reintegration planning

With longer absences of employees (such as for example parental leave, illness) we maintain contact with them. We jointly arrange with them how reintegration in the working process can take place.

For example:

- ▶ Meetings before the planned absence and also during the absence
- ▶ Provide the absentee information about important developments in the company
- ▶ Invite the absentee to company meetings, celebrations or outings
- ▶ For reintegration take up early contact with the employee
- ▶ Jointly plan measures – such as workplace adaptation, implementation, working resources, qualification
- ▶ If applicable, involve employee representatives and also representatives for handicapped/disabled persons
- ▶ Legislative company reintegration management after illness

2 Personnel development

Objective:

The knowledge and competence of our employees are our most significant success factors. Therefore, we offer our employees individual development possibilities and perspectives. We thereby unlock the potentials of all our employees and bind them to the company.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

▶ 2.1 Discuss development perspectives with each employee

We talk with each employee once a year about her or his perspectives in the company. We agree to specific development steps with each employee.

Topics that should be jointly discussed:

- ▶ Enquire about satisfaction, personal expectations and goals of the employee (interest in new tasks, independent processing of certain projects, addressing of self-identified weaknesses, behavior, ...)
- ▶ Provide feedback about the performance and the behavior of the employee
- ▶ Ask the employee: what is going well, what could be improved?
- ▶ Pending projects and work tasks
- ▶ Jointly consider how the health of the employee can be improved and which measures for health promotion are helpful
- ▶ Further training requirement, interest, wishes; also take learning in the company into account
- ▶ Forward-looking consideration of the changing performance ability of older employees and preparation for alternative activities – also include task redistribution/task mixing; prepare a to-do list of change measures
- ▶ Work place design (ergonomic working resources; technical working resources for facilitation of the work)
- ▶ If applicable, perspective as executive/successor
- ▶ Clarification of personal affairs – such as free time for partner, children, next-of-kin
- ▶ Hobbies, voluntary commitment that is also helpful for the company and with which the company can become active in a supporting role

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 2.2 Further training and quality of the qualification

We take care of the implementation of the further training. We verify the quality and the benefit of the further training together with the respective employee.

For example clarify:

- ▶ Determine appropriate further training offers; utilize free further training through guilds, chambers, professional associations, health insurance providers...
- ▶ Actively utilizing the possibilities for learning in the company; for example exchange with colleagues, training through colleagues, time for practicing new working procedures and technologies
- ▶ Organization of the further training: booking, trainer, rooms, announcements, technical matters
- ▶ Agreement about financing, inclusion of working time (education leave), accommodation costs, check support possibilities,...
- ▶ Enquire about the quality of the further training measure – also address deficits and disappointed expectations
- ▶ Enquire about the utilization and benefit of the newly acquired abilities

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for
action

 At present no need for action

 Need for action

 Urgent need for action

▶ 2.3 Utilizing competences of older employees and retirees

We consider together with older employees how we can utilize their competences in the last phase as employee or after their retirement from working life.

For example:

- ▶ Being mentor for newly employed or younger employees
- ▶ Performance of work instruction and/or training
- ▶ Responsibility for, respectively performance of training and advanced training
- ▶ Adviser for work teams
- ▶ Organization of the work preparation
- ▶ Procurement
- ▶ Customer care
- ▶ Market observation
- ▶ Accompaniment of change processes

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

3 Personnel acquisition

Objective:

We specifically utilize various recruiting channels to find the employees that fit for us.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

▶ 3.1 Diverse recruiting channels

We consider through which recruiting channels we can acquire personnel and thereby also use new means.

For example:

- ▶ Employees recruit employees
- ▶ Social networks on the Internet
- ▶ Apprenticeship portals on the Internet
- ▶ Presentation of our company in schools – also together with our own trainees
- ▶ Utilize Girls & Boys Days and internships to generate interest in the work in our company and to understand the meaning of it
- ▶ Cooperate with colleges of higher education and universities; internships, diploma theses, dual study program
- ▶ Acquire qualified personnel from abroad – for example advertising in foreign newspapers in Europe; personnel exchanges/trade fairs overseas

▶ 3.2 Training

We undertake our own vocational training so we can also in future secure the specialist personnel requirements for our company.

For example:

- ▶ Early contacting of schools and vocational training facilities
- ▶ Make the perspectives in the company and profession clear to teenagers – show further training and development possibilities
- ▶ Form training cooperations with several companies

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 3.3 Open the perception for new target groups

In personnel acquisition we consider how we can also address new target groups.

New target groups can for example be:

- ▶ Profession changers
- ▶ People without training graduation, university dropouts
- ▶ Long-term unemployed
- ▶ People with restrictions
- ▶ Women in "men's jobs" (such as excavator operator)
- ▶ Men in "women's jobs" (such as beautician)
- ▶ Older people as trainees
- ▶ Immigrants

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

► 3.4 Personnel selection

We phrase job postings very specifically and describe what distinguishes us as an employer. In the job interview we make sure that expectations and offers are openly addressed.

From the perspective of the company for example:

- Honest and credible representation of the company
- Specific listing of the tasks and activities
- Relaying of a realistic picture of the task area; show workplace and introduce possible colleagues
- Define requirements towards the individual performance willingness

From the perspective of the applicant for example:

- Professional and life goals
- Expectations towards the work, the workplace and the cooperation
- Hobbies and interests
- The importance of social bonds (family, friends, acquaintances)
- Financial expectations

Systematically prepare job interviews – for example write down discussion topics, prepare questions on the basis of the application documents.

In the selection of the individuals make sure that they also fit from the human perspective.

4 Motivating personnel measures

Objective:

We utilize diverse instruments to harmonize the needs and different life situations of the employees with the requirements of the company.

Successful practice	Need for action
Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also be related to an area of responsibility.	
 At present no need for action	 Need for action
	 Urgent need for action

▶ 4.1 Special working time models

We offer our employees individual working time arrangements. The working time arrangements are clearly defined with the employee and agreed in writing.

For example:

- ▶ Working time accounts
- ▶ Transparency of the time recording
- ▶ Trust working time
- ▶ Work place sharing
- ▶ Teleworking
- ▶ Part-time work, job sharing
- ▶ Working time models adjusted to life phases – for example child-rearing, before and after retirement (part-time employment prior to retirement)
- ▶ Sabbaticals (professional leave for private interests or further education)
- ▶ Coordinated vacation planning

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 4.2 Healthy employees

We create working conditions so that our employees can work productively and healthily. We encourage our employees to maintain a healthy lifestyle.

For example:

- ▶ Determine stressful working conditions (risk assessment) and organize the work appropriately
- ▶ Record absences and clarify the reason
- ▶ Utilize offers from the health insurance providers, have health reports prepared by health insurance providers
- ▶ Give attention to health-promoting nutrition; make fruit, water available
- ▶ Plan health day events with health insurance providers, professional associations, gyms, clubs
- ▶ Smoke-free company, offers for addiction prevention
- ▶ Active breaks, company-facilitated sports activities

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 4.3 Special forms of remuneration

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

We offer special forms of remuneration for special attainments and life situations. The criteria for the awarding of the special remuneration are known.

For example:

- ▶ Profit sharing
- ▶ Support with retirement provisions
- ▶ Bonuses (performance, loyalty, anniversaries)
- ▶ Variable remuneration on the basis of results of the work team/the company as a whole
- ▶ Employee loan for special events – such as establishment of a household, marriage, children
- ▶ Grants in special life situations (children, nursing care of next-of-kin, education)
- ▶ Company vehicle, cell phone, laptop
- ▶ Insurance

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 4.4 New employees

We ensure that new employees are given structured work introduction and receive all necessary working resources and information in good time.

For example:

- ▶ Clear description of the work tasks and the procedures
- ▶ Instruction and training
- ▶ Sponsor for accompaniment and clarification of open questions
- ▶ Personal introduction of the colleagues
- ▶ Welcoming gift
- ▶ Workplace is equipped in good time
- ▶ Appropriate personal protective equipment
- ▶ Define items that are important in the training phase and organize so that these are implemented – such as meeting customers, insight into neighboring work areas, meeting suppliers and service providers, time recording

5 Good working atmosphere

Objective:

We create a performance-promoting working atmosphere so that employees enjoy coming to work and so that their commitment can unfold.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

► 5.1 Give employees orientation

We inform the employees regarding the expectations we have towards the execution of tasks. We thereby make sure that between the management staff and the employees there is a mutual understanding about the objectives.

For example:

- Specific and defined expectations are more likely to lead to a higher performance than unclear, vague or even missing expectations
- Undertake an agreement/goal agreement with the work team that ensures that the employees are neither underchallenged or overchallenged
- Regular feedback about the degree of the goal achievement and immediate information with deviation
- Encourage employees to report problems in good time

► 5.2 Utilize strengths – accept limits – compensate weaknesses

We understand that each of our employees has specific strengths, limits and weaknesses. We deploy our employees accordingly.

For example:

- Elaborate on the strengths, limits and weaknesses in joint meetings
- Agree bindingly with the employee how her or his strengths and ideas can be taken into account with the work assignment
- Specifically select assignment areas – what do the employees enjoy doing, which employee fits to which customer and in what function?
- Accept limits of employee and do not blame the concerned person for the limitations
- Jointly specify and agree how ascertained weaknesses can be addressed

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

► 5.3 Promote team spirit

In our company we make sure that a good team spirit prevails. We compile individual teams so that they function well professionally and personally (the "chemistry" must be right).

For example:

- Plan and conduct regular team meetings
- Conflicts are directly addressed and clarified
- Organize joint activities – celebrate together, engage in sports activities

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

► 5.4 Attend to personal life situations

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

We take the special personal situation and the life conditions of individual employees into account, so that influences from the personal environment impair the work results as little as possible.

This for example includes:

- ▶ Working hours that allow the employee a certain flexibility
- ▶ Reintegration after illness
- ▶ In special cases also grant employees leave at short notice (for example visit of the child to the doctor, nursing care of next-of-kin)
- ▶ Provide time and support for emergencies of next-of-kin
- ▶ Support in the search for childcare facilities
- ▶ Support in the search for care facilities in the event of nursing care
- ▶ Cooperation with family services/social services for areas such as nursing care, childcare, social counselling service (partner, children, debts), health counselling, addiction counselling
- ▶ Transition to retirement, working time reduction, further employment; pension and insurance counselling

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

6

Internal communication as leadership task

Objective:

The internal communication is an important leadership task. The type of the communication directly affects the work and performance ability of the employees. An open and goal-oriented communication ensures that employees are informed, feel they are taken seriously and can become involved.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

▶ 6.1 Techniques for good conversation and moderation

We are aware that in discussions our counterpart often does not have the same understanding as we do. We are aware of the techniques for good communication. We know how to implement these.

For example:

- ▶ Prepare for the meeting and if necessary make notes of keywords
- ▶ Make it clear what defines the success of the meeting for us and the employee
- ▶ Concentrate on what is most important
- ▶ Clear and unambiguous language
- ▶ Simple, understandable and respectful choice of wording
- ▶ Examples to clarify the statements
- ▶ Listen actively and show interest
- ▶ Ask questions
- ▶ Allow the conversation partner to have their say
- ▶ Maintain a balanced share of talking
- ▶ Enquire whether the employees have understood the statements
- ▶ Specifically prepare for conflict discussions and apply corresponding techniques
- ▶ If applicable, utilize workshops for discussion techniques

▶ 6.2 General conditions for good meetings

The general conditions of the meeting are adjusted to the occasion and the purpose.

For example:

- ▶ Number and composition of the participants
- ▶ Location, room, atmosphere
- ▶ Time requirements
- ▶ Applied media
- ▶ Specify the goals of the meeting
- ▶ Rules for meeting behavior
- ▶ Clearly structure the procedure of the meeting
- ▶ Summarize the meeting results at the end, if applicable record in writing
- ▶ Clear specifications also on conflict behavior

▶ 6.3 Create diverse communication possibilities

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

We promote diverse possibilities so that employees in the company can express themselves about topics that are important to them.

For example:

- ▶ Communication areas, lounge areas, tea/coffee kitchen
- ▶ Joint breaks
- ▶ Open door
- ▶ Regular get-together/Jour fixe
- ▶ "Suggestion box"
- ▶ Billiard table/table soccer/company sports

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 6.4 Regular information and personal exchange

We regularly inform the employees about important developments. We are available for the questions of the employees and respond to them at short notice. We organize the regular exchange with the employees about their experiences during work.

For example:

- ▶ Information/exchange about new products, projects and customers
- ▶ Information about business development and strategies
- ▶ Information about changed responsibilities, new employees
- ▶ Exchange of experiences about the results of the risk assessment
- ▶ Customer survey and discussion of the results
- ▶ Employee survey and discussion of the results

7

Specifically utilize the diversity of the different people

Objective:

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

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

▶ 7.1 Being aware of the diversity

We are aware in which different life situations our employees are and how this affects our work. We are aware that it may sometimes be difficult to involve people in special life situations in the everyday work of the company. But in the final instance this promotes the performance ability and leads to loyalty, binding and motivation.

Examples for different life situations:

- ▶ Employees with family obligations (children, nursing care)
- ▶ Employees of different age groups with their individual strengths and weaknesses
- ▶ Employees of different social and cultural origin
- ▶ Different religions
- ▶ Physical, cognitive, mental or social restrictions or illnesses

▶ 7.2 Utilize diversity

We deploy people from different life situations as well as from different social and cultural backgrounds where they can best implement their special features for the company.

For example:

- ▶ Ensure that women occupy leadership positions
- ▶ Employees from different social and cultural origin contribute towards incorporating new intellectual approaches and acquiring customers from their environment
- ▶ Preserving competences of employees with family obligations for the company
- ▶ Deploy employees with restrictions and specific abilities and create appropriate working conditions for them

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 7.3 Utilize strengths of older employees

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

We are aware of the specific strengths of our older employees. We consider together with them how these strengths can best be used for our work and the customer contacts.

In comparison to younger employees, older employees are more likely to have abilities such as for example:

- ▶ Reliability, quality consciousness
- ▶ Customer orientation
- ▶ Assertiveness
- ▶ Careful working with low error rate
- ▶ Sense of responsibility and conscientiousness, loyalty
- ▶ Large degree of practical and experiential knowledge
- ▶ Calm in critical situations
- ▶ Social competence, realistic self-assessment

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

▶ 7.4 Address the situation of young people with problems

We conduct specific measures to promote young people that have problems so that they can find their way into the work life. We are aware that it can take somewhat longer for some young people and trainees to accommodate to the work life in the company.

For example:

- ▶ Special development programs for trainees
- ▶ Specify mentors for trainees
- ▶ Imparting of basic abilities (learning to learn, conducting discussions with others, politeness, punctuality)
- ▶ Individual support and promotion (also incorporate competences of teachers and educators)
- ▶ Support with exam preparation
- ▶ Project work, to learn independent working
- ▶ If applicable, utilize or organize cross company offers (cooperations)
- ▶ Enquire and get to know the specific strengths of the young employees, and jointly consider how the strengths can be best used for our work and the customer contacts

8

Employer attractiveness

Objective:

Good employees move to attractive employers. Therefore, we specifically and systematically develop our image as a good employer.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

▶ 8.1 Develop employer attractiveness

We make ourselves aware of our strengths as employer, can name them and develop them further.

Employer attractiveness can for example be experienced in:

- ▶ Good company atmosphere
- ▶ Appreciative management
- ▶ Appropriate remuneration
- ▶ Flexible work time models
- ▶ Well-designed workplaces
- ▶ Support with family and personal matters
- ▶ Customer orientation
- ▶ Good quality of the services and products
- ▶ Commitment in the region

▶ 8.2 Represent employer attractiveness externally

To acquire good employees in the market we actively present ourselves externally as good employer. Management staff and employees act as ambassadors of our company.

Represent employer attractiveness externally for example through:

- ▶ Customer meetings
- ▶ Well-groomed appearance and friendly demeanor in contact with customers
- ▶ Corporate design
- ▶ Internet, flyers
- ▶ Social media
- ▶ Regional trade fairs
- ▶ Sponsoring
- ▶ Articles in the regional press
- ▶ Appearances at events and trade fairs
- ▶ Quality seals
- ▶ Awards in competitions for work or product quality
- ▶ Open house day

To represent the employer attractiveness we also use the results of this check:
"Our strengths that we specifically want to communicate in marketing"

▶ 8.3 Commitment in the region

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

At present no need for action

Need for action

Urgent need for action

In our regional environment we support social, ecological or cultural projects. We communicate this to the general public.

For example:

- ▶ Long-term support of regional clubs, relief organizations
- ▶ Support employees who are active in clubs
- ▶ Organization of donation collections
- ▶ Voluntary measures for consumer protection
- ▶ Environmentally friendly production
- ▶ Cooperation with regional partners
- ▶ Donations in coordination with the employees
- ▶ Organize social get-togethers of the company with the employees – such as for example renovation of playgrounds, club buildings

One of our strengths that we specifically want to communicate in marketing to be visible as attractive employee.

9

Basic attitude towards employees

Objective:

We agree with our employees that working is more than purely making a living. We maintain a respectful and trusting mode of interaction. We make it clear to the employees about the important contribution they make for our work.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

▶ 9.1 Trust and independence

We trust that the employees will complete the specified work tasks well in their own way. We encourage them to work independently.

For example:

- ▶ Motivate to independently incorporate specialized competence and experience
- ▶ Be open for new and unusual solutions of the employees
- ▶ Motivate employees to openly handle mistakes and mutually learn from mistakes
- ▶ Enquire about the frequency and degree of detail of checks
- ▶ As management staff be aware that one is not always able to do everything (better), and also consider sharing leadership
- ▶ Create criteria for checks and make criteria as well as results transparent

▶ 9.2 Respect

We maintain an appreciative and polite mode of interaction. We praise good performances. We make it apparent to every employee that he is important to us as a person.

For example:

- ▶ Actively enquire the opinion of the employee and take it seriously
- ▶ Treat everyone equally independent from their position, their gender, their age, their origin, their point of view
- ▶ Especially honor special performances
- ▶ Be open towards the private situation of the employees

▶ 9.3 Reliability

We clearly and unambiguously state what we expect from the employees. We keep our word towards the employees.

For example:

- ▶ Clearly define work tasks
- ▶ Before changes in the work tasks and conditions the employee is informed and a solution is found together
- ▶ Change processes and crisis situations are discussed openly and in good time with the employee

▶ 9.4 Involvement (participation)

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action



At present no need for action



Need for action



Urgent need for action

We involve our employees in the development of our processes. We want to benefit from their expertise and abilities. We hold them in esteem as experts for the work in our company.

For example:

- ▶ Involve employees in the development of products and services
- ▶ Jointly assess the experiences of the employees with customers
- ▶ Involve the employee in the planning of the own work area
- ▶ Enquire experiences with the working conditions and jointly agree on improvements
- ▶ Delegate management tasks to suitable employees/teams (shared management)

10 Clarify and communicate values and principles

Objective:

We know the importance of our work. We have formulated binding values and principles towards which we orientate ourselves. We actively live by the values and principles.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

► 10.1 Communicate the significance of the work in the company

We communicate to the employees the benefit that we wish to create with our work towards customers and society.

For example:

- In our meetings with our employees we repeatedly address the general benefit that we wish to create
- The benefit that we wish to create is specified in writing
- The benefit that we wish to create is also formulated visibly towards the outside

► 10.2 Identifying fundamental values and principles

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

For example:

- Values, respectively principles, amongst others appreciation, fairness, courage, team spirit, reliability, safety, health, adherence to deadlines, diligence, ambition, quality, customer satisfaction, tradition (company, sector, region), sustainability, innovation
- Everyone in the company can answer the question: What makes us successful?

► 10.3 Communicating values and principles

We make our values apparent for all employees. We ensure that the values remain alive. We therefore repeatedly make it apparent where the values are important for our work and how they should be lived in everyday work.

For example:

- Our values and principles are easily visible for everyone in the company on the intranet, in brochures or on notice boards
- We pick up on examples where the employees have implemented our values
- In our meetings with employees and customers we address the significance of the values
- We organize a meeting or a workshop in which we discuss the implementation of the values (for example annually) with the employees
- We do not accept any transgression of our values and principles
- We honor the special commitment to values that are especially important for the company
- The values and principles are communicated to new employees during the training period

► 10.4 Living the values and principles by example

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action  Need for action  Urgent need for action

As management staff we set a good example. We show how the values are implemented in practice.

For example:

- ▶ Regular discussions of the management staff how we implement the values in everyday life
- ▶ In specific examples from our work we show how customer orientation, adherence to deadlines or appreciation are put into practice
- ▶ The employees give feedback how we are implementing the values

▶ 10.5 Further developing values and principles

We repeatedly verify our values and principles. We discuss with the employees and customers at regular intervals whether the previous values and principles are still decisive for our company for the company's success.

For example:

- ▶ Verification of the external perception (ask customers, suppliers)
- ▶ Adaptation to societal value changes
- ▶ Discussion with customers, about which values are important to them (for example high quality versus adherence to deadlines/pricing)
- ▶ Involvement of further external persons to become familiar with new perspectives
- ▶ Exchange with other companies about their experiences and values; also utilize experiences in cooperations
- ▶ Consideration of sector and quality standards, for example from associations

11 Knowing one's own strengths and weaknesses as executive

Objective:

I sharpen my perception for my own person and for my effect on others. I invest in my own development. This allows me to specifically utilize my strengths and prevents my own weaknesses from becoming inhibiting factors. This is the basis for me being successful as management executive, without having to engage in pretense.

The following check points are written in the I-form, as they involve personal characteristics of the respective executive.

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

Need for action

In larger companies the term "company" used here can also be related to an area of responsibility.



At present no need for action



Need for action



Urgent need for action

▶ 11.1 Clarity about my strengths and weaknesses

I create clarity about my own strengths and weaknesses as executive. I aspire to become aware of my personal peculiarities.

For example:

- ▶ I become aware what others appreciate in me and what they do not like
- ▶ I talk with others about my strengths and weaknesses – for example with my partner, acquaintances, friends
- ▶ I utilize tests, coaching or workshops to acquire a clear picture of my strengths and weaknesses

▶ 11.2 Request and accept feedback

I specifically obtain feedback on my behavior from my employees. I make it clear to myself that comments on my weaknesses help me to develop myself further.

For example:

- ▶ I regularly acquire (anonymized) management feedback
- ▶ I handle feedback constructively and do not justify myself
- ▶ I own up to mistakes; this is not a sign of weakness, but is regarded as strength

▶ 11.3 Authentically engage with employees

I cannot be continuously successful if I do not do what fits for me. I aspire to be authentic and do not hide behind a role or mask. I can handle my personal weaknesses with self-confidence.

For example:

- ▶ Conduct conversations with employees about the atmosphere and the mode of interaction in the company without the employees having to be anxious about sanctions
- ▶ Actively seek the contact with the employees and also talk with them about private experiences

▶ 11.4 Develop leadership competences further

Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action.

In larger companies the term "company" used here can also be related to an area of responsibility.

Need for action

 At present no need for action

 Need for action

 Urgent need for action

I consider how I can develop my competences further. I thereby utilize support, for example from friends, colleagues, advisers, coaches.

For example:

- ▶ I set myself goals, I conceive of measures and verify whether these goals have been achieved
- ▶ I participate in training courses for the development of my strengths
- ▶ I perceive coaching as being development support
- ▶ I utilize literature, self-tests

→ **INQA company check "Good medium-sized enterprises" – Point "Leadership"**

Offensive medium-sized enterprises – Good for Germany

Medium-sized enterprises: Motor for Germany – Ideas for Germany

Medium-size enterprises are the motor for ideas in Germany. More than three million small and medium-sized enterprises from handcraft, trade, industry and services are the driving force for growth, innovation and employment. Roughly 70 percent of the jobs and more than 80 percent of all training positions are offered by small and medium-sized companies. The stabilizing importance of medium-sized enterprises was even more apparent during the financial crisis.

Offensive medium-sized enterprises – Good for Germany

In the "Offensive medium-sized enterprises – Good for Germany" we work together to improve the success perspectives of medium-sized enterprises. We are social partners, professional associations, ministries, accident insurance carriers, health insurance providers and companies – in total roughly 200 partners. With the "Offensive medium-sized enterprises – Good for Germany" and with this check we make our contribution towards the skilled personnel offensive of the Federal Government (www.fachkraefteoffensive.de), as well as towards the medium-sized enterprises offensive of the Federal Government (www.bmwi.de).

The goals

Successful medium-size enterprises are healthy and innovative companies. We help to make as many medium-sized enterprises as possible successful. Good medium-sized enterprises demonstrate how to do it: in these companies the (new) quality of work is based on systematic and preventive management, consistent personnel development and binding, good company culture and innovation ability. As "Offensive medium-sized enterprises – Good for Germany" we have the following goals:

- ▶ We promote the action conditions for good medium-sized enterprises and help as many enterprises as possible to remain competitive.
- ▶ We help companies to preventively and innovatively structure their processes and to acquire and bind the best heads (and to be prepared for the demographic developments).
- ▶ We want to bundle our energies for an effective support of medium-sized enterprises.
- ▶ We promote the image of medium-size enterprises as motor for innovations in Germany.

The path

Our basic idea: good medium-sized enterprises take care of the good overall conditions in the company themselves – consultants help the companies as required on the basis of mutual basic convictions and principles.

The goals of the "Offensive medium-sized enterprises – Good for Germany" are implemented as follows:

- ▶ **Joint analysis instrument INQA company check "Good medium-sized enterprises"** – For the first time we have compiled a joint analysis instrument (TARGET-ACTUAL comparison), with which every medium-sized business can quickly and easily identify their improvement potentials.
- ▶ **Structured access to available practical support** – We are not reinventing the world. Our standards and our check lead to the most important and best practical support measures. We simplify and systematize the access to these supporting offers.
- ▶ **Regional networks for regional location promotion** – We transfer our basic convictions in the "Offensive medium-size enterprises – Good for Germany" to regional networks. Our tools promote joint action in the regions – for a new quality of work in medium-sized enterprises. We have access to many existing networks and promote the formation of new ones.
- ▶ **Training for consultants** – we share our basic convictions with consultants for medium-sized enterprises. We do not stand in competition with established and well-proven consulting structures, but promote a joint basic understanding on a mutual basis according to the motto "better together". In our consultant database you will find all consultants who we have authorized to provide the consultation with the INQA company check "Good medium-sized enterprises" (www.offensivemittelstand.de)

- ▶ **Image actions for medium-sized enterprises** – through campaigns and events we support the competitiveness for medium-sized enterprises.

Here you will find more about us:

On the Internet: **www.offensive-mittelstand.de**

Participate!

Help to support medium-size enterprises as decisive motor for ideas in Germany. Become a partner of the Offensive medium-sized enterprises – Good for Germany".

We are amongst others:

- ▶ BDA Bundesvereinigung der Deutschen Arbeitgeberverbände e. V. (Federal Association of the German employer associations)
 - ▶ Zentralverband des Deutschen Handwerks e. V. (Central Association of the German handcraft)
 - ▶ German Federal Employment Agency
 - ▶ Bundesverband Mittelständischer Wirtschaft (BVMW, Federal Association of the medium-sized enterprises economy)
 - ▶ Bundessteuerberaterkammer/ Deutscher Steuerberaterverband (Federal Chamber of tax consultants/ German tax consultant association)
 - ▶ Networks of companies
 - ▶ Chambers and guilds
 - ▶ IG BCE Industriegewerkschaft Bergbau, Chemie, Energie (industrial union mining, chemicals, energy)
 - ▶ Institut für Mittelstandsforschung Bonn (Institute for medium-sized enterprises research)
 - ▶ BC Forschung (research company), Wiesbaden
 - ▶ RKW Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft e. V. (Rationalisation and innovation center of the German economy)
 - ▶ Fachhochschule des Mittelstands (medium-sized enterprises technical college)
 - ▶ Deutsche Gesetzliche Unfallversicherung (DGUV, German statutory accident insurance)
 - ▶ Berufsgenossenschaft Rohstoffe und chemische Industrie (BG RCI, professional association raw materials and chemical industry) (business office)
 - ▶ Health insurance providers (AOK/BKK/IKK)
- ... In total roughly 200 partners.

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SELF DECLARATION

INQA-Check "Human resources management"

The company

Name / Address

declares that good human resources management is implemented according to the INQA-Check "Human resources management" and the associated systematic and structured methodology.

The self-declaration is based on the self-assessment dated

with the document number

The self-assessment was performed by the management on the basis of the **INQA-Check "Human resources management"**.

Place / Date

Signature Managing Director

The self-declaration is only valid together with the self-assessment and is limited to maximally 2 years.

IMPRESS

INQA-Check "Human resources management"

Self-assessment on management quality and for preparation for the demographic change

[LOGO]

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