



**DB Rail Academy**  
**We inspire and shape people for the railway  
world of tomorrow**

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Over

Metric tons

**1,000,000**

of goods by rail in Germany and Europe on weekdays



Photo: Getty Images

Deutsche Bahn transports

Passengers

**4,600,000**

a day on trains and buses in Germany



Photo: DB

Stations

**5,700**

in Germany

Employees

**336,278**

around the globe

Largest rail network in Europe

km

**33,300**

Bridges

**25,000**

Tunnels

**750**



Photo: Getty Images

# DB holds leading market positions

Activities by segments in Europe and throughout the world

## Passenger Transport

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	No. 1	Regional and local rail
	No. 2	Long-distance rail
	No. 3	Public road transport

## Infrastructure

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	No. 1	Rail infrastructure
	No. 1	Operation of rail stations

## Freight Transport and Logistics

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	No. 1	Rail freight transport
	No. 1	Land transport
	No. 4	Air freight
	No. 5	Ocean freight
	No. 5	Contract logistics



# Our basis

## Building upon DB Group's experience



**12.500**

Dual Education Trainees & Apprentices p.a.



**10.000**

Clients



**3.760**

Trainers  
(1.700 Full time)



**63**

Locations and 20 Training Centers, 16 Simulation Centers in Germany



**336.000**

Employees Worldwide



**270.000**

Participants p.a.



**25.000**

New Employees per Year



**95 %**

Recommendation rate



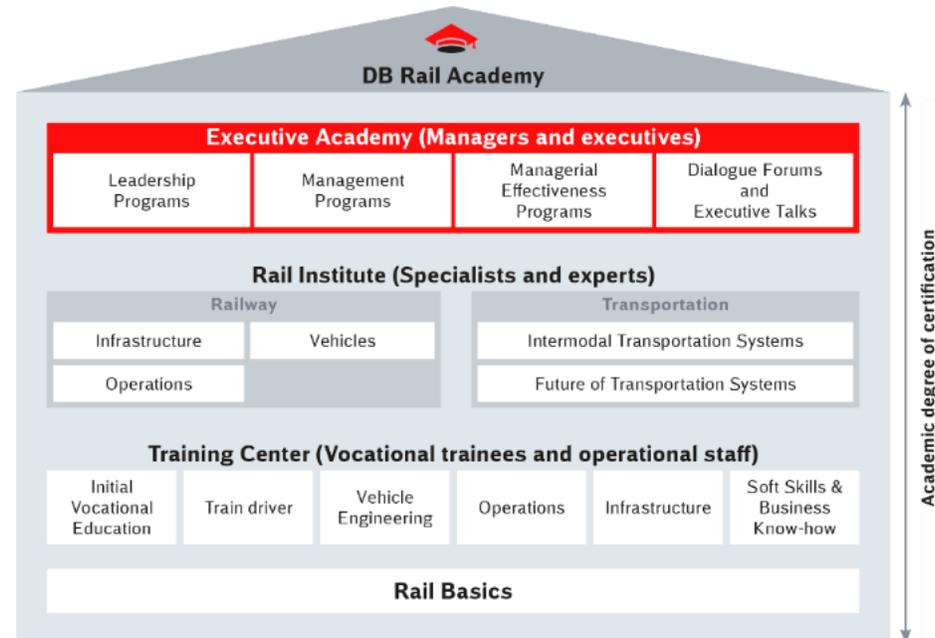
**3.000**

Different Trainings



# OUR PORTFOLIO

## Full coverage of trainings needs in rail and transport



- Modular
- All languages
- Tailored to local legal, technical and cultural requirements

# DB's USPs as training provider for international clients



## KNOWLEDGE TRANSFER

From operator to operator - manufacturer independent - based on over 185 years of experience

## PORTFOLIO

Consists of over 2,500 trainings, 50 vocational education and 25 academic programs for all railway professions based on 1,000 job families

## RESOURCES

From over 330,000 experts working at Deutsche Bahn, we can mobilize over 3,100 full time trainers to convey knowledge

## SMART DESIGN

All educational programs have a modularized structure that respects individual needs & local conditions



## STANDARDS

Ranging from transport competencies, job descriptions, hiring & selection, training development to delivery that can easily be applied to the client's conditions

## LEARNING APPROACH

A sustainable competency development bases on our unique TRAIN approach\*

## TRAINING PROVIDER

Biggest trainer provider in Europe serving 250.000 participants every year worldwide, since 1995

## DEGREE & CERTIFICATION

accredited degrees and official certification for participants and trainers in cooperation with internationally recognized bodies and institutions

\*TRAIN = transfer, resources, activity, initiative, sustainability developed in cooperation with Prof. Dr. Arnold, Technical University Kaiserslautern

# Product Groups



Our training portfolio is continuously being expanded

## Innovation & Digitization

Our trainings cover topics such as the applications of artificial intelligence in railway operations, block chain and predictive maintenance.

## Bus Transportation

Our trainings within this area give insights into how operation, fleet management and cooperation between different bus companies are efficiently controlled.

## IT Systems

Our trainings in this area cover the professional use of specific IT systems such as planning tools, timetabling and scheduling software.

## System Rail

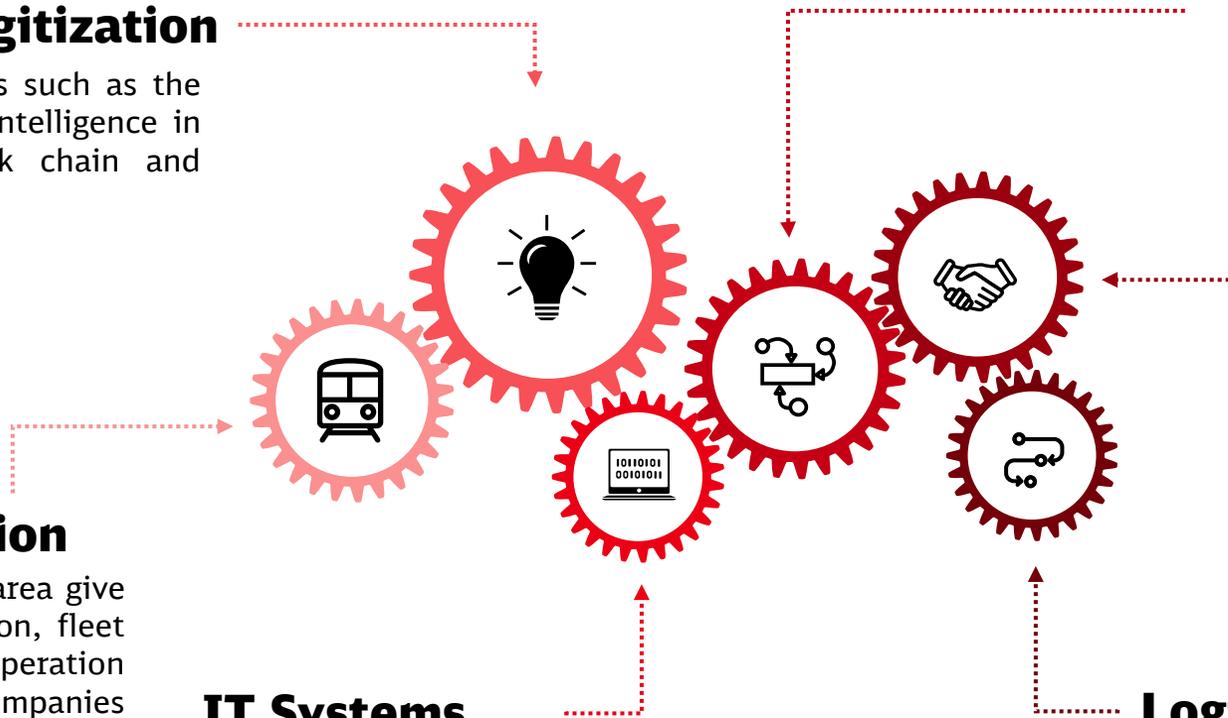
This area covers the key characteristics of rail systems and provides an overview of the dependencies between the various elements that make up a safe and efficient railroad.

## Soft Skills & Business Know-How

Trainings in this area target the expansion of social skills such as service behavior, conflict management and the ability to work in a team and also focus on skills in relation to your business such as innovativeness, change management and strategy development.

## Logistics

Our courses aim to provide individuals, organizations and companies with insights into how to plan, manage and optimize supply chains by focusing key characteristics and processes.



# Our proposal

The twelve pillars are the key to your success



**We help you to develop your employees, create new strengths and improve your quality**



**Setting up employee structures strategically in the right way**

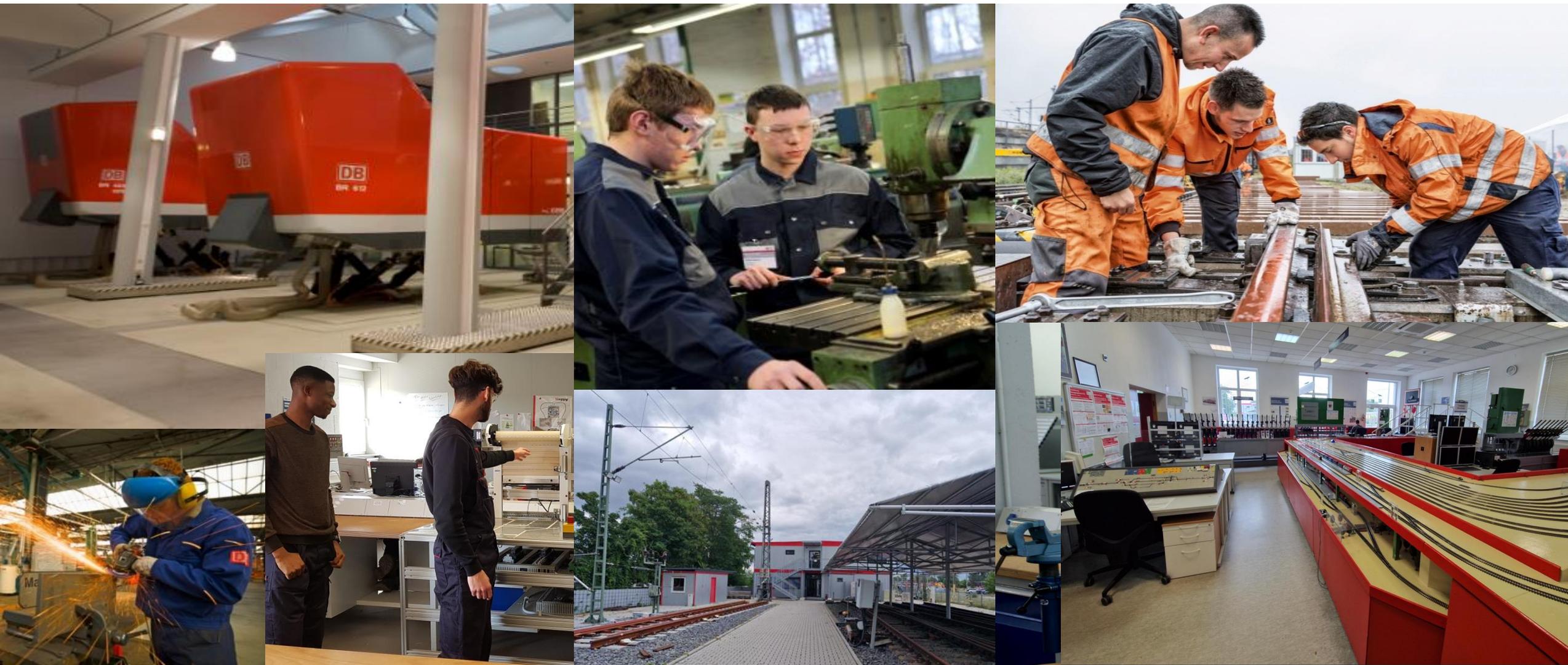


# Holistic Concept



DB Rail Academy

# Rail Training is always a mixture of theory and practice



# DB Rail Academy takes responsibility for the goals of strong rail in Germany with cross-border qualification.

## Example: Train Driver Education in Egypt



- Identification of high potentials by ENR
- 2 years technical diploma
- 6 months train driver training
- 2 years work experience
- 14 days further education...
- Assessment Interviews
- 14-member delegation
- selection of 23 candidates

- Alphabetization to B1
- Fulltime
- Homework Assistance

- Train Driver Classes by German Standards, Professional Language Coach to assist in classes and beyond
- Week: 3x Professional, 2x B2 German classes
- Visit to DB in MUC
- Med. & psychological examinations
- Professional Exams
- European Driver's licence (+ "Zusatzbescheinigung")

- Integration Phase
- Practical Training
- Permanent DB employment under German conditions
- Specialized Training for Final Exams

- Work as Train Driver at DB
- **Mission accomplished!**



# DB Rail Academy



# Technical training, accomodation and joint guided afternoon sessions are currently ongoing at Wardan Training Center with German DB Rail Academy Experts in German language





# Training & Education Our References

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## Mid-Level Executives Qualification Series

**Location:** Astana,  
Kazakhstan

**Client:** Kazakhstan Temir  
Zholy (KTZ)

**Running Time:** 2014



The aim of the training was to transfer DB knowledge to the middle management of Kazakhstan's national railway company KTZ, especially in the areas of business management, marketing, sales and IT systems. As a first step, 150 selected middle managers took part in a preparatory training consisting of 3 training modules. In these modules, the participants dealt with the above-mentioned focus areas intensively. After having successfully completed the Mid-Level Executives Qualification Series in October 2014, a so-called transformation group from KTZ visited DB E&C (formerly known as DB International) in December 2014 in Germany to get insights into certain aspects at Deutsche Bahn. Subsequently, DB E&C continued to be involved in several projects, supporting KTZ to launch a comprehensive transformation program.

Our solutions:

- Needs assessment and program design
- Development of content and didactic methodology for 3 modules with different thematic foci, namely Organizational & Business Development, Distributive Trade & Marketing and IT Development & Automation in the Railway System

## Our References

# DB DLG Urban Rail Academy – Establishment of an Academy in the Field of Urban Railway Transport

**Location:** Dalian, China

**Client:** DLG Group Co. Ltd.

**Running Time:** 2018 – 2024



The rail and urban rail sector in China is growing at a high pace, making it difficult to find qualified staff. At the same time, digitalization, new technologies and the need to protect the environment require further education and training for the existing personnel.

DB DLG Urban Rail Academy, a joint initiative of DB Rail Academy and DLG Group Co. Ltd., offers classroom trainings on all levels of expertise and on all rail related subjects. In the different open courses in the Academy in Dalian or in closed and tailored courses for specific clients in China, the Academy provides knowledge to professionals, managers and executives of urban transport organization in China.



Photo: DLG Group Co. Ltd.



Photo: DLG Group Co. Ltd.

## Our References

# Signaling Safety Assessment

**Location:** Beijing, China  
**Client:** Chinese Academy of Railway Sciences (CARS)  
**Running Time:** 2019

The expansion of the railway network in China means that train stations must now cater to different modes of transportation. This also affects safety regulations as well as the technologies used for signaling. In our 1-week training, CARS specialists learned about main aspects of how to operate trains safely and efficiently in a mixed traffic scenario.

Our solutions:

- 1-week workshop / training provided onsite in Beijing
- Technical senior experts gave an introduction into signal safety
- Assessment of a specific signaling scenario at a station where HSR (high-speed rail) and main-line rail traffic meet and interact



Photo: Prof. Trinckauf

## - Our References

# - Study Tour

- **Location:** Kuala Lumpur, Malaysia & Germany
- **Client:** China Railway Rolling Stock Corporation (CRRC)
- **Running Time:** 2019
- China Railway Rolling Stock Corporation (CRRC) needed to optimize the processes and efficiency of its main maintenance depot in Malaysia. Several of the depot's senior managers therefore requested some design input and suggestions from DB experts.
- In the course of a 1-week trip, 7 CRRC executives and managers visited 6 DB facilities throughout Germany. The thematic focus of their study tour was maintenance of high-speed rail (HSR) and of metro lines. The participants were supported by a senior DB expert who traveled with the group and provided additional insights into the organization and structure of Deutsche Bahn. This way, the participants gathered valuable information they could later use to restructure and optimize their depot in Malaysia.



### Our solutions:

- 1-week study tour with various site visits of DB facilities
- Introductions into specific situation and relevant topics delivered by site managers
- Additional insights provided by senior DB expert who traveled with the group



Photo: DB Rail Academy

- Our References

## - Railway Project Management

- **Location:** Kuala Lumpur, Malaysia
- **Client:** Public Course
- **Running Time:** 2019
- Projects in the rail sector are often very complex which is why a unique and tailored approach to project management is required in this area.
- This course focused on precisely that, with the additional benefit of direct interaction with a senior expert from DB who has more than 20 years of experience in the railway sector. The participants from Malaysia, Indonesia and Saudi Arabia learned about key aspects of the various stages of railway project management and had the opportunity to discuss their projects in depth within the group.



- Our solutions:
  - International Certification in Management of Rail & Metro Rail Systems
  - In cooperation with Asian Rail Academy, we conducted public courses in the field of Rail Project Management
  - Main goal of our program is to provide proven standards and methodologies of Deutsche Bahn to our customers in Southeast Asia



Photo: Tamil Iniyar Balakrishnan / Asian Rail Academy



Photo: Tamil Iniyar Balakrishnan / Asian Rail Academy



Photo: Tamil Iniyar Balakrishnan / Asian Rail Academy

- Our References

## - RAMS Training Program & Study Tour

- **Location:** Malaysia & Germany
- **Client:** Universiti Malaysia Pahang
- **Running Time:** 2022
- RAMS (Reliability, Availability, Maintainability, Safety) is a decision-making key factor in the railway business to improve the operational effectiveness. In summer 2022, participants from different Malaysian universities took part in our customized RAMS training program in which different learning formats were combined to guarantee a holistic learning experience.
- Our solutions:
  - Trainings and workshops in Berlin covering the following topics: RAMS Standards, Risk Assessment, RAMS Project Management, Safety Cases & Safety Assessment
  - Excursion to the DB Fernverkehr AG High-Speed Rail Maintenance Depot



Photo: DB Rail Academy



Photo: DB Rail Academy

- Our References

## - Technical Training Program & Study Tour

- **Location:** Indonesia & Germany
- **Client:** Ministry of Transportation Republic Indonesia
- **Running Time:** 2022
- The aim of the 4-week training program was to provide participants from Indonesian railway operator PT KAI, officers from the Ministry of Transportation and lecturers from the Human Resources Development Agency of Transportation with an adequate technical knowledge for the implementation of LRT (Light Rail Transit) / metro operation with GoA (Grade of Automation) Level 3.
- Our solutions:
  - Trainings and workshops covering the following topics: Railway Fundamentals, CBTC (Communication-Based Train Control) Systems, RAMS (Reliability, Availability, Maintainability, Sustainability) Assessment, LRT (Light Rail Transit) Technology, Automated & Driverless Train Operation (GoA, Level 3)
  - 2-week study tour to Germany



Photo: DB Rail Academy



Photo: DB Rail Academy

- Our References

# - Rail Professional Degree Program for the Roads and Transport Authority (RTA)

- **Location:** Dubai, UAE
- **Client:** Roads and Transport Authority (RTA)
- **Running Time:** 2017 - 2022
- To ensure that key objectives of the development plan for Dubai's transport network would be achieved, Dubai's Roads and Transport Authority (RTA) commissioned DB Rail Academy to develop a custom professionalization program for the middle managers of RTA's Rail Agency. The program was based on a comprehensive training needs analysis conducted by DB Rail Academy in 2017 and it combined technical modules, e. g. Fundamentals of Rail Operations and Electrical Engineering, with management skills modules. In 2021, the first 19 participants completed the program and may now officially call themselves DB Rail Professionals.



- Our solutions:
  - Development and conduction of 8 consecutive technical and managerial skills modules
  - Innovative learning methods and tools
  - Incorporation of practical elements in each module to ensure direct applicability of previously acquired technical knowledge
  - Practice-oriented final group project
  - DB Rail Professionals Certification approved by experts from DB and by testing company TÜV



Photo: David Rathmer



Photo: David Rathmer



Photo: Heiko Scholz

– Our References

## – Technical Course in Electric Traction Units

- **Location:** Berlin & Hamburg, Germany
- **Client:** S-Bahn Hamburg & S-Bahn Berlin
- **Running Time:** 2019



- The goal of the 2-week specialist course in electric multiple units (EMUs) for the vehicle group “Electric Multiple Units / Wagons” was to ensure the employability of the trainees. At the end of the course, the participants were required to take both a practical and a theoretical examination.
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- Our solutions:
  - Course conducted by 2 technical experts
  - Combination of theoretical input and practical activities
  - Topics covered: Differences Between Different EMUs, Basic Functions, Technical Components of Rolling Stock & Their Interplay



Photo: Deutsche Bahn AG / Volker Emersleben

- Our References

# - Rail Vehicle Technology Trainings for DB Group Procurement

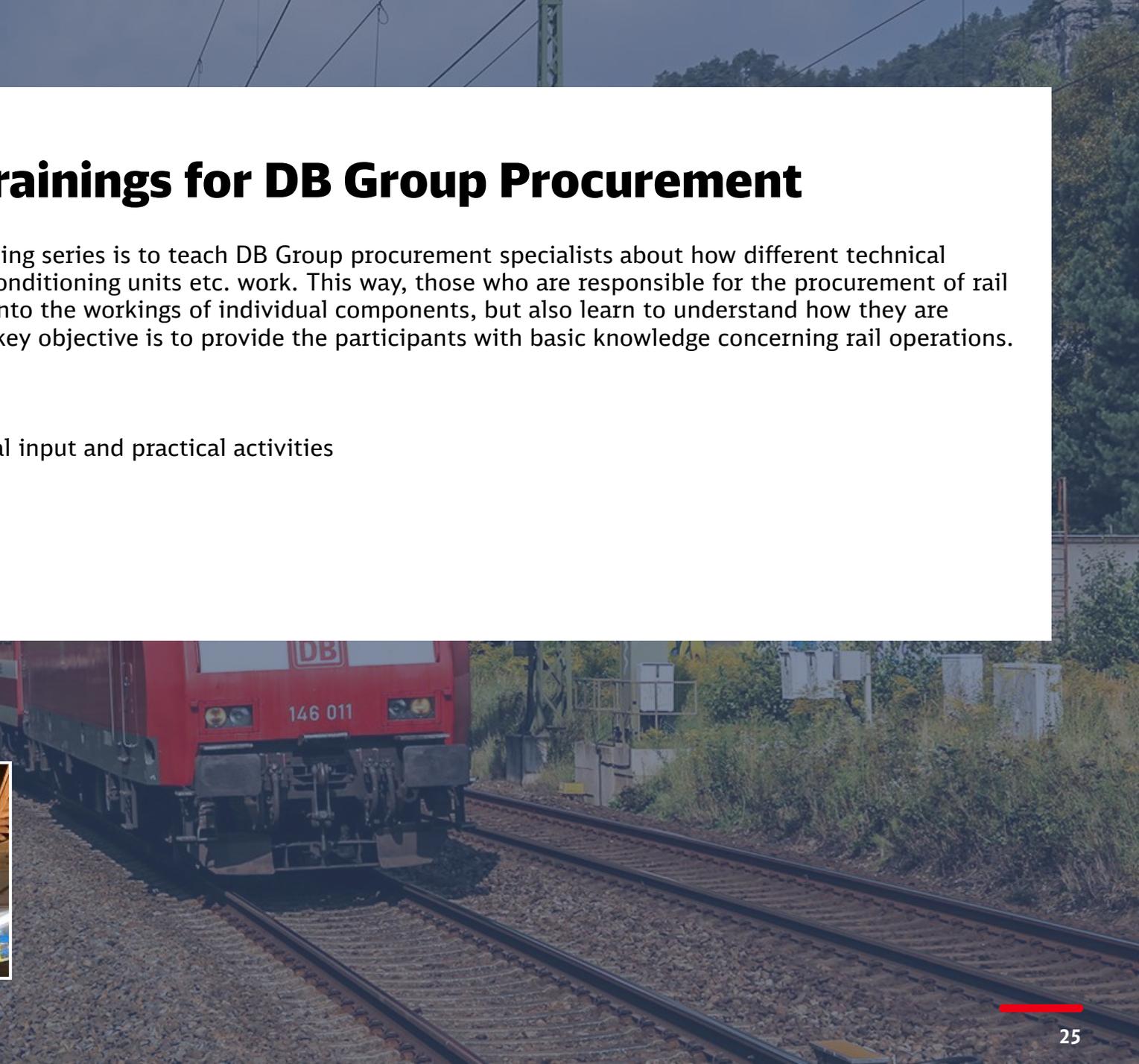
- **Location:** Berlin & Munich, Germany
- **Client:** Deutsche Bahn AG
- **Running Time:** 2021 - 2026
- The idea behind this training series is to teach DB Group procurement specialists about how different technical components such as air conditioning units etc. work. This way, those who are responsible for the procurement of rail vehicles receive insights into the workings of individual components, but also learn to understand how they are interconnected. Another key objective is to provide the participants with basic knowledge concerning rail operations.
- Our solutions:
  - 4 trainings per year
  - Combination of theoretical input and practical activities



Photo: David Rathmer



Photo: David Rathmer



– Our References

## – Technical Trainings for Siemens AG

- **Location:** Germany
- **Client:** Siemens AG
- **Running Time:** 2022



- Siemens AG is one of the largest suppliers of electronic interlocking systems. Yet the expertise of Siemens employees is often limited to technical details related to these systems. To help their employees broaden their horizon and improve the quality of their client consulting services, Siemens ordered a 4-week intensive training from DB Rail Academy. In this training, Siemens employees from areas such as sales, system engineering and bid management gradually deepened their understanding of the complex dependencies between technology and rail operations, learning about the practical implications of operational rules and processes from an operator's point of view.

- Our solutions:
  - 4-week intensive training
  - Topics covered: Fundamentals of Rail Operations, Legal Basics of Operations, Fundamentals of Rail Systems, Signaling, Timetable Management, Network Dispatching

– Our References

## – Young Mobility Capability Program for the Roads and Transport Authority (RTA)

- **Location:** Dubai, UAE
- **Client:** Roads and Transport Authority (RTA)
- **Running Time:** 2022 – 2023
- The Young Mobility Capability Program was aimed at fresh graduates and young employees of Dubai’s Roads and Transport Authority (RTA). Its main goals were to foster young Emirati talents, thus contributing to the national youth strategy, and to increase productivity by qualifying the participants in various specialist fields. During the 6-month program, the participants were trained in areas such as metro, tram or bus operation, vehicle and infrastructure maintenance, digital infrastructure, financial studies and infrastructure related feasibility studies. In order to achieve a sustainable learning outcome, theoretical courses were combined with a practice-oriented final project as well as with excursions and a job rotation scheme.



- Our solutions:
  - 6-month training program
  - Support by mentors and learning coach
  - Combination of technical and general courses
  - Job rotation scheme and excursions
  - Final project to put theoretical knowledge into practice
  - Certification as Transport & Smart Mobility Manager

– Our References

## – Operational Readiness Training for the National Train Control Centre

- **Location:** Dublin, Ireland
- **Client:** Iarnród Éireann (Irish Rail)
- **Running Time:** 2023 - 2024
- Training will be provided to ensure that an adequate number of IÉ (Irish Rail) staff are able to operate and maintain the new traffic management system that will be introduced as part of the development of the new National Train Control Centre in Dublin. One of the key challenges in this project is the fact that both existing and newly hired personnel need to be trained.



- Our solutions:
  - Full-time Training Lead
  - Training Needs Analysis
  - Creation of a Training Plan for the NTCC
  - NTCC Training Plan review with all stakeholders
  - Training Package Development for existing staff
  - Training Package Development for new staff: Signalers, Controllers, Performance Manager
  - Coordination of Train-the-Trainer (TtT) programs

## – Our References

# – Training Measures for RTA Employees

- **Location:** Dubai, UE
- **Client:** RTA- Roads and Transport Authority
- **Running Time:** 2023 – 2024
- The Road and Transport Authority Dubai (RTA) has approached DB Engineering & Consulting (DB E&C) with an inquiry. In this request RTA expressed interest in training courses in seven different areas. We prepared a training program for them, which was suitable to better achieve the learning objectives and was able to cover the subject area in suitable breadth and depth for the appropriate target group.



- Our solutions:
  - Communication-Based Train Control (CBTC) Fundamentals
  - Fundamentals of Rail Operations
  - Immersive Technology for Railways
  - Fundamentals of Smart Mobility Services
  - Online Training: Basics of Digital Planning & Construction (Civil 3D & BIM)
  - Online Training: Alternative Drives for Buses (Synthetic Fuels / Hybrid / Hydrogen / Electric) – Overview, Planning & Operation
  - Online Training: Professional Maintenance Planner – Maintenance Planning & Scheduling

# – International certification in railway and subway systems management, edition I, II, III and IV.

- **Location:** Brasil
- **Client:** Confederação Nacional do Transporte (CNT)
- **Running time:** 2018 - 2024
- The International Certification Program in Railway and Metro Systems Management was supported by the Brazilian National Transport Network CNT. 35 managers per course, working in rail freight, logistics and passenger rail transport, completed the certification program, obtaining an internationally recognized certificate.
- **Our Solutions:**
  - 18-month training program
  - Design and development of a comprehensive program for railway and logistics experts and managers.
  - Development and implementation of 7 modules on topics such as railway operations, railway infrastructure, transport systems, rolling stock and others such as management, HR and economics.
  - Study trip to Germany



Photo: Ralf Kranert / Jet-Foto



Photo: Marco Borges



Photo: DB Rail-Academy



Photo: DB Rail-Academy

- Our References

## - Concept for Establishment of SENAI School of Rail

- **Location:**  
Brasilia, Brazil
- **Client:** Serviço Nacional de Aprendizagem Industrial (SENAI)
- **Running Time:** 2014
- Brazil has a very developed rail market, but it is highly diversified. The operators have not yet worked together on training, which means that there are no overarching training programs. At the same time, there is a rapidly growing demand in the railroad sector. As part of the project, Deutsche Bahn supported the establishment of a railroad school (escola metro-ferroviária) in the state of São Paulo. In future, this school will offer training and further education for the Brazilian railroad sector in order to meet the increasing demand for qualified personnel in the sector.
- Our solutions:



- **Analysis of the training needs** of the railroad sector (passenger transport, freight transport, railroad industry and construction companies) in the various occupational groups
- Identification of **railway-specific training levels and available training providers** and the quality of their curricula
- Development of a **concept for the establishment of an academy for the rail sector** and integration into the client's organization
- Development of a concept for the development of railway-specific **training content** based on the existing qualification offers of SENAI including a detailed project plan
- Implementation of **train-the-trainer measures and know-how transfer**



Photo: final report

- Our References

## - Excellence Study Program

- **Location:** Buenos Aires, Argentina
- **Client:** Metrovías
- **Running Time:** 2019
- The client, Argentinian metro operator Metrovías, requested a training program for high potentials to foster the know-how exchange between Metrovías and Deutsche Bahn. Another purpose of the Excellence Study Program designed for Metrovías' middle management was to identify the next management talents within their own ranks.
- Our solutions:
  - Technical trainings focusing on Operations and Maintenance
  - Workshop to identify opportunities for innovation in the following 3 focus areas: Rail Infrastructure, Traffic Implementation, Mobility & Digitalization
  - Development of 2 transfer projects
  - Board approval for implementation of these transfer projects



Photo: Magdalena Bulacio / Metrovías



Photo: Magdalena Bulacio / Metrovías

- Our References

## - CRRC Bogie Training

- **Location:** Rio de Janeiro, Brazil
- **Client:** Metrô Rio
- **Running Time:** 2019



- Metrô Rio requested theoretical and practical training lessons at their Brazil Rio site to transmit knowledge related to a planned C2 class bogies overhaul. Some of the relevant aspects were the structure of C2 bogies, their disassembly as well as the testing and maintenance of the components. In order to support Metrô Rio with the planned C2 overhaul, a practical training focusing on bogies was offered in the context of the first train overhaul. The client also received a report of the status quo which was based on information collected during the practice training. With this additional information, they could identify further needs for refurbishment.

- Our solutions:
  - Practical training focusing on CRRC Bogie Structure and Fundamental Maintenance Procedures
  - Development of training concept, curricula and textbook
  - Training conducted by 2 experts with the support of a simultaneous interpreter



Photo: DB Rail Academy

- Our References

## - Big Data @ Asset Management

- **Location:** São Paulo, Brazil & Mexico City, Mexico
- **Client:** Asociación Latinoamericana de Metros y Subterráneos (ALAMYS)
- **Running Time:** 2019 & 2020
- **ALAMYS provides trainings to their members based on requests they receive in surveys. One of the most frequently requested topics was the use of Big Data in the field of Asset Management. In the training, participants from all over Latin America received an insight into the process of data analytics and learned about different ways in which Big Data can be used to boost asset reliability and availability. Thus, for instance, a combination of data gathering and analysis systems can be used for Predictive Maintenance to anticipate problems before they occur.**
- **Our solutions:**
  - **Training for over 100 experts and decision makers of the transportation sectors in Mexico and in Brazil; the training was conducted twice in each country**
  - **3-day-course with 4 DB experts from different areas (Digitalization, Asset Management and Predictive Maintenance) who shared insights and experience in how to make use of Big Data in the railway sector**



Photo: Doreen Christmann



Photo: Doreen Christmann

## - Our References

# - Train Driver Training for DBCC

- **Location:** Spain & Uruguay / Online
- **Client:** DBCC Transport
- **Running Time:** 2022 - 2023
- DB Rail Academy and Transfesa Logistics joined forces to train 28 trainees from DBCC Transport. The future train drivers were trained theory and practice to be able to perform their job in the “Ferrocarril Central” in Uruguay in a safe and efficient manner. They were first trained according European standards to allow them to use of the Spanish network for the practical component of the training. During the following 6 months, they received a so-called “Bridge Training” where the previously acquired knowledge was adapted to the peculiarities Uruguayan network.



- Our solutions:
  - Design and development of a comprehensive 12-month training program for train drivers
  - Theoretical training online, in Spain and in Uruguay
  - Practical training incl. independent driving in Spain with Transfesa Ltd.
  - Trainings including topics such as the operation of ETCS (European Train Control System), Level 1 and ERTMS (European Rail Traffic Management System)
  - Practical training included the use of simulators in Spain and Uruguay
  - Bridge training in Montevideo covering peculiarities of the Uruguayan network



Photo: David Rathmer



Photo: Bernd Saß



Photo: Carolina Leguizamon

- Our References

## - International Certification in Railway Systems Management

- **Location:** Colombia
- **Client:** Alianza Empresa Metro de Bogotá
- **Running Time:** 2023
- The project provided comprehensive training for an international certification in railway systems management. Participants began with a 15-minute online survey to assess prior knowledge and technical skills. One week before each module, they received preparatory tasks to ensure a common understanding. Training modules spanned five days, with full-day or shorter online sessions, and included 20 hours of self-study. Continuous evaluations through daily tests and technical reports ensured ongoing feedback. After completing seven modules, participants prepared and presented a final report on the practical application of their knowledge. Successful participants, meeting the 70% attendance and 75% assessment passing rate, received the "International Certification." An optional five-day study trip to Germany provided practical insights through visits to Deutsche Bahn facilities and professional interactions.



- Our solutions:
  - Pre-training evaluations and preparatory tasks
  - Regular evaluations and feedback sessions to monitor and enhance the learning process
  - Transfer projects for practical application in real-world railway and logistics scenarios.
  - A combination of in-person and online modules, supplemented by a study trip for an immersive educational experience



Photo: DB E&C



Photo: DB E&C

- Our References

## - Fundamentals of System Rail

- **Location:** Sacramento, USA
- **Client:** California Department of Transportation (Caltrans)
- **Running Time:** 2018



- The objective of the training was to provide essential skills and knowledge to Caltrans staff to support the successful implementation of the California State Rail Plan. Given the participants' different experience levels, a combination of various approaches and learning formats was employed to prevent accessibility issues. This mix of formats and methods was rated as extremely beneficial by the participants.
- Our solutions:
  - Topics covered: Key Characteristics of Rail Systems to provide an overview of the various elements that make up a safe and efficient railroad
  - Training for the Core Team of Center of Excellence of the Californian governmental entity for rail transportation
  - Development of content for a 5-day training
  - Practical sessions in the California State Railroad Museum



Photo: Doreen Christmann



Photo: Doreen Christmann



# Competence Consulting

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## - Our References

# - Enhancing Operations & Future Readiness of BVG Training School

- **Location:** Berlin, Germany
- **Client:** Berliner Verkehrsbetriebe (BVG)
- **Running Time:** 2024
- As part of this project, a comprehensive analysis of the operational processes and structure of the BVG internal training center was conducted, specifically focusing on the "Betriebsschule U-Bahn" (U-Bahn Training School). The aim was to identify strengths and weaknesses, develop a concept for future improvements, and design target processes to meet the evolving demands of the industry. The project was executed in four work packages, which included assessing the current state, identifying strengths and weaknesses, developing target processes, and creating an implementation plan.



- Our solutions:
  - Detailed analysis and optimization of the course organization and administrative processes
  - Introduction of a centralized "document library" for structured and efficient management of training materials
  - Proposal for a new or adapted personnel structure, including specific qualifications and career development opportunities
  - Integration of modern technologies such as advanced simulators, VR, and AR into the training programs to enhance learning outcomes

## Our References

# Etihad Rail DB – Establishment of Vocational Education & Rail Diploma

- **Location:** Abu Dhabi, UAE
- **Client:** Etihad Rail DB Operations LLC
- **Running Time:** 2015 - 2017
- In the United Arab Emirates, a new rail transport company called Etihad Rail DB Operations (ERDB) has been established as a joint venture between DB Cargo and Etihad Rail. The specific challenge in this case was that no rail infrastructure existed in this region beforehand. This, in turn, raised important questions such as how to ensure the transfer of skills and knowledge to UAE nationals to enable them to operate their national railway independently. Here, DB Rail Academy has offered its services to help achieve the railway related goals of the national Emiratization policy; **Emiratization** is a governmental initiative which aims to employ its citizens in a meaningful and efficient manner.



- Our solutions:
  - Conduction of a **training needs analysis** (TNA) for Emiratization in the railway industry
  - Definition of targets and priority job profiles, **strategic staff planning, recruitment channels, methods and modules for the training program**
  - Development of a **vocational education** approach in cooperation with the local educational entity and DB in order to establish the first railway diploma
  - **Business strategy development for a Railway Institute**
  - **Transfer of knowledge** and skills to UAE nationals so that they can operate the national railway independently



Photo: ProMap

## Our References

# Railway Transport College Georgia

- **Location:** Tiflis, Georgia
- **Client:** Georgian Railways
- **Running Time:** 2016 - 2017



- Vocational education and training in Georgia has been undergoing a reform process since 2013. In 2016, **Deutsche Bahn (DB) and Georgian Railways (GR) started the Rail Transport College (RTC)**. The college was established to provide **high-quality vocational training** and to qualify personnel in accordance with national and international standards.
- Our solutions:
  - **Assessment** report
  - Development of **curricula, training documents, e-learning** units as well as an **examination process**
  - Support in **procurement** of railway models and simulator
  - **Training of the lecturers** (“train-the-trainer”)



Photo: ProMap

- Our References

# Implementation Logistic Academy Georgia

- **Location:** Georgia
- **Client:** PEM Consulting
- **Running Time:** 2022 - 2027

- In cooperation with PEM Consulting we are designing and implementing the first **logistics academy in Georgia**

- Our solutions:

- **Infrastructure design**
- Development of **curricula, training documents**
- **Assessment and Training of the lecturers** (“train-the-trainer”)
- **Political support**



PDF Document



Photo: Conecept



### Preparation of a Business plan for Azerbaijan Railways, Azerbaijan

**Client:** Azerbaijan Railways (ADY), World Bank (financing body)

**Duration:** 2016-2017

As many rail companies of CIS states, ADY faced the problem of a low financial performance and an investment backlog. Hence ADY look for a partner to analyze the company and its actual and potential markets and to develop a plan how to improve the company's situation by developing an approach to make the organization more effective enabling to tap the potential of its markets better and to put up a plan for the improvement of the infrastructure.

#### Works performed:

- Market Analysis & Development of market strategy incl. Product Portfolio, Tariff framework
- Operations analysis and development of operational strategy
- Infrastructure analysis and development of infrastructure implementation road map
- HR analysis and development of HR strategy
- Organization analysis and development of organizational target structure
- Development of the financial model
- Provision of the financial model for future alignment by ADY themselves
- The project was a joint venture with KPMG



– Our References

## – Digitalization of DB Netz Maschinenpool

- **Location:** Berlin, Germany
- **Client:** DB Netz Maschinenpool
- **Running Time:** 2016 – 2021
- DB Netz Maschinenpool owns and operates rail vehicles for the maintenance of rail infrastructure. In line with the DB group's digitalization strategy, DB Netz Maschinenpool launched a comprehensive initiative to digitalize existing processes in order to improve the quality of information provided to customers and to simplify business processes.
- Our solutions:
  - Implementation of an IT-system acting as a data integrator within the IT-landscape of DB Netz Maschinenpool
  - New IT-system as main working tool for organizing, handling, and documenting information related to vehicle maintenance
  - Further development of the system based on the needs derived from current usage of system



## - Our References

# - Training Needs Analysis for the Roads and Transport Authority (RTA)

- **Location:** Dubai, UAE
- **Client:** Roads and Transport Authority (RTA)
- **Running Time:** 2017 - 2019



- DB E&C conducted a training needs analysis for executives as well as for the middle- and top-managers of the Roads and Transport Authority (RTA) and three of its affiliate agencies, namely the Rail Agency (RA), the Public Transport Authority (PTA) and the Traffic and Roads Authority (TRA). The goal of this project was to develop related curricula and training program architectures, including execution plans.

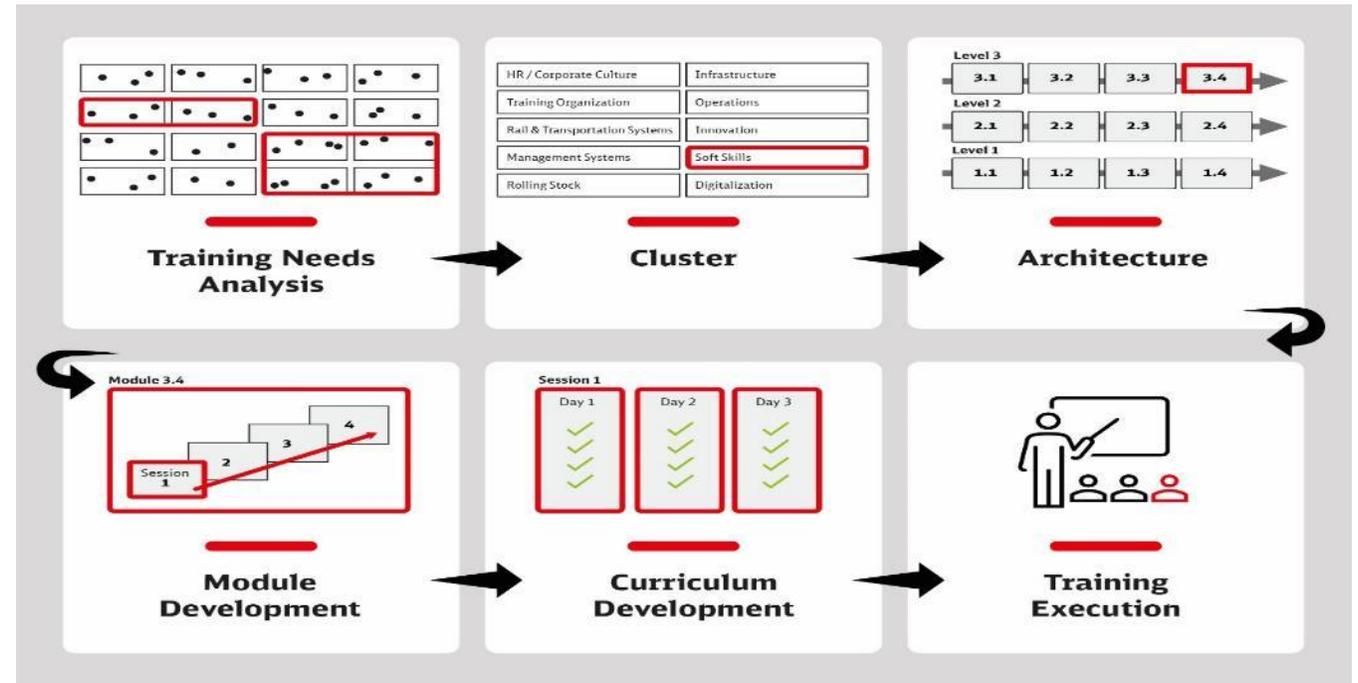
### - Our solutions:

- 4 sectors analyzed: Rail, Public Transport, Roads, Taxi & Water Taxi
- Development of strategy for Training Center establishment including business model and organizational structure
- Design and development of training architecture for rail related professions
- Design and implementation of horizontal and vertical skill development
- Conduction of training needs analysis (TNA)
- Conduction of leadership and technical trainings



Photo Heiko Scholz

# DB Rail Academy was conducting a comprehensive training analysis for the government of Dubai. Starting point of a successful academy project.



## Our References

# Establishment of Transportation Center

- **Location:** Dubai, UAE
- **Client:** Roads and Transport Authority (RTA)
- **Running Time:** 2017-2024



- Following the Training Needs Analysis commissioned by the Roads and Transport Authority (RTA), DB Rail Academy supported RTA in the establishment of a Training Center for different professions in the transport sector.

- Our solutions:

- Comprehensive TNA for **Rail Agency, Public Transport Agency (bus and water), and Traffic and Road Agency**
- Designing and developing the training architecture for rail, roads, traffic, and bus-related professions (**>140 training modules**)
- Conducting **leadership and technical trainings**
- Development of a **Business Plan, Organizational Structure, Strategic Plan, Training Architecture, Training Development & Training Delivery**
- **"International Rail Professional Program"** for middle management: 10 training programs with assessment, testing, and certification
- Developing and delivering the "Young Mobility Program" for young engineers
- Developing and delivering a technical training package in 2023
- Conducting an in-depth market analysis for Dubai and neighboring countries
- Developing a proactive market strategy, business model, and organizational structure for a Transportation Center



Photo: Marcus Braun



Photo: Heiko Scholz



Photo: Heiko Scholz

– Our References

## – Market Study Africa: Training Needs & Impacts of COVID-19

- **Location:** Remote
- **Client:** Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Headquarters Germany
- **Running Time:** 2020 - 2021
- Insufficiently qualified workers, a lack of infrastructure and underdeveloped markets pose major challenges for the private sector in Africa – and the COVID-19 pandemic has exacerbated this situation further. The automotive industry, in particular, with its manufacturing facilities, feared production losses in the long term. Therefore, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) commissioned a market analysis which should serve as a starting point to identify training and re-training needs for the automotive and mobility sectors in 12 African countries. Subsequently, a roadmap suggesting different measures ranging from short- to long-term solutions was created. These are intended to mitigate the economic as well as the health consequences of the pandemic and to secure job opportunities in the automotive and mobility industry through digital training measures.



- Our solutions:
  - Data analysis and desktop research
  - 12 countries analyzed: Côte d'Ivoire, Egypt, Ethiopia, Ghana, Kenya, Morocco, Rwanda, Senegal, South Africa and Tunisia
  - 64 online surveys
  - 12 key expert interviews



Photo: DB Schenker Campus MEA

## - Our References

# - Safety, Quality & Environment Sparring with SBB

- **Location:** Remote, Switzerland
- **Client:** Schweizerische Bundesbahnen (SBB)
- **Running Time:** 2021
- The project built on the insights gained in the PeMo (**P**endler**m**obilität – Commuter Mobility) Safety, Quality & Environment Sparring and identified measures to reduce workload. As part of the overall project, a competency analysis aimed to identify competencies required in management functions and to derive recommendations. The results served as a basis for discussions with relevant stakeholders (HR, work councils etc.) to decide whether to develop, promote or to refocus responsibilities.
- Our solutions:
  - Review of SBB competency management and consideration of relevant framework by benchmarking with relevant DB competency profiles
  - Definition of target competencies and development of a competency scoring model
  - Conduction of personality online tests and interviews with executives
  - Evaluation of competencies and derivation of individual recommendations and measures (e. g. qualifications, trainings etc.)



Photo: Schweizerischen Bundesbahnen

- Our References

## - Competency Management Framework for Saudi Arabian Railways

- **Location:** Riyadh, Kingdom of Saudi Arabia
- **Client:** Saudi Arabia Railways (SAR)
- **Running Time:** 2021



- A holistic competency management framework incorporating all of SAR's pre-existing activity-based management systems was developed for company-wide usage. It can be employed for performance assessment as well as for individual and professional development.
- Our solutions:
  - Conduction of surveys, integration of SAR's job descriptions, benchmarking and involvement of different DB experts
  - Development of competency catalogue comprising 270 competencies with three different proficiency levels, each of them linked to specific development measures
  - Development of 94 standard competency profiles on departmental level as well as 505 job-specific competencies
  - Development of 60 competency maps on departmental level



Photo: Saudi Arabia Railways

- Our References

## - Succession Planning Process (SPP) for Saudi Arabian Railways (SAR)

- **Location:** Riyadh, Kingdom of Saudi Arabia
- **Client:** Saudi Arabia Railways (SAR)
- **Running Time:** 2021-2022
- Following the merger of the Saudi Railways Organization (SRO) and Saudi Arabian Railways (SAR) in 2021, which created a national rail company in the Kingdom of Saudi Arabia, SAR has cooperated with DB Rail Academy in expanding its competency management system enterprise-wide. In the medium term, the company intends to fill most of its key positions largely from within its own ranks. With the support of DB Rail Academy, a comprehensive succession planning system for SAR's top management functions has been implemented to ensure the knowledge transfer within the company.



- Our solutions:
  - 20 job-specific case studies
  - 24 potential successors for L1 positions identified
  - 48 potential successors for L2 -L3 positions identified
  - 48 psychometric test results evaluated
  - 48 individual development plans
  - 18 experts from DB E.C.O. as assessors



Photo: Saudi Arabia Railways

- Our References

## -Pioneers & Training Program for Saudi Arabian Railways (SAR)

- **Location:** Riyadh, Kingdom of Saudi Arabia
- **Client:** Saudi Arabia Railways (SAR)
- **Running Time:** 2021 -



- The Pioneers Program is a program that provides new SAR employees, most of them fresh graduates, with an opportunity to experience the rail industry best practices. After conducting a training needs analysis, SAR determined 8 different areas where training to gain further knowledge and skills were required for its Pioneers. In accordance with the results of this analysis, DB Rail Academy then developed an interactive training program that focuses on technical and soft skill related competencies. Our technical and soft skills courses were complemented by a 2-week secondment program which took place in Germany.
- Our solutions:
  - Combination of soft skills and technical courses covering topics such as: Team Building, Emotional Intelligence; General Overview of Railway, Fundamental Knowledge of the Railway Industry, Economics in Railway Business, Rail Operations Management Fundamentals
  - 2-week secondment program in Germany, including a training on Railway Business in the VUCA (**V**olatility, **U**ncertainty, **C**omplexity, **A**mbiguity) World as well as on-the-job training and mentoring



Photo: Saudi Arabia Railways

## Our References

# Masterplan capacity building of Egyptian's Transport Sector Analysis of Vocational & Further Education Systems

- **Location:** Egypt
- **Client:** Egypt National Rail (ENR), Egyptian Company for Metro Management and Operations (ECM), National Authority for Tunnels (NAT)
- **Running Time:** 2022
- DB Rail Academy conducted an analysis of the Egyptian transport sector. Due to significant investments in the sector **35.000 new jobs** would be built an various new technologies would be introduced. The goal of the analysis was to prepare for future needs and derive measures to improve the educational quality in the transport sector. For this purpose, various aspects were investigated, for instance which infrastructure was available for training purposes and the qualification of trainers.
- Our solutions:
  - Comprehensive **analysis of the transport and education sector**
  - **Business plan and investment needs**
  - **Qualification frameworks** identification
  - **Infrastructure requirements** evaluation
  - Validation of **curricula**
  - Training needs analysis (**TNA**)
  - **Trainer assessment**



Photo: David Rathmer



Photo: David Rathmer

- Our References

## - Optimization of HR & Training Processes, Performance and Tools

- **Location:** Buenos Aires, Argentina
- **Client:** Metrovías
- **Running Time:** 2018



- DB was asked to identify core areas for improvement to help with the modernization process of Metro Buenos Aires. Here, a special focus was laid on performance and level of services. After the final report was submitted and appropriate improvement measures were presented, several trainings were conducted as an initial step.
- Our services:
  - Core areas for improvement identified for the transformation process: Corporate Culture & Leadership, Organizational Transformation & Standardization, Capacity Building, Training Institute for Metro
  - Development of recommendations for specific improvement measures



Photo: DB Rail Academy

## - Our References

# - Cross-Border Recruiting & Qualification of Train Drivers in Egypt

- **Location:** Egypt & Germany
  - **Client:** DB Regio AG & DB Fernverkehr AG
  - **Running Time:** 2022 - 2024
- The German economy is facing a shortage of skilled workers. In an effort to alleviate this problem, DB Fernverkehr and DB Regio have commissioned DB Rail Academy with the development of a Cross-Border Recruiting & Qualification Program with the aim to qualify Egyptian nationals as train drivers for Deutsche Bahn. In the first phase of the project, DB Rail Academy conducted a feasibility study to evaluate different scenarios for the cross-border education of the candidates in Egypt and Germany. In phase 2, a comprehensive qualification concept was designed and implemented. This concept covers technical as well as cultural and linguistic aspects since the candidates must have reached German proficiency level B2.2 by the time they continue their education in Germany. The goal of the program is to employ the train drivers in Germany on a long-term basis which is why they will also be allowed to bring their families.



- Our services:
  - Feasibility study to determine different scenarios for the cross-border education initiative
  - Design and implementation of a comprehensive qualification program including technical, cultural and German language lessons
  - Provision of EBA-recognized train driver education according to German standards
  - Project management from recruiting to working in Germany



Photo: DB Rail Academy



Photo: DB Rail Academy



Photo: DB Rail Academy



Photo: DB Rail Academy

- Our References

## - Feasibility Study for qualification of Train Drivers in India

- **Location:** Germany & India
- **Client:** DB Regio AG
- **Running Time:** 2023



- DB Rail Academy proposed to develop a feasibility study for a cross-border recruitment and qualification concept targeting the acquisition and development of new train drivers from India for DB Regio AG. Collaborating with DB Regio AG and Deutsche Bahn AG's recruitment department, DB Engineering & Consulting (DB E&C) conducted this study encompassing preliminary, economic, labor market, technical, organizational, risk, and psychological suitability analyses. The goal was to address the train driver shortage significantly by leveraging DB E&C's network in India and exploring potential qualifications recognition in Germany. The proposal included language proficiency criteria, selection of language schools, pre-training concepts, and identification of funding options, culminating in a cost overview and implementation plan.
- Our services:
  - Conducted comprehensive analyses including legislative frameworks, labor market conditions, and potential risks
  - Developed a detailed concept encompassing language proficiency criteria, pre-training programs, and recognition of qualifications, addressing the shortage of train drivers effectively



Photo: DB Rail Academy



Photo: DB Rail Academy



Photo: DB Rail Academy



Photo: DB Rail Academy



Photo: DB Rail Academy

- Our References

## - Feasibility Study for qualification of Train Drivers in KZ & UZB

- **Location:** Germany, Kazakhstan, Uzbekistan
- **Client:** DB AG
- **Running Time:** 2024



- DB Rail Academy proposed to develop a feasibility study for a cross-border recruitment and qualification concept targeting the acquisition and development of new train drivers from Uzbekistan and Kazakhstan for DB Regio AG. Collaborating with Deutsche Bahn AG's recruitment department, DB Engineering & Consulting (DB E&C) conducted this study encompassing preliminary, economic, labor market, technical, organizational, risk, and psychological suitability analyses. The goal was to address the train driver shortage significantly by leveraging DB E&C's network in Uzbekistan and Kazakhstan and exploring potential qualifications recognition in Germany. The proposal included language proficiency criteria, selection of language schools, pre-training concepts, and identification of funding options, culminating in a cost overview and implementation plan.
- Our services:
  - Conducted comprehensive analyses including legislative frameworks, labor market conditions, and potential risks
  - Developed a detailed concept encompassing language proficiency criteria, pre-training programs, and recognition of qualifications, addressing the shortage of train drivers effectively

- Our References

## - Feasibility Study for qualification of Electricians in Egypt

- **Location:** Egypt & Germany
- **Client:** DB Regio AG, DB Fernverkehr, DB Netz
- **Running Time:** 2023



- DB Rail Academy proposed to develop a feasibility study for a cross-border recruitment and qualification concept targeting the acquisition and development of new electricians/mechatronics professionals from Egypt for DB Netz, DB Regio AG and DB Fernverkehr. Collaborating with DB Regio AG's subsidiary and Deutsche Bahn AG's recruitment department, DB Engineering & Consulting (DB E&C) conducted this study encompassing preliminary, economic, labor market, technical, organizational, risk, and psychological suitability analyses. The goal was to address the shortage of electricians/mechatronics professionals significantly by leveraging DB E&C's network in Egypt and exploring potential qualifications recognition in Germany. The proposal included language proficiency criteria, selection of language schools, pre-training concepts, and identification of funding options, culminating in a cost overview and implementation plan.
- Our services:
  - Conducted comprehensive analyses including legislative frameworks, labor market conditions, and potential risks
  - Developed a detailed concept encompassing language proficiency criteria, pre-training programs, and recognition of qualifications, addressing the shortage of bus drivers effectively

- Our References

## - Feasibility Study for qualification of Electricians/ Mechatronics in

- **Location:** India & Germany
- **Client:** DB Regio AG, DB Fernverkehr
- **Running Time:** 2024



- DB Rail Academy proposed to develop a feasibility study for a cross-border recruitment and qualification concept targeting the acquisition and development of new electricians/mechatronics professionals from India for DB Regio AG and DB Fernverkehr. Collaborating with DB Regio AG's subsidiary and Deutsche Bahn AG's recruitment department, DB Engineering & Consulting (DB E&C) conducted this study encompassing preliminary, economic, labor market, technical, organizational, risk, and psychological suitability analyses. The goal was to address the shortage of electricians/mechatronics professionals significantly by leveraging DB E&C's network in India and exploring potential qualifications recognition in Germany. The proposal included language proficiency criteria, selection of language schools, pre-training concepts, and identification of funding options, culminating in a cost overview and implementation plan.
- Our services:
  - Conducted comprehensive analyses including legislative frameworks, labor market conditions, and potential risks
  - Developed a detailed concept encompassing language proficiency criteria, pre-training programs, and recognition of qualifications, addressing the shortage of bus drivers effectively

- Our References

## - Feasibility Study for qualification of bus drivers

- **Location:** Uzbekistan, Egypt, South Africa, Turkey, Colombia & Germany
- **Client:** DB Regio AG, DB Fernverkehr
- **Running Time:** 2024
- DB Rail Academy proposed to develop a feasibility study for a cross-border recruitment and qualification concept targeting the acquisition and development of new bus drivers from various countries for DB Regio Bus. DB Engineering & Consulting (DB E&C) conducted this study encompassing preliminary, economic, labor market, technical, organizational, risk, and psychological suitability analyses. The goal was to address the shortage of bus drivers significantly by leveraging DB E&C's network in selected countries, including Turkey, Egypt, South Africa, Colombia, and Uzbekistan. The study consisted of two parts: initially analyzing the countries, followed by a steering committee decision to focus on one country. The proposal included language proficiency criteria, selection of language schools, pre-training concepts, and identification of funding options, culminating in a cost overview and implementation plan.



- Our services:
  - Conducted comprehensive analyses including legislative frameworks, labor market conditions, and potential risks
  - Developed a detailed concept encompassing language proficiency criteria, pre-training programs, and recognition of qualifications, addressing the shortage of bus drivers effectively

- Our References

## - Project Management Organisation or ETCS Installation of ICE 3

- **Location:** Germany
- **Client:** DB Fernverkehr
- **Running Time:** 2024
- DB Rail Academy initiated a project aimed at enhancing project management processes and organizational efficiency. The project involved tasks such as tracking progress, drafting management reports, documenting meetings, mediating between stakeholders, and ensuring document quality. These efforts facilitated improved communication, alignment with organizational goals, and timely project completion.



- Our services:
  - Define Lvl 1-3 Milestones
  - Implementing MTA-Reports and new reporting structures
  - Creating Management Reports for steering committees
  - Restructuring Sharepoints

A group of diverse graduates in blue gowns and caps, celebrating with their arms raised and caps tossed in the air. The background shows a city skyline under a bright sky.

**Thank you  
so much**



DB

