

KNOWLEDGE TRANSFER CHALLENGES IN TIMES OF SOCIO-POLITICAL CRISIS

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Abstract: In this study, new people with linguistic and technical restrictions were certified. In Germany, experts are few. Unprepared high school graduates, dropout rates, and a shift toward “clean occupations” are factors.

Migrants, refugees, and the vulnerable are the primary targets. Others are high school dropouts who become disoriented. Individuals in the above categories need to be certified in order to operate in industrial environments. Education used to be the responsibility of the state. Employees require further training because of their increasing professional responsibility. They are now employed, regardless of their initial qualifications. The industrial company will handle the future training.

Keywords: Knowledge transfer, migrants, refugees, qualification, skills.

Introduction

Knowledge transfer is the intentional movement of skills and knowledge to keep workers productive, innovative, and competitive. Getting used to a new country’s laws, education, health, languages, and cultural beliefs can be challenging. Those seeking asylum or refuge confront additional challenges after leaving their home country.

Despite worldwide economic improvement, many people fell behind. Notably, the global population of refugees and internally displaced persons is growing, causing financial, political, and social disruption. Worldwide, 70.8 million people have been displaced, including 25.9 million refugees and more than half of children. The daily struggles of refugees and internally displaced persons include language barriers, lack of services, unfamiliar legal systems, and financial hardship.

In 2015 and 2016, over 1.2 million refugees entered Germany. While Germany witnessed enormous waves of asylum seekers in the early 1990s, the current situation is unique in that many asylum seekers come from countries where repatriation is unlikely¹.

With the enactment of Germany’s first national integration law in August 2016, the country’s integration efforts have expanded dramatically. Germany, for example, offers asylum seekers from high-profile countries

so-called Integration Courses (600 hours of language instruction and 100 hours of civic orientation). The number of available spaces on the Integration Course has been dramatically increased to meet the tremendous demand, although a large backlog exists.¹ According to the OECD Migration Database, Germany has been the second most popular destination for new immigrants since 2012.

Data on migrant stocks are often reported together with data on migrant flows. Although both terms account for the number of migrants, what they measure is different. Migrant flow data account for the number of migrants entering or leaving during a specified time period (usually one calendar year) [1].

Many refugees choose Germany as a refugee destination because of its welcoming political and economic climate, educational and skill development opportunities, and access to the labour market [2].

In this way, Ukrainian refugees can receive a humanitarian residency card without going through bureaucracy or an individual investigation. It is valid for one year and then renewed for three. Refugees are assets that contribute to people's well-being. Accepting, protecting, and strengthening migrants helps both parties².

However, firms are anxious about getting qualified trainers. Employee certifications are becoming increasingly important, even in training jobs. Increasing automation and digitalization drive demand away from basic manual jobs and more sophisticated operations such as feeding and running production plants. This implies lower-wage workers will be in high order as they keep German businesses competitive.

Society is interested in providing good work for these groups to reduce the financial strain on the state and thus on the community.

According to television news sources, up to 8 million Ukrainians may evacuate their homes.

As a result, companies must ensure enough qualified workers and prospective employees for production-related training. A healthy mix of trained and semi-skilled personnel is required to avert industrial migration to low-wage countries.

The ageing German population is a significant concern. The birth rate in Germany is 8.33 per 1000, and the fertility rate is 1.41 children per woman (one of the highest in the world). The number of people aged 65 and over is expected to rise by 13% by 2060. The working-class population is also expected to drop to 34% by 2060, necessitating further immigration.

It also has one of the world's highest death rates, implying that those over 65 will eventually dominate Germany's population³.

Integration into the labour market requires employers to hire asylum seekers and refugees. In order to improve the effectiveness of integration measures, it is necessary to analyse the experiences of those involved and locate potential for improvement. Employers need to develop measures that continuously improve integration processes. Unless the German economy quickly reorients, experts say it will face a long-term labour shortage. What causes a skilled worker shortage?

Research methodology

The study uses literature analysis to identify the knowledge transfer challenges. Real case examples are used to identify possibilities to counter these challenges: learning by doing, blended learning, and adult-learning education.

Language and technical barriers

The lack of appropriate candidates is not the only cause for the failure to fill production positions [3]. Language and technical barriers keep some qualified employees out of the job market.

An essential lesson acquired from OECD countries' refugee integration experience is the importance of early aid [4]. Comprehending the host country's language boosts, one's chances of finding work, even if one only speaks it at an intermediate level [5].

According to the OECD, the most common reason for not recruiting asylum seekers and refugees (61%) is a lack of language skills (22 per cent and 50 per cent). Sixty-three per cent of participating firms that had previously hired refugees and experienced issues mentioned a lack of language skills as a significant worry.

Skills of the workers

An employee's qualification profile is their current valid qualification for a job. To determine any qualification deficiencies, they compare the employee's qualification profile to the position's qualification profile. A survey of qualification gaps and associated quantitative evaluation is undertaken as a training requirements analysis.

Consider how to maximise the potential of asylum seekers and refugees. Before the recent wave of refugees, Germany has made substantial efforts. The 2012 Recognition Act established a national

framework for recognising international credentials. This statute allows all migrants with foreign qualifications, including asylum seekers and refugees, to apply for recognition of their credentials. The normal recognition process requires migrants to establish their credentials and qualifications. Because most asylum seekers and refugees lack documents, evaluating their capabilities and talents is challenging.

2009 saw the introduction of the “Early Intervention” pilot programme in nine German cities. It will run till the end of 2015. In addition to their educational backgrounds, they picked participants for their competence. With limited documentation and language barriers, the employment agency conducted a skills assessment interview with participants [6]. These services included career advising, upskilling, and qualification recognition. Then, caseworkers’ direct participants to the most appropriate metric for their profile.

Making acceptable offers to low-skilled refugees often require long-term guidance [7]. This is crucial for both their immediate and long-term employment prospects.

Fewer and fewer young people are choosing apprenticeships. According to Statista, the country had 1.7 million migrants and residents in 2000 but just 1.3 million in 2019^d.

Learning by doing

They are getting a job through on-the-job training and supervision. When employees outsource advanced individual software development projects to workers that require frequent contact and adjustment processes, transferring technological skills becomes even more difficult.

An additional initiative named “Integration Measures for Refugees” (FIM) has been in existence since August 2016 to provide essential work experience to asylum seekers. The project intends to introduce asylum seekers to the German labour market. But these jobs are not considered routine work. Instead, regular work possibilities must be presented to the obligations of ordinary employees.

They paid participants for any extra expenses incurred because of the job opportunity. Higher-priced costs are also covered. Their activities do not aim to fill vacancies or meet market demand.

They are working up to 30 hours every week for six months. As a result, full-time workers receive a monthly maximum lump sum plus social benefit.

Combining FIM with other measures may be more costly and changing the lump sum payment to placement institutions may be necessary if they offer upskilling options. While enhancing participants' chances of gaining valuable job experience.

Entrepreneurship and social relevance

Only a few local pilot programmes have promoted refugee enterprise. Brandenburg started a pilot programme in 2017 to connect refugees and asylum seekers with mentors and support their proposed enterprises.

Funding for regional governments is determined by the number of asylum seekers they house. The BA's regional offices then implement the measures.

FIM mandates that 75% of assignments be completed outside of receiving centres. Typical tasks include gardening, cleaning, and maintaining public facilities and child and eldercare. Unlike the asylum seeker programme, which has been in operation since 1993, FIM requires placement institutions to evaluate asylum applicants' abilities. To help asylum seekers find work, placement institutes must recommend possible FIM assignments to the agency responsible for their social welfare.

It is unclear whether these placements help participants enter the German labour market or keep them employed. There is no information on the type of employment done by asylum seekers, their weekly hours, or if they take language classes. However, these job opportunities must allow people to improve their skills. It is uncertain. One option is combining FIM with other indications to help participants improve their skills. Munich, for example, has integrated language training with counselling and job placements in enterprises that often employ and educate long-term unemployed individuals since 1993.

Demographic shift

Due to Germany's changing demographics and low birth rates, businesses struggle to find qualified workers.

Births directly affect the population's age structure. The size of the age cohort affects births and deaths: The strength of age cohorts affects the number of births and deaths throughout time, although changes in birth frequency or mortality also affect cohort strength. The proportions of different age groups in the total population fluctuate.

Unless things change radically shortly, analysts say the German economy will face a severe shortage of qualified workers.

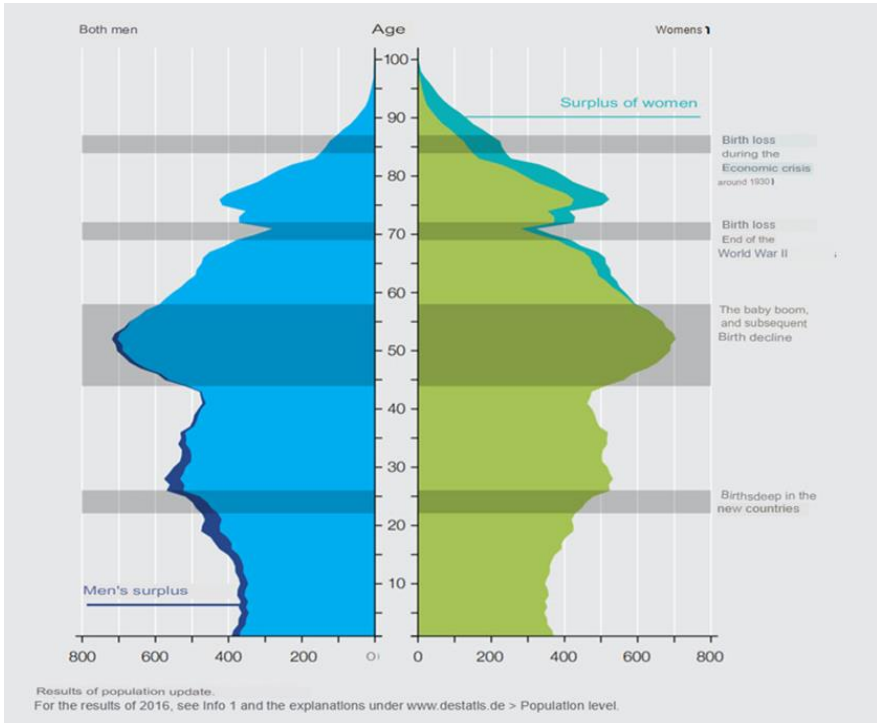


Fig. 1. 2016 population by age and gender, in thousands of people per year⁵

The pyramid shows how the foundation's width narrows. The pyramid is no longer a pyramid and will likely continue to topple in the following years. The best vintages are between 50 and 60 years old. (See Fig. 1 for more on "Baby Boom").

In 2016, 18.4% of German adolescents (aged 20 and under) were under 20. Seniors (65 and over) made up 21.2 per cent of the population. Around 6% of the population was old, defined as 80 or older. The ratio of elderly to youth was 35. (the number of seniors 65 and more per 100 people aged 20 to 64). In 1950, the youth quotient was 51, and the senior dependency ratio was 16. Since 2006, the elderly dependency ratio has surpassed that of youth. (See Table 1 for details.)

Table 1. Age structure progression (Destatis 2018, translated into English)

PRESENTATION OF DATA

	Population in 1000	From the age ofto				Youth	Ancient
		under 20 in %	20-64	65-79	80 & Older	Quotient	Quotient2
1950	69346	30,4	59,9	8,7	1,0	50,8	16,3
1960	73147	28,4	60,0	10,0	1,6	47,3	19,3
1970	78069	30,0	56,2	11,8	2,0	53,4	24,6
1980	78397	26,8	57,7	12,8	2,7	46,3	26,9
1990	79753	21,7	63,4	11,2	3,8	34,2	23,6
2000	82260	21,1	62,2	12,9	3,8	34,0	28,8
2010	81752	18,4	60,9	15,3	5,3	30,3	33,8
2011	80328	18,4	60,9	15,4	5,3	30,3	33,9
2012	80524	18,3	61,0	15,4	5,4	30,0	34,1
2013	80767	18,2	61,0	15,5	5,4	29,8	34,2
2014	81198	18,2	60,8	15,4	5,6	29,9	34,6
2015	82176	18,3	60,6	15,3	5,8	30,3	34,7
2016	82522	18,4	60,3	15,2	6,0	30,6	35,2

Results: from the population update on 31.12. of the respective year.
 1. Age group of the under-20s related to the age group of the 20- to 64-year-olds.
 2. Age group of 65-year-olds and older related to the age group of 20- to 64-year-olds.
 3. Conversion of the population update to the basis of the 2011 census.
 4. The development of the population figures in 2016 is only partially comparable to the previous year's figures and there are restrictions for the accuracy of the results, see info 1 as well as the explanations at www.destatis.de -> Population level.

We must also consider youth immigration and emigration. The number of children and teenagers has declined in Germany, while the number of people reaching retirement age has climbed. The refugee crisis boosted the proportion of children and youth in 2015 and 2016.

Businesses commonly create a requirement profile to find eligible candidates. A necessary profile can help employers enhance their personnel resources. The goal is to fill a position promptly and efficiently. Finding someone who matches all of the qualifications and can solve long-term issues is crucial.

With this information, employers can identify which employees need more training and which industries demand more training.

Finding a suitable school leaver or migrant will be harder. A shift away from physical labour and toward “clean” vocations has made industrial enterprises difficult to enter. Simultaneously, high school graduates and students increase. Winter semester enrolment was around 1.9 million in 2018 and around 2.9 million in 2019/2020⁶.

In Germany, one in every eight assistants/trainees aged 20 – 29 is unqualified (or 13.1 per cent). (2020) These young people need job opportunities and employers are ready to hire them. Those who cannot train can benefit from training activities. Those who drop out of school without a job may also fall into this category – an increase of 6.3 per cent in

Germany, but just 14.2 per cent among immigrants, in a year. Research by the employer-led Initiative Neue Soziale Marktwirtschaft (INSM)⁷.

Occupational training requires employee certifications. A movement away from simple manual operations occurs as automation develops and the drive toward Industry 4.0 and digitization increases.

Blended learning

The demand profile for each function can be compared to the people qualification profile to see if workers are getting more training or if particular areas need more training.

Due to linguistic and technical constraints, the concept of (new) people certification in industrial organizations is problematic. To use the created qualification model in practice, it must be reconciled.

For new hires in training roles, the criteria and qualification profile must be used to establish present language proficiency. This displays the linguistic skills required by firms to recruit new potential employees. Helping migrants, refugees, and others need various linguistic skills. Because many jobs demand a solid command of the German language, the state now retains this certificate, requiring future industry-government partnerships.

Leaders must first “commit” to implementing these qualifying requirements. Complicating matters, significant investments in hardware, software, and training programs are required, implying a lengthy project.

Academic training has improved. Internet-enabled jobs will necessitate “more effective continuous education” for workers.

Adult-learning education

This topic was well received by ABC Umformtechnik employees, especially during interviews. As mentioned earlier, there were no reservations about future recruiting members of the categories. In addition, documenting quality-relevant elements required sophisticated linguistic talents, such as writing. Despite rising automation and digitalization in the workplace, low-wage workers will need the training to remain competitive in the global market.

As a result, corporations will increasingly train employees rather than schools or other educational institutions. As a result, future IT and personnel expansion will necessitate more adult education research. New ideas and ways of thinking are required to achieve these goals. Future training sessions will be more flexible in terms of location and scheduling.

Workplaces are undergoing massive transformation, providing new challenges and opportunities.

Around 1 billion migrant workers make up nearly one-seventh of the world's population. On the other hand, there are 281 million international migrants and 82.4 million internally displaced people (IDPs), plus 4.6 million asylum seekers [7]. According to the UN High Commissioner for Refugees, millions are stateless.

Despite their physical and mental health issues, refugees and migrants are among society's most vulnerable, facing xenophobia, discrimination, inferior living, housing, working conditions, and limited healthcare access.

People fleeing conflict, violence, or economic hardships confront dangers such as lack of access to food, water, sanitation, and other necessities. Pregnancies unplanned or complications during birth put them at risk for infection and noncommunicable illnesses. Refugees and migrants face mental health issues. Refugee and migrant health is intertwined with host community socioeconomic health indices (e.g., employment, income, education, and housing).

Refugees and migrants also significantly contribute to health and social services.

The UNHCR has designated Ukraine as a category three emergency. There have been an estimated 3.5 million refugees since February 24, 2022, and the number is climbing. Before the latest event, 2.9 million Ukrainians needed aid⁸.

Many ethnic cuisine and beverage companies temporarily halted operations in Ukraine when Russia invaded to ensure employee safety and brace for long-term economic ramifications of rising commodity prices and possible sanctions⁹.

Breweries, beverage producers, and other firms temporarily pause operations to protect staff, not so in Germany.

Since Russia's military activities began on February 24, some 147,000 Ukrainian refugees have entered Germany. Deputy Foreign Minister Faeser praised local assistants, federal states, and several other organizations for their dedication and aid to Ukraine in a BMI press release on March 13¹⁰.

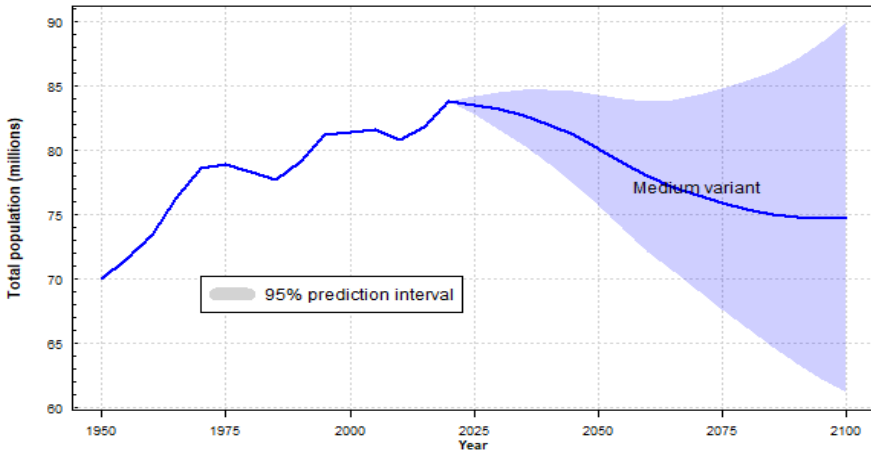


Fig. 2. Germany's overall population

UN DESA (Department of Economic and Social Affairs), 2019. World population forecasts

Figure 2 shows population growth from 1950 to 1975, 2000 to 2025, and 2027 to 2100.

According to experts, many are too old to work while others lack specialized skills. By 2040, Germany may lack 3.3 million qualified workers. Scientists must act now.

The professional qualifications of Ukrainian migrants must be recognized before they can practice. Examples include medical and legal professions, education, and other public sector positions. While most jobs are unregulated, knowing one's qualifications can help one find a job that meets them.

Also, as global competition grows, consumer habits change, and practically every economic sector digitizes, many jobs will become redundant. Experts predict a future knowledge shortage.

Job opportunities are increasing, and unemployment is falling. The number of long-term unemployed continues to grow. Refugees also struggle to find work.

The Federal Employment Administration has never been blunter about the skilled labour shortage. The Institute for Employment Research (IAB) finds no apparent deficit right now, citing only limitations in fields like mechanical engineering, automobile manufacturing, and computer science.

Conclusion

Knowing how to communicate effectively in a virtual environment is difficult since people tend to simplify information when using technology.

Individual traits like absorption capacity differ. The information provider should be patient with their audience. The team makeup, skills, abilities, and tactics may vary due to a lack of past collaborative experience. Cultural barriers can hamper touch, involvement, and collaboration.

Demographic changes have reduced the number of labour available. The number of early dropouts continues to climb. A shift toward “sanitary” jobs is underway. Migrants, refugees, and others who need help sometimes have limited language abilities.

Due to previous issues, finding qualified workers is getting more difficult.

On the other hand, industrial firms are forced to rely on parts of the German labour market (perhaps more immigrants in the future), who frequently lack needed skills and technical and language certifications.

Notes

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