



2018

**Annual Report
by the Federal
Employment Agency**



Bundesagentur für Arbeit
bringt weiter.

THIS IS HOW THE FEDERAL EMPLOYMENT AGENCY PERFORMS



CUSTOMER SERVICE

95,000

customer telephone calls
daily

15,000

visitors to the vocational
information centers daily

< 11 min.
average wait



GUIDANCE AND PLACEMENT

14,000

vocational guidance sessions
daily

8,000

departures from unemploy-
ment and into employment
and training daily

5,700

vacancies filled daily



IT LANDSCAPE

2,400

IT employees

9,200

servers (of which 4,500
were virtual)

160,000

networked PCs

2

redundant data centres

MONTHLY TRANSACTIONS

41^m

emails

11^m

postal dispatches

16^m

bank transfers (approx. EUR 8
billion)

**Operating one of
Germany's largest
IT landscapes**

The BA is your competent point of contact for topics relating to the training placement service. Every day it offers guidance to people on vocational matters. It provides support to citizens in the form of cash benefits such as unemployment benefit and child benefit. For the BA, the individual is at the centre of everything it does.



SERVICES PROVIDED

8,900

unemployment benefit
applications granted daily

7,700

child benefit applications
daily



STAFF

98

nations

95,000

people employed across the
federal republic

> 1,200

newly appointed young professionals
per recruitment year

330,000 IN-SERVICE TRAINING DAYS

Federal Employment Agency – moves forward.

The Federal Employment Agency (BA) sees itself as a customer-oriented service provider in the labour market. Its goal is to provide guidance and support for people in their lives, and to facilitate their integration into developments in the labour market. In doing so, it places the concerns and expectations of its clients at the centre of its work, within the framework of its legal mandate and the statutory opportunities available to it.

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ORGANISATION

STAFF RESOURCES

EXECUTIVE BOARD

- Chairperson of the Executive Board
- Board Member for Regions
- Board Member for Resources

CENTRAL OFFICE IN NUREMBERG
(Central staff council)

10 REGIONAL DIRECTORATES
(District staff council)

156 EMPLOYMENT AGENCIES AND
APPROX. 600 BRANCHES

303 JOBCENTRES RUN IN
COOPERATION WITH COUNTIES
AND INDEPENDENT TOWNS

Benefits aimed at facilitating workplace
integration and safeguarding the
subsistence of employable persons
entitled to benefits.

OFFICES

FAMILY BENEFIT OFFICE

INTERNATIONAL
SERVICES (ZAR)

INSTITUTE FOR
RESEARCH (IA)

LEADERSHIP A

UNIVERSITY OF
(HDBA) – STAT
FOR LABOUR M

IT SYSTEM HO
INFORMATION

BA SERVICE H
SERVICE PRO

EMPLOYMENT AGENCY

REPRESENTATION

OFFICE
AND SPECIALISED
(V) IN BONN
FOR EMPLOYMENT
(B) IN NUREMBERG
ACADEMY AT THE BA (FBA)
OF APPLIED LABOUR STUDIES
E-APPROVED UNIVERSITY
MARKET MANAGEMENT
HOUSE –
TECHNOLOGY OF THE BA
HOUSE –
PROVIDER OF THE BA

- Each department has 1 staff council, which deals with:
- ensuring compliance with employee rights
 - employee complaints and suggestions
 - the integration of the severely handicapped and foreign employees, as well as equal opportunities management

SELF-ADMINISTRATION

2,800 REPRESENTATIVES

EMPLOYEES
EMPLOYERS
PUBLIC
CORPORATIONS



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OUR PROFILE



RAIMUND
BECKER

VALERIE
HOLSBOER

DETLEF
SCHEELE

The executive board manages the Federal Employment Agency and conducts its business. It consists of the Chairman and two further members.



EXECUTIVE BOARD OF THE BA

DETLEF SCHEELE

Chairman of the Executive Board of the BA, Director Labour Market

born on 30 September 1956 in Hamburg, married, three children

Since 1 April 2017: Chairman of the Executive Board of the BA

2015: Member of the Executive Board of the BA

2011–2015: Senator for Labour, Social Affairs, Family and Integration in the Free and Hanseatic City of Hamburg

2010–2011: Spokesman of the Board of Management, ELBE-Werkstätten GmbH

2008–2009: State Secretary in the Federal Ministry of Labour and Social Affairs

1995–2008: Managing Director of HAB Hamburger Arbeit – Beschäftigungsgesellschaft mbH, from 1997 onwards also Managing Director of Arbeitsstiftung Hamburg – Gesellschaft für Mobilität im Arbeitsmarkt mbH

RAIMUND BECKER

Executive Board: Director Regions

born on 23 January 1959 in Neunkirchen/Saar, married, one child

Since 2004: Member of the Executive Board of the BA

2003: Headquarters of the Federal Labour Office: Business Unit Manager for Cash Benefits, Social Security, Law, Legislation

1991–2003: Landesarbeitsamt Rheinland-Pfalz-Saarland: Head of various units, Head of the Service Department, Head of Human Resources Development, Human Resources Planning, Finance and Infrastructure

1989–1991: Employment Agency, Bad Kreuznach: Head of the Employment Service and Vocational Guidance

1988–1989: Landesarbeitsamt Rheinland-Pfalz-Saarland: “Junior Employee Higher Service”

VALERIE HOLSBOER

Executive Board: Director Resources

born on 2 January 1977 in Munich, married, one child

Since 1 April 2017: Executive Board: Resources of the BA

2012–2017: Chief Executive of the association “Arbeitgebervereinigung Nahrung und Genuss (ANG) e.V.”

2010–2016: Member of the Board of Governors of the BA

2007–2017: Chief Executive of the association “Bundesverband der Systemgastronomie (BdS) e.V.” – Employer and business association of the industry

2003–2007: The association “Arbeitgeberverband der Versicherungsunternehmen in Deutschland (agv) e.V.”, employed in the Legal Department

LETTER FROM THE EXECUTIVE BOARD

Dear Sir or Madam,

The German labour market has shown a very positive development again in 2018. The uncertainties caused by international trade policies, the upcoming Brexit and Italian national debt may be growing, and research institutes predicting a weakening of the economic dynamics. But none of this could be felt on the labour and training market in Germany. Rather the opposite: Insurable employment continued to grow dynamically in 2018, unemployment and underemployment fell to the lowest level since reunification, and the demand for labour remained high.

A welcome aspect was that the unemployed at a further remove from the labour market were also able to benefit from the positive developments, with unemployment on basic income support showing a greater reduction on an annual average than the number of people registered for unemployment insurance.

Refugees, a significant group, are arriving in the German labour and training market in ever greater numbers: Just under 300,000 nationals of the most important non-European native countries of asylum seekers were in insurable employment in autumn 2018. This included just under 30,000 young people in a training relationship. These figures are encouraging, but we still need to plan for the long term.

The training market also witnessed a new phenomenon in 2018 from the applicants' perspective: For the first time in nearly 25 years, the employment agencies and jobcentres reported more registered in-company training market vacancies than applicants.

For all the positive developments in the labour market, the challenges facing politicians, social partners (management and labour), companies, employees – and us along with them – in the coming years are also emerging ever more clearly: securing manpower, and especially skilled workers, is becoming an ever more urgent task. This can

only succeed if everyone in Germany, if possible, is given an opportunity to participate in the labour market and get ahead professionally.

These challenges are additionally linked to all the consequences of the work environment's progressive digitalisation and automation. To help shape the digital transformation and support companies and employees alike in this will become one of the BA's decisive future tasks. This also applies with respect to our own staff.

Our strategy in this rests on three pillars.

The first pillar is called prevention: We tailor our vocational guidance for young people to the current and future requirements of the labour and training market. From the coming school year, we will be starting careers information from the 8th grade in general schooling already, and expanding our offer at upper secondary level. Added to this is the preventive counselling for (potential) training and study dropouts in the vocational schools and universities, as well as smart online proposals such as the self-exploration tool.

Our future vocational guidance is meant to be more customised, varied, modern and also digital. No young person should be left unaided at the decisive transition into working life, if possible. This is because good vocational training remains the most sustainable protection from unemployment and its social consequences.

Upskilling the unemployed and employed is our second pillar for making the best possible use of potential resources. The Qualification Opportunity Act that came into force on 1 January 2019 has markedly expanded our options for advancing the in-service training of employees, and for supporting employers in this task. Added to this is the upskilling counselling, which is now designed as forward-thinking guidance for people throughout their entire working lives: in the sense of a pilot function, we want to offer vocational



orientation in all the phases of their professional careers. With our findings from the testing of this service on a trial basis, we are expanding our offers for the employed and developing them further – in close coordination with enterprises and social partners.

At the same time, we are also unburdening those paying into an unemployment insurance scheme. The legislators have stipulated a reduction of their contributions from 3.0 to 2.5 percent from the start of the year.

As the third pillar, our work is focussed on supporting people who have been unemployed for a very long time. We want to improve their perspectives in the labour market for the long term and enable them to participate in society for more than just a limited period of time; in our view, this is also a natural part of a modern and sustainable skilled worker and training strategy. In addition to which it is necessary to preventively counter social upheavals in certain German regions, or the “bequeathing” of long-term unemployment’s damaging consequences to the next generation.

With the financial means and two regulatory instruments in Social Security Code II provided to jobcentres by the legislators in the new “Participation Opportunity Act”, we

will succeed in this tangibly better now. As an important socio-political player on a local level, we share in the responsibility for social cohesion. The staff in the joint institutions provide a service that is as challenging as it is outstanding every day – as do their colleagues in the employment agencies.

These three pillars call for a solid foundation – also within our own organisation. Which is why we started the “Strategy 2025” process last year together with all the managerial staff of the Federal Employment Agency and jobcentres as joint institutions, and defined important action areas for our future work. In doing so, we are also creating the conditions in our organisation for remaining well-equipped to bring about changes in the labour market.

It is our ambition to be the institution which provides all our clients with individual advice, placement and access to job qualifications. The joint shaping of the local labour market with our local authority partners and close, dovetailed cooperation on an equal footing are guiding our actions in this regard.

This Annual Report is intended to show you what informed our work and our tasks in the past year. We hope you enjoy an interesting and insightful read.

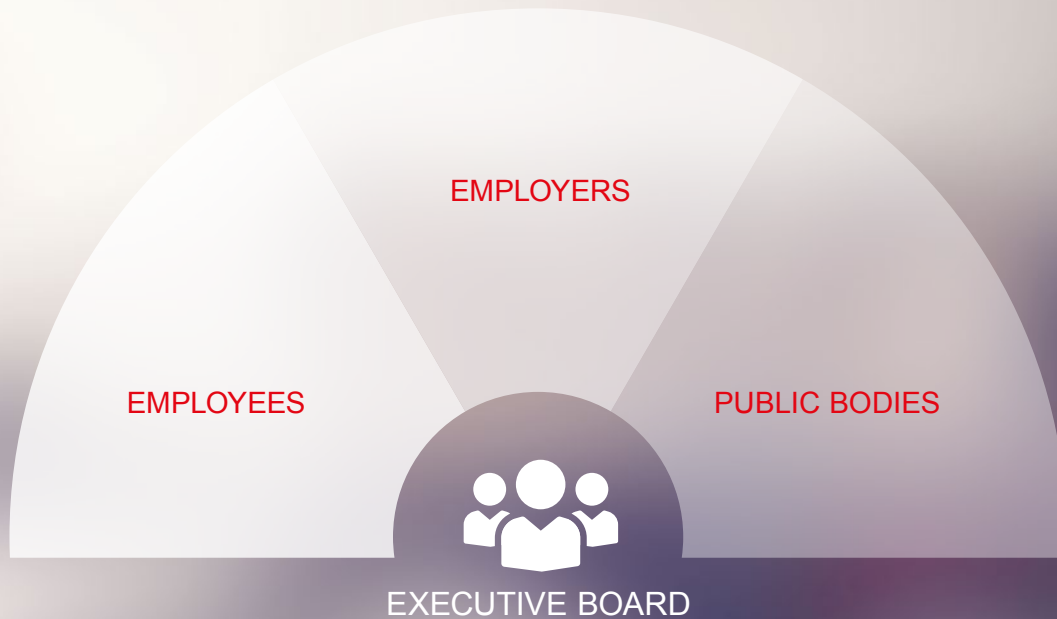
Warmest regards,

DETLEF SCHEELE
Chairman of the Executive Board

RAIMUND BECKER
Executive Board:
Director Regions

VALERIE HOLSBOER
Executive Board:
Director Resources

BOARD OF GOVERNORS OF THE BA



The central function of self-governance is the Board of Governors. It oversees and advises the Executive Board on the execution of tasks, and offers important impetus for the ongoing development of the BA.

The Board of Governors proposes the Chairman or Chairwoman to the Federal Government, as well as the other members of the Executive Board at the BA, who are to be appointed by the Federal President.

In addition to the information required by the Board of Governors, the Executive Board regularly reports to the Board of Governors on all important topics and developments. Other key tasks of the Board of Governors include:

- Determination of the strategic orientation and business policy goals
- Resolution of the statute of the Federal Employment Agency
- Determination of budgets
- Decree of resolutions
- Approval of the Annual Report by the Executive Board
- Approval of the rules of procedure of the Executive Board.

One third of the Board of Governors is made up of representatives from the following three groups: employees, employers and public bodies. For each group, seven members and five deputy members are appointed by the Federal Ministry of Labour and Social Affairs.



GROUP OF EMPLOYEES

ANNELIE BUNTENBACH

German Federation of Trade Unions

GABRIELE GRÖSCHL-BAHR

United Services Union ver.di

JOHANNES JAKOB

German Federation of Trade Unions

PETRA REINBOLD-KNAPE

Mining, Chemical and Energy Union

DIETMAR SCHÄFERS

Construction, Agriculture and Environment Union

BURKHARD SIEBERT

Food and Catering Union

DR. HANS-JÜRGEN URBAN

Metalworkers Union

GROUP OF EMPLOYERS

BERTRAM BROSSARDT

Bavarian Industry Association

PETER CLEVER

Federal Association of German Employers' Associations

NINA GÜNTHER

Siemens AG

INGRID HOFMANN

Federal Employers' Associations of Personnel Services Providers

DR. ANNA ROBRA

Federal Association of German Employers' Associations

KARL-SEBASTIAN SCHULTE

Central Association of German Craft Trades, Trade Association German Craft Trades

OLIVER ZANDER

Employers' Associations in the Metal and Electrical Industry (Gesamtmittel e.V.)

GROUP OF PUBLIC BODIES

BETTINA BUNDSZUS

Federal Ministry of Family Affairs, Senior Citizens, Women and Youth

DR. WOLFGANG DIPPEL

Hesse Ministry for Social Affairs and Integration

DR. THOMAS GERHARDT

Federal Ministry of Finance

DR. FRIEDERIKE HAASE

Ministry of Labour, Social Affairs, Health and Family, Brandenburg

STEFAN HAHN

Deutscher Städtetag (Association of German Cities and Towns)

DR. ELISABETH NEIFER-PORSCH

Federal Ministry of Labour and Social Affairs

KATRIN SCHÜTZ

Ministry for Economic Affairs, Labour and Housing, Baden-Württemberg

DEPUTIES

DR. STEFANIE JANCZYK

Metalworkers Union

MATTHIAS JENA

German Federation of Trade Unions, Bavaria

ANSGAR KLINGER

Union for Education and Science

DAGMAR KÖNIG

United Services Union ver.di

UWE POLKAEHN

German Federation of Trade Unions, Northern Region

PETER HAAS

Südwesttextil e.V.

GERHARD HANDKE

Federal Association of Wholesale, Foreign Trade, Services

HERBERT HÜSGEN

Federal Association of Horticulture, Landscaping & Sports Facilities Construction

DR. KLAUS-PETER STILLER

Federal Employers' Association of the Chemical Industry

DR. JÜRGEN WUTTKE

Federal Association of Germany Employers' Associations

PETRA LOTZKAT

Authority for Labour, Social Affairs, Family and Integration of the Free and Hanseatic City of Hamburg

DR. THILO ROHLFS

Ministry for Economic Affairs, Transport, Labour, technology and Tourism of the Land of Schleswig-Holstein

DR. PHILIPP STEINBERG

Federal Ministry for Economic Affairs and Energy

DR. IRENE VORHOLZ

Deutscher Landkreistag (association of German counties)

CHRISTIANE VOß-GUNDLACH

Federal Ministry of Labour and Social Affairs

FOREWORD BY THE BOARD OF GOVERNORS



PETER CLEVER
Chairman of the Board of Governors



**ANNELIE BUNTEN-
BACH**
Deputy Chair-
woman of the
Board of
Governors

CUSHIONING STRUCTURAL CHANGE BY QUALIFICATION

Structural change will transform work in the coming years. To maintain the employability of employees in a changing work environment and establish a new upskilling culture, the Federal Government has initiated the Qualification Opportunity Act and development of a national upskilling strategy with the social partners. The BA has a key role to play in the implementation.

With the Qualification Opportunity Act, the BA will in future be better able to support upskilling where employed and unemployed persons are affected by digital and other structural change. The task will particularly reside in supporting corporate commitment to upskilling without re-

placing it. The reform simultaneously serves to reinforce the upskilling counselling for employees and qualifications counselling by the BA for employers. Especially in times of change, offering people security is of the essence. Particularly the BA is assigned an important role here, too, in offering people security and support reliably and quickly.

IMPROVING COUNSELLING

The BA Board of Governors attaches great importance to the BA developing its counselling services further in a targeted manner, and improving their quality. Practice-oriented careers information and vocational guidance is an important element of preventive labour market policy. In a first step, the Board of Governors has decided on



the nationwide introduction of lifelong vocational guidance for counselling before working life. It welcomes the concomitant aim of the BA to enhance the quality and quantity of the counselling for young people. Especially the counselling from as early as the eighth school year and expansion of the offer at upper secondary school level, both at the school as a counselling location, can improve the support for a realizable and viable career or study choice by adolescents. With a self-exploration tool, the BA is providing a digital service that is tailored to the young target group and designed to support them in their vocational orientation and consultations with the specialists of the BA. The Board of Governors will decide on the expansion of lifelong vocational guidance in gainful employment after the evaluation of the model phase in 2019. The BA will cooperate with the providers of other support services in networks in all its counselling services.

INTENSIFYING THE UPSKILLING – UNBURDENING THE CONTRIBUTORS

The BA is well-positioned with the 2019 budget for cushioning the structural change and supporting adjustment processes. With its contribution-financed budget, the BA sets business policy priorities for upskilling and qualification in the unemployment insurance scheme for 2019. Given the expected growth in demand, the Board of Governors has increased the budget for upskilling the employed by 100 million euros. This makes a sum total of 2.1 billion euros available for upskilling support. In addition, the Board of Governors has increased the estimate for unemployment benefit in professional development by 100 million euros. Around 10 billion euros are budgeted for all labour market measures in 2019 overall. This means that no meaningful qualification process will founder on a lack of funds.

The Board of Governors has furthermore increased the overall budget for promoting the participation of disabled people again, as in the previous year. With this, the BA is meant to continue making an important contribution to strengthening the inclusion of people with disabilities.

It has simultaneously proved possible to make solid provision for leaner times in the BA budget. Given that the reserve has exceeded the target value of 20 billion euros for compensating economic fluctuations, employers and employees were also unburdened by lowering the contribution from 3.0 to 2.5 percent.

REDUCING DISPARITIES IN THE TRAINING MARKET

The Board of Governors has taken an intensive look at the training market situation in 2018. The chances that training seekers will find a training market vacancy have further improved overall in the past vocational guidance year. Regional, vocational and qualification-related imbalances have further increased, however. In the discussion about the reorganisation of labour market measures in the transition phase from school to work, the Board of Governors attaches importance to an attendant improvement and simplification. The policy of accompanying adolescents during the support measures should be further expanded.

The Board of Governors has decided to support youth residences with investment grants from 2019 again for a limited time. Besides the individual support for young people, this will also contribute to promoting their mobility.

SECURING SKILLED WORKERS BY LABOUR MIGRATION

Given the growing demand for skilled workers and after exhausting the domestic potential, the Board of Governors also sees a need to bring about labour migration to a greater extent than heretofore under specific conditions. The BA and especially the International and Specialised Services have an important role to play in this. In the course of the debate on the Skilled Labour Immigration Act, which has now been introduced by the Federal Government, the Board of Governors and Executive Board installed an overarching working group on the subject of labour migration in 2018, composed of members of the Board of Governors and Administration of the BA, with the involvement of experts from unions, employers' associations, ministries and other institutions. The Board of Governors and Executive Board have approved the jointly formulated suggestions for simplifying targeted labour migration from third countries and introduced them into the political debate. A special focus in this was placed on the practicability of the measures and removal of practical as well as legal obstacles of the kind encountered in the current controlled immigration procedures.

ADEQUATE RESOURCES FOR A GOOD RANGE OF SERVICES

With the nationwide introduction of lifelong vocational guidance before the working life, the Board of Governors has also approved the personnel requirements identified for the purpose. The exact amount of counselling required under the Qualification Opportunity Act is not foreseeable yet. The same applies to questions concerning the personnel requirements possibly involved in the nationwide introduction of lifelong vocational guidance in the working life. The Board of Governors attaches importance to the BA's payroll being oriented towards actual demand.

The Board of Governors is hence against basing the number of employees on the unemployment rate, as many BA services are provided to external as well as internal clients irrespective of the number of registered unemployed. The Board of Governors deems staff cuts meaningful where unburdening effects have actually materialised through the digitalisation and automation of services. At the same time, it also supports a forward-thinking personnel strategy and personnel planning, as well as the regional presence of the BA.



PETER CLEVER
Chairman of the Board of Governors



ANNELIE BUNTENBACH
Deputy Chairwoman of the Board of Governors



The BA and especially the International and Specialised Services have an important role to play for labour migration.

OUR STRATEGY 2025: INITIAL SITUATION – VISION – REQUIREMENTS

INITIAL SITUATION

We as the BA have been extensively renewing and restructuring ourselves since the year 2003. In the public sector, this was a unique development. The introduction of a new, impact-oriented management and control model was a milestone for this. A modern controlling system has helped us ensure transparency and make our processes in the operative units more customer-oriented. Together with our municipal partners, we have successfully managed to implement the SGB II reform, one of the largest social reforms in the history of the Federal Republic. With these measures, we have found good answers to the high unemployment in the early years of the reform.

The employment agencies and jobcentres (in the form of a joint institution) have been able to register marked successes since then: the individual duration of unemployment has come down and the satisfaction of our clients on the employer and employee side has gone up. The prerequisite for this is and remains the reliable provision of cash benefits. And we are also successful economically: the unemployment insurance contribution rate was more than halved in this period.

We do not intend to rest on these successes. With the lowest unemployment rate since the beginning of the 1990s, what is needed now are also other answers than those still viable in 2003. We want to pick up on the “BA 2020” development programme and develop the contentual and processual cornerstones of “BA 2020” further. We have developed a vision for this on which we base a strategy for the BA, so that concrete initiatives for the coming years can be planned, implemented and tracked across various jurisdictions.

Starting from the megatrends, we identified four central developments that we expect to have a decisive influence on the labour market and participation opportunities in the coming ten to 20 years.

DEMOGRAPHIC CHANGE – THE DEMAND AND SUPPLY RATIO IS SHIFTING WHILE THE MARKETS ARE BECOMING MORE INTERNATIONAL AND NETWORKED:

The labour force potential in Germany is set to decline by around 3.7 million in the period from 2015 to 2040. It can thus be expected that a large part of the skilled workers going into retirement during this period will not be replaced by equally qualified younger employees. This will lead to a shift in the labour demand and supply.

STRUCTURAL CHANGE AND DIGITALISATION – THE EVERYDAY WORLD AND JOB DESCRIPTIONS ARE DRASTICALLY CHANGING DUE TO DIGITALISATION:

Looking at the years from 1995 to 2017, all highly developed nations registered declining employment in jobs requiring average qualifications. Employment in low- and highly skilled jobs is growing at the same time. Current studies by the Institute für Employment Research suggest that jobs in assistant-level and skilled professions already show a high change potential today because of digitalisation. Some job descriptions will accordingly experience drastic changes over the coming years.



FLEXIBILISATION AND INDIVIDUALISATION – WORK AND WORKERS ARE BECOMING MORE MOBILE AND INTERNATIONAL AND THE COMPETITION FOR QUALIFIED SKILLED WORKERS CONTINUES TO INTENSIFY:

Work is becoming more flexible, and employment histories more individual. Digitalisation and changing values, especially amongst younger employees, have led to a growing flexibilization of work. The new options as well as changed expectations will cause work to be made more flexible in time and space in the future. Employment histories with just one continuous job at a single employer – from training through to retirement – are becoming ever rarer at the same time. Job counselling needs are thus not limited to the case of unemployment, but increasingly also arise in the course of employment histories.

SOCIAL INEQUALITY – PARTICIPATION OPPORTUNITIES ARE UNEQUALLY DISTRIBUTED IN THE LABOUR MARKET AND THUS IN SOCIETY:

While the Federal Republic today has the lowest unemployment since the beginning of the 1990s, social inequality, for example as measured by the disposable income of private households, has clearly grown in the same period. The unequal participation opportunities also depend on people's qualifications. Upward mobility options find too little use in some cases. Regional disparities are an additional reason for unequal participation opportunities. We need further effective approaches for the longer-term unemployed to reintegrate them in working lives and let them participate in society again.

This background of developments and challenges gives rise to the following vision for the BA: Strategy 2025 – Today for Tomorrow.

REQUIREMENTS

To make this vision a reality, the following requirements need to be met and implemented in the day-to-day work. The five guiding principles resulting from them are explained on the following pages.



STRATEGY 2025
TODAY FOR TOMORROW

GUIDING PRINCIPLE 2:

We share in the responsibility for social cohesion and improve participation opportunities.

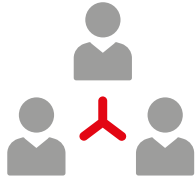


GUIDING PRINCIPLE 1:

For their clients, the employment agencies and jobcentres are the institutions to go to for individual advice, placement, access to qualifications and a reliable basis for their livelihoods.

PROVIDING CREATIVE LEEWAY | THINKING FROM THE CLIENT PERSPECTIVE





GUIDING PRINCIPLE 3:

We shape the training and labour market together with our cooperation partners.



GUIDING PRINCIPLE 4:

We use the potential of digitalisation in the interest of our clients and employees.



GUIDING PRINCIPLE 5:

Our work is competent, cooperative and passionately committed to providing our clients with the best possible service.

QUALIFICATION OF EMPLOYEES

PARTNERSHIP-BASED ACTION



GUIDING PRINCIPLE 1:
FOR THEIR CLIENTS, THE EMPLOYMENT AGENCIES AND JOBCENTRES ARE THE INSTITUTIONS TO GO TO FOR INDIVIDUAL ADVICE, PLACEMENT, ACCESS TO QUALIFICATIONS AND A RELIABLE BASIS FOR THEIR LIVELIHOODS.

Upskilling and counselling are essential success factors for the BA in times of rapidly changing job descriptions. Digitalisation causes jobs to be lost and creates new ones. We are therefore banking on early as well as lifelong guidance, and individual access to qualifications. Even in times of high dynamics and drastically changing requirements, we are thus ensuring a successful balance in the labour market between employers, employees and job seekers.

We are pursuing a sustainable and client-centred approach for this. Our staff are aware of the needs of our clients. This means that they know the work environment just as well as the skills and competences of their employee clients. They are attuned to each other by good communication and workflows. Based on the situation of the company or personal life situation, we offer individual counselling and qualification proposals. We prepare employee clients for the integration process in the company individually and provide them with lifelong guidance for a successful employment history and upward mobility. Applicants are suggested for employer clients on the basis of their requirements, and provided with counselling on securing labour and skilled workers as required. We want to activate the domestic labour force to the greatest possible extent. Where skilled workers are in short supply, we will also take international action to meet the demand for them.

Prevention is one of the essential cores of our counselling service. We provide forward-thinking advice. To do this, we need staff who are highly-trained experts. They are well versed in methodology, have an excellent knowledge of the labour market and its transformation, and know the potential and strengths of our clients.

We inform and advise our clients on benefit-related legal issues and thus create an essential prerequisite for their integration in the labour market and overcoming their dependence on assistance.

GUIDING PRINCIPLE 2:
WE SHARE IN THE RESPONSIBILITY FOR SOCIAL COHESION AND IMPROVE PARTICIPATION OPPORTUNITIES.

The most effective approach to reducing long-term unemployment would be to not let it come about in the first place. Only if we manage to prevent unemployment will we realise the objective of structurally containing long-term unemployment in the medium term, and of preventing it from being passed on from one generation to the next. To find the right approach to the complex issues of these clients, we work on integrated solutions with our local authority partners across jurisdictions, for example in youth welfare. We also resolve the health issues of our clients in cooperation with other institutions. Frequent personal contact with the clients and their coaching and navigation through temporarily difficult situations make the individual counselling successful here. Sustainable placement, particularly in good jobs that make ends meet, is in the foreground for us.

We reliably approve benefits and are able to act in crisis situations. We therewith make an important contribution to social cohesion.

As an ultima ratio, we advocate subsidised employment options so as to offer perspectives for the long-term unemployed wholack realistic chances in the regular labour market.

GUIDING PRINCIPLE 3:
WE SHAPE THE TRAINING AND LABOUR MARKET TOGETHER WITH OUR COOPERATION PARTNERS.

Society's ever more complex demands on state institutions call for more joint approaches. Our partners are invited to join us in giving life to this vision.

We cooperate with our network partners in the training and labour market on an equal footing, true to the motto that "greater things are achievable as a team". We actively dedicate our skills to this goal, and make a valuable contribution to teamwork across jurisdictions. An example of this is the dedicated cooperation with other agencies in the integration of refugees and persons undergoing occupational rehabilitation, and in securing the supply of skilled workers and reducing long-term unemployment. Another good example is the youth employment agencies.

**GUIDING PRINCIPLE 4:
WE USE THE POTENTIAL OF DIGITALISATION
IN THE INTEREST OF OUR CLIENTS AND
EMPLOYEES.**

Digitalisation is changing the world of work. We aspire to shape IT developments on a client- and staff-orientated basis.

The service range is oriented towards the life situations and concerns of our clients. Besides our promise of on-site personal counselling, suitable services for this are also available to our clients in a portal. We provide our online services in a user-friendly manner. This helps us deal with the requests of our clients quickly, independently and irrespective of their location, using digital application, advice and information tools. It is important to us that competent support and advice be available to all clients at the various stations of our online portal.

The digitalisation and automation of our own work processes have helped us improve the quality of our services. Time-consuming work and documentation tasks have been done away with. That creates leeway for the individual employee, time we invest in a higher quality of work with the client. The staff are continuously and intensively stewarded through this transition. They are provided with adequate support in the form of qualified development and training courses that help them master the new challenges.

**GUIDING PRINCIPLE 5:
OUR WORK IS COMPETENT , COOPERATIVE
AND PASSIONATELY COMMITTED TO PRO-
VIDING OUR CLIENTS WITH THE BEST POS-
SIBLE SERVICE.**

We design and provide our services on the basis of our clients' needs. The personal contact and smooth teamwork with further experts in the consultation process are central requirements for successfully providing our clients with the best possible support.

What this means for the culture of our organisation is that teamwork and the sharing of knowledge and experience are prominent success factors. This applies inside our own

organisation – including a trust-based cooperation with the staff committees – as well as to the various external players in the labour market. We communicate respectfully, openly and transparently. Our managerial and other staff cooperate across the departments and functions to keep the overall picture in view. We continuously put our programmes to the test by means of regular dialogues. Involving the users in product development before it is realised thus becomes a matter of course.

Our staff – generalists, specialists and executives – are prepared well for their respective jobs. We have a recognised and applied personnel development system for this, a sound assessment of skills, and qualification modules to match. Building on this, all managerial staff exercise responsibility for developing their co-workers as an important task.

The principles of guidance and cooperation are firmly anchored in the way our staff perceive themselves. Permitting local leeway, but also taking advantage of it, are here of the essence.

The BA is managed by way of objectives. Possible departures therefrom are addressed and utilised as opportunities for improvement. Quantitative and qualitative objectives are in harmony. This places a stronger focus than heretofore on the need to understand and push the matters forward holistically. The impact and cost-effectiveness serve for orientation and support the understanding for the topics and interconnections.

Over and beyond this, the BA is committed to macrosocial objectives that we consistently pursue as a cross-sectional task. We stand for:

- Non-discrimination and equal opportunities for men and women, while actively counteracting disadvantages and the attribution of stereotypes to genders.
- Diversity, by actively promoting it and reacting to it frankly and appreciatively.
- Inclusion, meaning that we make a major contribution to equal rights and accessibility.



EQUALITY AND EQUAL OPPORTUNITIES

To fulfil the statutory mandate of promoting gender equality in the labour market, the BA's specialists and executives are supported by the Commissioners for Equal Opportunities in the Labour Market (BCAs). Jointly with network partners and market players, they contribute to creating suitable conditions for promoting gender equality in the labour market.

The anchoring of gender aspects in the annual board letters about the planning of business policy priorities integrates the BCAs in the planning process on a local level, and enables them to introduce equality-relevant stimuli in a targeted manner for a corresponding operative prioritisation.

By active awareness and information services with regard to the occupational fields and careers in the STEM (science, technology, engineering, and maths) and SAHGE (social work, household-related services, health, care and education) professions, the BCAs contribute to broadening the career choices available to girls and young women, as well as boys and young men, and to revising handed-down occupational role models. By promoting them, they further flexible forms of development such as part-time vocational training to counteract family-related "disruptions" in young people's employment history at the start of their careers, and open up career prospects. They promote the creation of insurable employment opportunities in the household services sector, but also opportunities for easing household burdens for families.

DIVERSITY

Demographic change is transforming our society – seriously and for the long term. The population in Germany is ageing. This is a consequence of continuing low birth rates and rising life expectancy. The proportion of migrants in the population continues to grow at the same time.

The BA actively picks up on these developments to tap the resources and potential of people with a migration background more effectively and sustainably for the labour market. This on the one hand contributes to their social integration, while counteracting the shortage of skilled and junior employees on the other.

But the BA also wants to fulfil its responsibility and model function in its own role as an employer. In their diversity, the staff are the key resource for the performance and innovativeness of the BA, and thus for its economic success and future.

Support measures for employees with migration backgrounds are hence an integral part of our personnel policy, which takes demographic developments into consideration. 17 percent of the staff have a migration background, with colleagues from over 98 nations working for the BA.

Another priority is active involvement in the development and implementation of the Federal Government's "National Action Plan for Integration". We particularly support the aim of increasing the proportion of employees with migration backgrounds in the civil service. In addition to which the BA is also involving itself with central and local campaigns as a signatory of the "Diversity Charter".

INCLUSION

The UN Convention on the Rights of Persons with Disabilities and the inclusion concept that is so central to it place a direct obligation on the BA as a federal authority – both as a service provider in the labour market and as an employer.

The BA is a major sponsor of vocational rehabilitation for participation in working life in the structured system (besides pension and accident insurance, welfare and pension schemes for war victims, as well as youth welfare and integration benefits).

2018 saw the establishment of a new coordination centre for inclusion with a focus on persons with disabilities at the head office. This serves to strengthen the subject of inclusion as a human right, and anchor it in the BA's work as a consistent principle.

The right of persons with disabilities to self-determination and objective of rigorously eliminating barriers guide the activities of the BA as much as the aspiration to purposefully involve people with disabilities in decisions that concern them. The BA's managerial and other staff are sensitised and qualified accordingly, in order to jointly realise inclusion in the labour market.

The inclusion agreement signed by the Executive Board in May 2018 underscores the BA's role model function for the employment of persons with disabilities. Architectural, technical and communicative barriers are to be rigorously eliminated, and a climate of inclusion deliberately promoted.

In the agreement, the BA additionally commits itself to the aim of making persons with severe disabilities constitute at least 10 percent of its future workforce, at least 5 percent of its junior employees, and 10 percent of its annual new recruitments overall.





FIELDS OF ACTIVITY AND TASKS OF THE BA

To provide the many and varied tasks and activities of the BA with a manageable structure and facilitate thematic assignability, six service icons have been introduced. They quickly refer clients to specific service areas and provide them with orientation to the BA's range of services.

THE SERVICE ICONS



EDUCATION AND TRAINING

The vocational guidance on offer from the BA supports young people in their search for training market vacancies or a study place, by providing individual advice and placements, as well as offering support with the issues they face during their training or studies, and answering any questions regarding possible support.



QUALIFICATION

The BA advises and supports those who want to continue their education. The diverse range of further education and training choices opens up opportunities for professional advancement, offers challenges, helps individuals to get back into work and make their own job more secure.



CASH BENEFITS

Besides the payment of unemployment benefit under SGB III and standard benefits and additional needs as per SGB II, the BA offers a variety of financial benefits: It provides assistance in the commencement of employment, it provides education and training and supports business start-ups. It also offers financial support during insolvency proceedings and short-time working allowance.



WORK AND PLACEMENTS

Offering guidance and placements in employment is one of the main tasks of the BA. It seeks to support clients promptly in the event of (imminent) unemployment or career changes.



EMPLOYERS' SERVICE

The Employers' Service from the BA is your competent local contact for employers who are looking for suitable specialists or apprentices, financial support or training offers for their staff.



FACTS AND FIGURES

Using the facts and figures it provides for the areas Personnel, Household, Research and Statistics, the BA creates transparency concerning its actions. It maintains official statistics about the labour market as well as basic income support for job seekers, and it publishes the current monthly labour market report.



GUIDANCE, PLACEMENT AND TRAINING

TRAINING PLACEMENT SERVICE

The BA is where young people and employers go for placement in and filling training market vacancies. In the course of a consultation year starting on October 1, young people turn to the vocational guidance unit for support in their search for vocational training. Apprenticing companies simultaneously report their unfilled training market vacancies. The BA aims to ensure that all applicants conclude a training contract by the end of the guidance year on September 30 at the latest or, failing that, find a meaningful alternative. Even after this date, its placement efforts will continue for those applicants who have yet to be successful in their application. The BA regularly reports on developments in the consultation year and takes stock at the end of the reporting year.

From a numbers perspective, supply and demand on the training market have remained relatively balanced for a number of years. But regional, vocational and qualification-related imbalances make it difficult for that balance to be achieved in practice. The work of the local vocational guidance experts here decisively contributes to showing young people alternatives to their desired profession, supporting the possibly required readiness to move, and convincing employers of the potential of previously unsuccessful applicants.

VOCATIONAL GUIDANCE

The vocational guidance of the BA supports, in various ways, young people who are taking the step from general schooling into a professional career. The end of the career choice process should be marked by a sound, autonomous decision that is based on a clarification of personal preferences and skills, as well as a broad procurement and pro-

cessing of information. All the vocational guidance services are without bias and free of charge.

The careers information starts with the vocational guidance experts contacting classes at general education schools, usually two to three years before the end of their school course. In coordination with the teaching staff, the vocational guidance experts provide the pupils with a first overview of vocational options for training and studies.

INDIVIDUAL ADVICE ON CHOOSING A CAREER

The professional and tailored guidance provided by the vocational guidance experts forms the basis for a successful career choice by young people. Based on the life situation in which young people find themselves, the guidance session offers the opportunity to discuss career goals and aspirations, to expand the range of career choices and jointly develop targeted solution strategies. If necessary, the specialist services on offer from the BA (Occupational Psychology Service, Medical Service, Technical Advisory Service) can be brought into play, e.g. to explore the personal requirements deemed necessary for certain occupations.

Besides the developments and perspectives in the labour market, the skills of the young people seeking advice and cliché-free counselling also have a large role to play in the careers information. But the BA is often only contacted in the career choice process once the young people have already developed very gender stereotypical ideas of the professions. Which is why the BA considers it one of its most urgent business policy tasks to nurture the particular talents and interests of the adolescents in a gender-sensitive manner and free from clichés, and expand their range of career choices to include 'gender atypical professions'. This for example includes raising the awareness of young girls for STEM occupations (science, technology, engineering, and math).



The vocational guidance experts also help young people to secure an internship, apprenticeship or study place. In the area of dual training, the BA provides regional and nationwide placements in suitable training market vacancies, also by way of the JOBBÖRSE online portal. School-based apprenticeships and study programmes are published via corresponding online channels.

CAREER INFORMATION CENTRES AND TARGET GROUP MEDIA OFFERS

The vocational guidance and career choice experts of the BA provide information on training, study and work, as well as the specific training and study options in the region and on a national level. They utilise the BA's varied media offer in doing so.

The "Career Information Centre" ("Berufsinformationszentrum [BiZ]") of the local employment agency is the central contact point for all questions concerning the subjects of training, education, study, careers and the labour market. A great number of terminals offer opportunities to research information of relevance to individual career choice online for free, look for training market or job vacancies online, and create professional application documents. Adolescents – and increasingly also adults – use the career information centres of the employment agencies to search for individual information. School classes regularly visit the career information centres for careers information.

In schools experiencing difficulties reaching a career information centre due to infrastructural conditions, tablets are also used for online research. Young people show a great interest in this proposal and it encourages them to continue informing themselves on their own smartphones.

The online portals www.planet-beruf.de and www.abi.de, attendant print media and self-exploration tools at <https://set.arbeitsagentur.de/teaser> offer a wide range of information for young people looking for careers information in their transition from school to vocational training or study. Besides the student portals, there are also sub-portals with information for teaching staff, parents and careers information coaches.

SUPPORT OFFERS FOR YOUNG PEOPLE

If the transition from school to work does not immediately succeed or continuation of the training is at risk, the BA can use a range of specific support measures to help candidates reach a level where they are ready for training, stabilise training relationships or open up new perspectives. New ways into sustainable employment can also be highlighted and taken where young people have dropped out of university.

The early systematic support of careers information and career choice with the help of support measures starts as early as during a person's general school years. For example, "Career Entry Supervision" ("Berufseinstiegsbegleitung [BerEb]), which is co-financed by the Federal Ministry of Labour and Social Affairs (BMAS) using resources from the European Social Fund (ESF), supports young people at mainstream and special needs schools, e.g. by helping them achieve graduation or transitioning into vocational training.

In order to introduce young people to their career opportunities and the diversity of apprenticeships at an early stage, the BA uses the so-called "Instrument of careers information measures" ("Instrument der Berufsorientungsmaßnahmen" [BOM]). This supplements the offer of careers information from the vocational guidance experts at schools and the career information centres, and includes, e.g. comprehensive information on occupational fields, the exploration of interests or an in-depth aptitude assessment.

After completing general education schooling, the systematic support will continue. For young people who are not yet able to take up vocational training, there are a number of pre-vocational training measures (BvB) that are in place to prepare these young people before they start training, and to integrate them as sustainably as possible into the training market. Many measures also offer the opportunity to re-sit the exams for the school leavers' certificate ("Hauptschulabschluss").

Entry-level training in companies (EQ) is a service designed to build a bridge into vocational training for adolescents with placement difficulties and no training place. Employers hiring young people under this scheme receive subsidies for the internship pay plus a flat-rate share of the total social security contribution for the young person acquiring a qualification.



an educational institution as part of the programme “Vocational Training in External Facilities” (“Berufsausbildung in außerbetrieblichen Einrichtungen” [BAE]). The practical component takes place during the workshops held by the educational institution or training company. In addition to a person’s vocational education, additional support and remedial education as well as socio-educational support for everyday problems are on offer at the educational institution. The goal is to achieve a person’s permanent transition to an in-company training programme, or the successful acquisition of a vocational qualification.

Apprentices will receive a vocational training allowance (BAB) for vocational or external vocational training in a recognised training occupation, or for vocational training in accordance with the Care for the Elderly Act (Altenpflegegesetz [AltPflG]). A prerequisite is, among other things, that apprentices do not live in their parent’s household or with a parent, as the training centre cannot be reached from there within a reasonable time frame. If apprentices are over the age of 18, or are married or are (or were) in a civil partnership, or have at least one child, they may also receive BAB if they live within reach of their parents’ home. In addition, BAB will be provided while participating in a BvB and during the training preparatory phase of an AsA. The BAB is paid as a subsidy.

YOUTH EMPLOYMENT AGENCIES

The apprenticeship supervisors (abH) accompany young people during their in-company training and EQ as part of the support and remedial education offering (“Stütz- und Förderunterricht”), and offer assistance with everyday problems through the social education specialists at the educational institution. The goal of the abH is to ensure the successful completion of training or the EQ.

The “Assisted Learning Programme” (“Assistierte Ausbildung” [AsA]) is a support instrument that can be used to support disadvantaged young people and their training companies during vocational training. The goal is to achieve the successful completion of vocational training. The AsA can – if desired – commence before the start of vocational training in the so-called training preparatory phase and for example offer help in finding a suitable training market vacancy.

Eligible, disadvantaged young people who have not found an apprenticeship can take part in vocational training with

Since 2010, the development of youth employment agencies has been supported in a variety of ways by the BA, the Federal Ministry of Labour and Social Affairs, local authority associations and Länder (federal states).

The goal of the youth employment agencies is to achieve the best possible integration of young people into the world of work and into society. Through the close cooperation of social security providers (employment agencies, jobcentres and youth welfare offices) and an intensive programme of collaboration with schools, young people can be reached at an early stage and, in particular, young people without follow-on options can be provided with support (“No adolescent should be lost”).

The BA and its partners promote the further development of youth employment agencies, in particular by intensifying cooperation with schools and the nationwide use of best practice approaches.



GUIDANCE AND PLACEMENT IN THE LABOUR MARKET

The labour market is a unique market. Supply and demand may indeed meet here – as in other markets as well. But the offered product, the performance of work, is inseparably linked with human beings. The failure to match that performance with a workplace leads to unemployment, and thus usually to a difficult situation for the persons concerned, which will have an effect on every aspect of their lives. Labour market and employment policy instruments are applied in an attempt to create a balance on the market (e.g. by placement, guidance, wage subsidies) while protecting the market participants (e.g. by a minimum wage) on the other.

The standards to which the placement and guidance services are uniformly provided, for employee clients in the employment agencies and joint institutions across the nation, are defined in the so-called 4-phase model and guidance concept (BeKo) of the BA. The client's individual needs always guide the activities of the placement and guidance services here. Strategies for integration in the labour market or qualification are devised on that basis.

Immediate placement experts in the employment agencies offer the clients fast and needs-oriented placement and counselling services. The employment outlook will already be assessed at the first visit to the employment agency, matching job offers suggested, and possible support needs identified and tracked.

Specialist services

The BA's placement and integration process is continuously accompanied by the offer of the following three specialist services:

The **Occupational Psychological Service (BPS)** supports the experts from the employment agencies and jobcentres in the integration of clients in training or work with a differentiated range of services.

The varied tasks of the **Medical Service (ÄD)** are focussed on medical appraisals to optimally support clients and the experts from the guidance, placement, rehabilitation and benefits departments of the employment agencies and joint institutions on the way to integration in work.

In inclusion terms, the work of the **Technical advisory service (TBD)** is focussed on the creation and maintenance of workplaces for people with disabilities by way of technical work aids. But its tasks also include occupational safety, accident prevention and health protection in the offices of the BA and joint institutions. The TBD furthermore inspects the spatial arrangements and technical equipment of education providers, youth hostels or workshops for persons with disabilities.

the changed job descriptions and skills required in the wake of digitalisation.

Besides placement with the best possible fit, the BA has developed an action priority in its "Strategy 2025" for securing the supply of skilled and unskilled workers, in order to support the employment agencies and joint

With activation and vocational integration measures, training seekers, job seekers threatened by unemployment, and unemployed persons can receive individual assistance that supports their custom-fit integration. These measures can be performed at external providers approved by an expert body, or at employers.

Where support needs are complex, specialised guidance and placement experts are promptly called in, e.g. from the "Internal Holistic Integration Guidance SGB III" (Inga). They offer particularly intensive support and guidance. This helps to increase the chances for integration, and the prospects for successful integration in the labour market will tangibly improve. Unrealised skilled and unskilled labour potential is activated, and the emergence of long-term unemployment prevented.

SECURING SKILLED AND UNSKILLED WORKERS

The filling of vacancies, currently at a new high with a figure of around 1.2 million, is becoming ever more difficult due to the falling number of suitable applicants. A further reduction of the labour force potential is forecast for the coming years. Added to this are

institutions in reviewing, systematising and advancing their local strategies. In a multi-year perspective, the BA plans to improve the balance on the market by a mix of various control levers. In its strategic approaches to securing the supply of unskilled and skilled workers, it is hence focussing on the following groups of persons:

- Seniors
- Women
- Skilled workers from other countries
- People with disabilities

For seniors, persons with disabilities, women and migrants already living in Germany, the labour market participation rate is to be increased. The suitable means for achieving this objective in particular include (adjustment) qualifications. The participation in the workforce of low-skilled persons can be increased by the completion of a (vocational) training course. As the domestic labour force potential will foreseeably not suffice, foreign skilled workers need to be actively recruited.

Depending on the situation in the regional labour market, the employment agencies and joint institutions provide concrete initiatives with individual designs for their district, in order to mobilise groups of persons. Concrete measures for example include promoting the conversion of marginal into insurable employment, increasing the employment of persons with disabilities, or recruitment of foreign graduates of German universities for the domestic labour market.

EQUAL OPPORTUNITIES FOR WOMEN AND MEN

The continued positive developments in the labour market also benefit women. Their integration rate has been steadily rising for years. Employment ensuring a living wage is nonetheless often complicated by structural problems (lack of nursery places and insufficient offers with flexitime).

The statutory mandate to promote gender equality in the labour market is thus entrenched in the BA as a cross-sectional objective. The Commissioners for Equal Opportunities in the Labour Market (BCAs) provide support in the implementation of the statutory mandate and operative focus areas.

To secure and boost the supply of skilled labour, the BCA staff has identified action priorities and developed and initiated numerous services. The prevention and reduction of long-term unemployment amongst women has a high priority.

The return of female skilled workers to the labour market after a family-related career break or extension of working hours often founders on the lack of, or inadequate, support in the on-ramping phase. The BA therefore accompanies women getting back to work with a great number of counselling and support services that are oriented towards the needs of the regional labour market.

On-ramping advisers are available in 100 employment agencies across the country to activate the hidden reserve and advise women who do not draw any benefits. An important contribution besides this is made by the cooperation programme of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth and the BA, “Back to work perspective – unlocking potentials”, which is funded by the ESF. At over 20 locations across Germany, project executing organisations support the return to the career with activation, counselling and qualification measures, as well as parallel coaching. This offer is supplemented

by further modules of the joint BA and ministry action programme “Back to work perspective”. With the federal “KitaPlus” programme, the ministry promotes expanded opening hours in day-care centres, day nurseries and children’s day care to make it easier for parents to combine work and family. The BCA team was involved in the development, and is represented in the advisory panel. The BCAs are important network partners for local implementation.

Advisory Portal: “Perspective – Career re-entry”

The advisory portal www.perspektive-wiedereinstieg.de, which is jointly operated by the BA and the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, offers general information on getting back to work and an overview of the various guidance and support services provided by the federal, state and local authorities.



To increase the worktime volume and reduce long-term unemployment, the BA informs about key facts for turning marginal into insurable employment in the travelling exhibition “Mini-job? There’s room for more!”, developed by the BCA team.

With varied counselling services and high-profile campaigns such as “Typically me!”, the BA is already campaigning for career and study choices today that are exclusively based on the young people’s talents and interests, irrespective of their gender. To further establish this objective with our partners on a local, regional and federal level, the BA involves itself in the initiative “National cooperations for non-gender-based career and study choices”.

By active awareness and information services with regard to the occupational fields and careers in the STEM and SAHGE (social work, household-related services, health, care and education) professions, the BCAs contribute to broadening the career choices available to girls and young women, as well as boys and young men, and a realistic adjustment of outdated job descriptions. Of particular importance is also the promotion of part-time vocational training, which especially helps the vocational training of men and women with family commitments, and opens up career prospects.

The foreseeable rapid changes in the work environment 4.0 inform the future challenges in the training and labour market and necessitate advisory support throughout the entire employment history. The BCAs will continue to actively involve themselves in this dialogue about equal-opportunity policy issues and support the further development of the service range for the initial or re-entry into the career.

PROFESSIONALS WITH DISABILITIES

Unemployed people with disabilities are often highly qualified. Given the demand for skilled workers in many industries, and in the interest of the persons concerned, their potential for the labour market should not go unused. But improved chances for a job do not come about by themselves. Decisive is the professional support provided to employers and employees by the employment agencies, and also by the rehabilitation providers and Equal Opportunity Commissions (Integrationsämter).

What is needed first are even more employers willing to hire persons with disabilities. The diverse funding instru-

ments and support services are often too little known. The BA therefore banks on raising awareness and providing information.

REDUCTION OF LONG-TERM UNEMPLOYMENT

The reduction of long-term unemployment remains one of the paramount socio-political challenges. Long-term unemployment is normally characterised by complex problem situations on an individual level.

To enable a further reduction in the number of existing long-term unemployed, allowances need to be made for the heterogeneity of this group and the various job-accommodation capacities of local labour markets. To this end, the BA is implementing a holistic concept in its “Strategy 2025”, which embraces approaches in the areas of prevention, integration and social participation, while simultaneously also taking overarching framework conditions and initiatives into account.

Strategies for reducing long-term unemployment thus need to have a holistic and long-term form to achieve an effect in a long-established situation. The know-how available in the BA organisation is to be fully tapped by strengthening, rather than limiting, local decision-making scopes. All the employment agencies and joint institutions are to subject their local “LTE strategy” to a systematic review aimed at a more holistic orientation to the pillars of prevention, integration and participation in the labour market. A learning and dialogue process that is aimed at the active participation of the players on a federal, state and municipal level is being established in addition to this.

PROFESSIONAL REHABILITATION

The principal function of the BA as a provider of vocational rehabilitation and participation in the world of work resides in the initial vocational integration of school leavers with disabilities. Two thirds of the approximately 66,000 rehabilitants supported per year are assignable to this initial integration.

The approval of assistance is based on the principle “as general as possible and as specific as necessary”. The objective resides in achieving a vocational integration or training with general assistance whenever possible. Only where these offers prove inadequate due to the nature or severity of the disability will special assistance that caters to the

person's individual needs be required. Training courses should be provided in companies or near them wherever possible. Study findings confirm that this will appreciably boost the prospects for subsequent and sustained employment. This objective is supported by the introduction of individual participation support.

The funds committed to services promoting participation in the world of work by the BA have been at a high level for a number of years and are supplied by the contribution-financed unemployment insurance scheme.

FURTHER EDUCATION & TRAINING

Growing qualification requirements, intensifying skills shortages and progressive digitalisation pose extensive challenges for the labour market. Promoting advanced training is meanwhile an important labour market policy instrument for effectively supporting the process of achieving balance in the labour market. This particularly also applies under the aspect of acquiring vocational qualifications.

The "Initial education of young adults" ("Future Starters") initiative is aimed at winning 120,000 young adults from 25 to under 35 for qualification-oriented training or upskilling courses by 2020. Part-time training supports a better work-life balance in this, and also opens up career prospects for young adults with family commitments.

The Qualification Opportunities Act has served to expand the options available for supporting the upskilling of employees in companies. The focus here – unchanged from the previous programme "Upskilling of low-skilled workers and employed senior employees in companies (WeGebAU)" – is mostly on senior and low-skilled employees in small and medium-sized enterprises.

PEOPLE WITH MIGRATION BACKGROUND

The proportion of persons with migration background in the total population has continuously grown in recent years. People with migration background are significantly more likely to be affected by unemployment than people without.

Funding programme entitled "Integration through training (IQ)"

The nationwide funding programme aims to improve the employment opportunities available to migrants in Germany. It is funded by the BMAS and the ESF; the BA and the Federal Ministry of Education and Research (BMBF) are cooperation partners.

A priority action area is supporting the regulatory institutions that are responsible for integration offers into the labour market. The BA benefits in particular from tailor-made training measures for members of staff and the migration-specific expertise of the regional IQ networks on site.

The activities of the BA are aimed at a greater participation of people with migration background in employment and training. Existing services are supplemented by migrant-specific address formats like the JOBAKTIV job and information fair, training exchanges in cooperation with embassies and consulates of major countries of origin, and multilingual media campaigns for hard-to-reach groups.

The awareness for this growing group of persons with migration background is continuously being raised within the BA departments. The jobcentre staff in the joint institutions and employment agencies are extensively trained in intercultural competence and migration-specific legal contents and developments.

The BA cooperates with its partners on a local, regional and federal level to establish viable networks and create good framework conditions. In cooperation with the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, the BA is hence supporting the programme "Strong on the job – mothers with migration background get on board". The cooperation programme is designed to make better use of the potential of migrants living in Germany in the coming years by intensive activation, guidance and support, also with the involvement of the BCAs, while simultaneously testing out previously successful support services for female refugees.



INTEGRATION OF REFUGEES

A fundamental distinction needs to be made between labour migration and the immigration of refugees. Refugees have other migration motives and undergone different experiences through war, persecution and flight. The trend towards increased immigration has been driven by forced migration since 2015. The BA has responded to this with personnel-related and organisational measures. It is now represented with its range of services in all the 24 arrival centres of the Federal Office for Migration and Refugees. Besides group information and the collection and/or documentation of initial data, this also allows for first consultations.

For refugees who are fit for work, integration in training or work is an essential element for earning a living by their own means and abilities without depending on state transfer payments, learning practical German quickly, getting to know the culture, and establishing social contacts outside their own family ties.

The largest obstacle to integration in the German labour market continues to be the language level of the refugees. Many of them know hardly any German. To not allow too much time to pass between the immigration and first start of a measure or job in Germany, the BA pursues the approach of closely dovetailing labour market measures, e.g. the so-called activation measures, with the language support provided by the Federal Office for Migration and Refugees. Language acquisition and access to the labour or training market can thus be ensured in parallel.

Another important aspect for integration in the labour market is recognition of the refugees' (vocational) qualifications. Work experience and professional skills that could be of use in the labour market are often present. But without the corresponding certificates, these need to be rendered visible and utilisable for employers. The documentation of skills here is complicated by language problems or the various requirements for specific professions of the various federal states. To master this challenge, the BA has developed a picture- and video-assisted tool in cooperation with the Bertelsmann Foundation ("MYSKILLS – recognizing professional skills").

Many refugees aim to take up insurable employment in Germany as quickly as possible. But only one in eight have completed their vocational training or hold a university de-

gree. The lack of skills and certificates or the fact that they are not (or no longer) verifiable often means that these people can only get menial jobs. The BA has developed cross-industry cooperation models with the Federal Office for Migration and Refugees and social partners ("Kommit" – cooperation model with job-preparation upskilling and "Step by step into in-company training"). They are mainly about the dovetailing of systematic language acquisition, early insurable employment ("work first") and vocational training and/or upskilling. In the process, "Kommit" is aimed at the (medium-term) acquisition of a recognised vocational qualification, while "Step by step" addresses young refugees with the aim of starting a training. "Kommit" is basically suitable for the entire target-group of low-skilled persons.

The BA is thus equipped with a broadly diversified product portfolio of labour market measures such as "Skill assessment, early activation and language acquisition (KompAS)", "Perspectives for young refugees (PerjuF)", "Perspectives for female refugees (PerF-W)", "Refugee integration measures (FIM)" and "Combination of profession-related language support with an activation measures" that caters to the specific needs of the target group.

SPECIALISED SERVICES FOR EMPLOYERS

Far more than two million labour and training market vacancies are reported to the Employers' Service every year. The Employers' Service supports companies with placements and labour market consultancy. The type and scope of the service range are individually tailored to the employer's concrete needs. Personal services are complemented by modern e-services. Especially companies with repeated personnel requirements take advantage of the option to send placement orders online, cooperate with the Employers' Service in a joint account, or apply for subsidies online.

CONSULTANCY AND SUPPORT FOR COMPANIES

The Employers' Service is a service provider for all companies wishing to be supported by it. But declining applicant potential makes the successful filling of vacancies by the placement of precisely matching applicants ever rarer. Alternative solutions for covering personnel requirements

are therefore being identified as part of the labour market and qualification advisory service. Besides the advisory service on recruitment approaches, the acquisition of qualifications by employees or options for sustainable staff retention, the main aspect is to make the applicant market transparent.

CANDIDATE POTENTIAL

One important focus area of the advisory service resides in drawing the employers' attention to applicants whose profiles may not completely meet the requirements at first glance, but who still appear suitable for hiring because of their special skills or development potential. Matching support instruments are offered in the process.

EMPLOYMENT OPPORTUNITIES

The Employers' Service is an important partner for employer-oriented placement. Employment opportunities for applicant groups with greater difficulties in the labour market, e.g. severely disabled, long-term unemployed or low-skilled persons, are systematically explored by way of sustained client relations with employers.

EMPLOYERS' SERVICE FOR SEVERELY HANDICAPPED ACADEMICS

The employers' service for particularly affected, severely disabled academics is the BA's special service provider for this client group. It makes employment opportunities available for this group throughout Germany by nationwide networking, the targeted addressing of employers, and innovative projects.

INTERNATIONAL WORK

STRATEGIES FOR THE TARGETED ACQUISITION OF PROFESSIONALS

The internationalisation of the working world is growing and, faced with demographic change, the acquisition of skilled workers from other countries is also increasingly gaining in importance besides a better utilisation of domestic potential. To meet the attendant challenges and accord with the aims of its "Strategy 2025", the BA's International and Specialised Services have particularly intensified their acquisition activities for skilled labour in third countries – meaning outside the European Union (EU), European Economic Area (EEA) and Switzerland – in the

form of recruitment, marketing and online measures. Occupational mobility between Germany and the EU countries remains on a high level thanks to the support provided by the EURES (European Employment Services) network.

TARGETED ACQUISITION OF PROFESSIONALS IN THIRD COUNTRIES

Germany needs more immigration in the medium to long term, also by skilled workers from third countries.

Besides the earlier focus on recruitment activities in the European area, the International and Specialised Services have therefore developed networks and structures with various countries for recruiting skilled labour from third countries. Country- and target group-specific lines of action were developed to address candidates. These can involve addressing German multipliers in the country of origin, event-related recruitment at the invitation of the country of origin, online marketing campaigns and the initiation of recruitment events, as well as project-related recruitment.

The cooperation with partners in third countries is initiated by the International Relations Department. The recruitment activities at local events are seen to by the International Placement Service of the International and Specialised Services, while the Virtual Welcome Centre (VWC) offers an extensive range of information and consultancy services.

SUPPORT FOR INTERNATIONAL PERSONNEL POLICIES

The International and Specialised Services support Germany's international personnel policy at the behest of the Federal Government. By placing executives and junior employees in the United Nations and EU organisations, it contributes to solving global issues of the future while representing German interests at the same time.

The International and Specialised Services support German development policy by placing German experts in developing and emerging countries, and by reintegrating foreign skilled workers in their home countries.

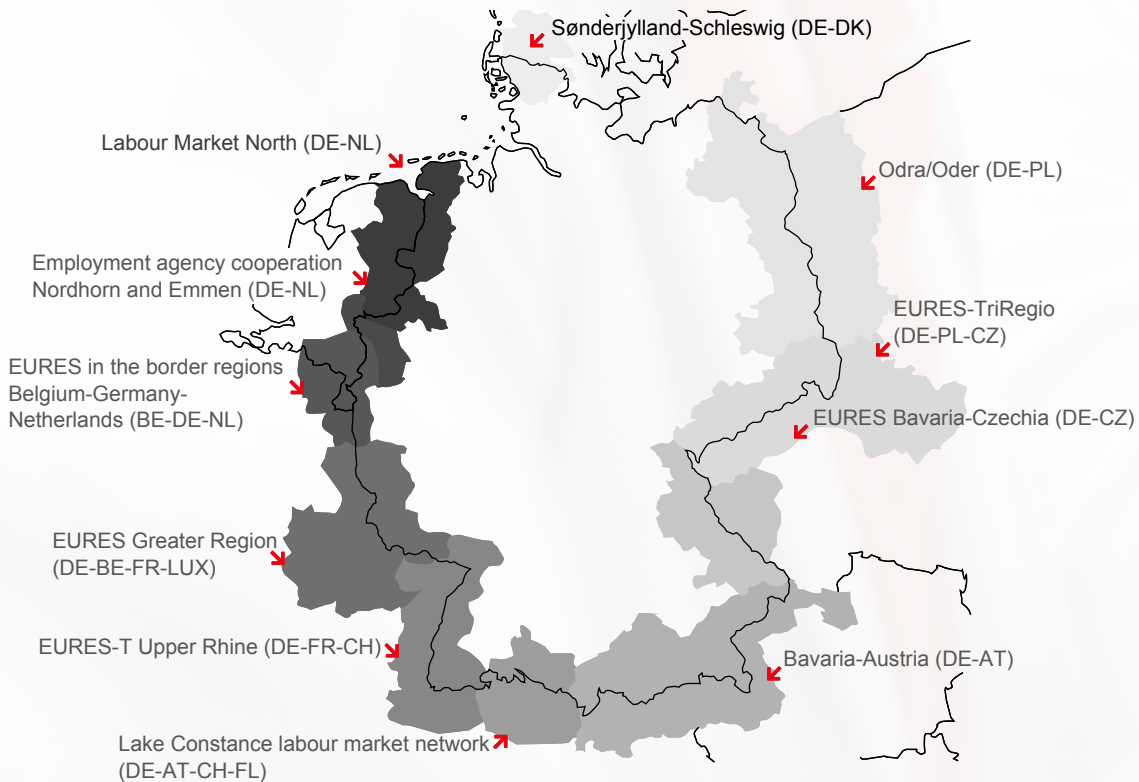
In the Outgoing division, the International and Specialised Services support employee clients seeking work experience or employment abroad. The acquisition of international skills and levels of competence will benefit companies in Germany upon their return and help them build international networks, while confronting the growing global competition.



COOPERATION IN EUROPE

Catering to the growing interconnectedness of labour markets in Europe will necessitate even more cooperation between its public employment services. The European Representation is organizing the intensive cooperation for this with its partner administrations in the European network of public employment services. It systematically evaluates the experiences and best practices of other employment services from the bench learning project, and supports the BA's active involvement in bilateral technical assistance projects, as is for example the case in Greece, Cyprus, Italy, Romania and Spain. In the area of international training and labour mobility, the International and Specialised Services particularly aim to continue deepening the successful, long-standing cooperation with network partners in Italy, Portugal, France and Spain, perpetuate the existing processes, and follow up joint successes. The European Representation is involved in the EU's political decision-making processes in an advisory function, for example in the implementation of the Council recommendations on long-term unemployment, the Youth Guarantee and integration of refugees in the labour market. In addition to this, it also tracks the Brexit negotiations of Great Britain.

EURES BORDER COOPERATION AND PARTNERSHIPS OF THE ZAV





EURES NETWORK

The free movement of workers is an important factor for the development of a common EU labour market. It enables employees to go where labour is in short supply or where they have better employment prospects. The freedom of movement thus makes it easier for citizens to look for jobs that suit their qualifications better, and helps to eliminate bottlenecks in the labour market.

EURES is the European network of all labour market actors in the 28 member states plus Iceland, Norway, Liechtenstein and Switzerland. Besides providing access to information, consultancy and placement, EURES also renders the European job and recruitment market highly transparent for companies, employees and trainees.

With Germany at the heart of Europe, cross-border mobility has a major role to play. On the one hand, it takes place at all the country's borders with the involvement of the employment agencies and regional directorates in the framework provided by EURES border partnerships and cooperations. And on the other, the International and Specialised Services also offer services for job seekers and trainees wishing to work and live in another EURES member state. The employers' services of the BA and International and Specialised Services assist companies in the recruitment of workers from Europe.

To achieve coordinated action on the part of the member states, each country is required to establish a so-called National Coordination Office (NCO). In Germany, the Federal Ministry of Labour and Social Affairs has entrusted the BA with this task. The NCO is part of the International and Specialised Services and coordinates the German EURES network. It serves as an interface between the European Commission, NCOs of the European member states and the German EURES network, currently comprising the BA and 14 EURES partners. The NCO represents the interests of the national network on an EU level and includes the European perspective in national planning processes and projects.

The BA benefits from the contacts on a European level while the EURES-funded proposals enable it to develop innovative services for its clients (e.g. European Online Job Days).



CASH BENEFITS

UNEMPLOYMENT BENEFIT

Unemployed persons may be entitled to the insurance cover of unemployment benefit under specific conditions, e.g. upon the expiry of a qualifying period. Persons undergoing further vocational training may also be able to meet the entitlement requirements for the payment of unemployment benefit.

Employees outside the EU, self-employed people, parents and persons advancing their education and training can opt for mandatory unemployment insurance by request. Periods of mandatory unemployment insurance by request establish an entitlement for unemployment benefit.

CYCLICAL SHORT-TIME WORKING ALLOWANCE

If out of work temporarily, employees can receive short-time working allowances to partly compensate for their loss of earnings. This is aimed at preventing their dismissal. Employers will thus be able to immediately rely on their ready-trained workers again once the order situation improves.

SEASONAL SHORT-TIME WORKING ALLOWANCE

Construction company staff unable to work in the bad weather period or for lack of orders can be paid seasonal short-time allowances. For companies in the scaffolding industry, the so-called bad weather period starts in November. For the construction industry, roofing trades, horticulture and landscaping, it starts in December. It ends in March for all of them. The seasonal short-time working allowance and supplementary services are thus aimed at keeping employees in the construction industry in the company when work is seasonally lacking in the bad weather period, rather than making them redundant. This stabilises the employment relationships in the construction industry.

TRANSFER SHORT-TIME WORKING ALLOWANCE

The transfer short-time working allowance is involved in the transfer of employees from an existing job with their former employer to a new job at another employer without unemployment in between. Employees affected by job cuts will be transferred to a transfer company by their previous company for this.

INSOLVENCY PAYMENTS

If the requirements are met, completely or partly unpaid wages will be paid for a period of up to three months by way of insolvency payments. One essential requirement is the substantiation of illiquidity in the form of an insolvency event. Besides unpaid wage claims, the BA will also cover all unpaid social security contributions for up to three months.

BASIC INCOME SUPPORT FOR JOB SEEKERS

Citizens in need of assistance are supported in sustaining their livelihoods with a broad spectrum of continuous and one-time benefits.

Eligible persons may receive the following benefits:

- Unemployment benefit II for persons who are fit for work and/or income support for persons who are unfit for work and children in a household (benefits for regular and individual additional requirements, and local authority payments for accommodation and heating),
- Contributions and subsidies for health and nursing care insurance,
- Benefits for trainees,
- Local authority benefits for education and participation.



Amongst others, the possible one-time benefits can include:

- Local authority allowances for the initial furnishing of apartments and initial provision of clothing for pregnancy and childbirth,
- Allowances for the purchase and repair of orthopaedic shoes as well as the hire and repair of therapeutic equipment.

FAMILY BENEFITS OFFICE

The BA's Family Benefits Office supports eligible beneficiaries across the nation. With the child benefit, payable upon application for all children up to 18 and also beyond under specific conditions, it helps every family secure the livelihood of their children. In addition, the Family Benefits Office ensures with the children's allowance that low-income families are financially supported if this helps to avoid neediness within the meaning of Social Security Code II (SGB II). The Family Benefits Office is also the first port of call for child benefit and children's allowance for eligible beneficiaries from other countries and recognised refugees in Germany.

In terms of the annual payout volume of child benefit and children's allowance, the Family Benefits Office is Germany's largest family support organisation by far. With the Family Benefit Office Concentration Act to be implemented now in the sense of a "single payer model", the Family Benefits Office is set to grow even larger where the child benefit service is concerned. This makes it an essential part of the BA with around 4,000 employees.





“

IT is an important success factor for implementing the BA's "Strategy 2025".



FACTS AND FIGURES

STATISTICS

As part of the official statistics in Germany, the BA creates and publishes statistics with detailed regional and vocational breakdowns of the labour market and basic income support for job seekers that are structured by the Social Security Code and maintained as department statistics under the subject-specific supervision of the Federal Ministry of Labour and Social Affairs.

These statistics are kept highly up to date, so as to provide the institutions acting directly on the labour market and politicians with a safe basis for assessing the overall situation and regional developments, so that any need for action can be identified, and measures planned, in time.

The labour market statistics serve employees and employers for orientation in vocational and economic decisions. The statistics supply the base data for the labour market research, supplement the statistics kept by the Federal Statistical Office and state statistical offices, and are an important source for the work of municipal statistics authorities.

INSTITUTE FOR EMPLOYMENT RESEARCH

The Institute for Employment Research researches the labour market to provide political players on all levels with competent advice. Scientists from various disciplines create the basis for this political advisory service with sound, internationally networked research. The Institute for Employment Research therewith contributes to a better understanding of the labour market's operating principles, of employment opportunities and living conditions in a dynamically changing world, in keeping with its statutory mandate.

Integral parts of the Institute for Employment Research's research agenda include the evaluation of labour market policy measures and studies looking at education and professional development, operational and regional aspects of the labour market and the changing forms of employ-

ment, as well as short- and long-term labour market forecasts. Particular attention is furthermore paid to the focus themes of “Migration und integration”, “Work in the digitalised world”, “Long-term benefit receipt” and “Quality of employment”.

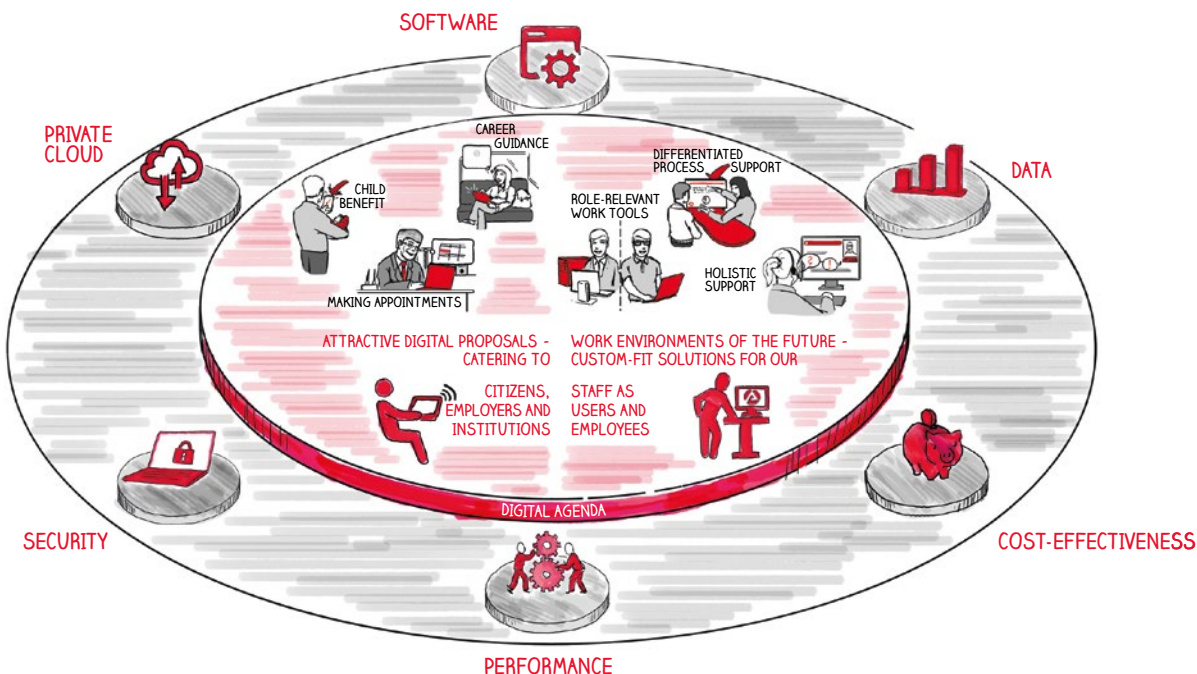
The Institute for Employment Research is one of the largest producers of socio-scientific research data. The quality of these data is of vital importance. Many findings of the Institute for Employment Research are based on the extensive own surveys and statistical data of the BA. The data

Information technology as part of the core business

The IT department is an important success factor for implementing the BA’s “Strategy 2025”. It is digitalising an ever larger part of the business and thus makes an appreciable contribution to the business success of the BA, based on its technological and functional expertise. Stable and performant IT is an essential requirement for the operative efficiency of the BA.

The IT orientation for the “Strategy 2025” is aimed at using the possibilities of digitalisation in the interest of the clients and staff. The IT implements this with clear performance promises to clients as well as the staff.

IT STRATEGY OVERVIEW



Source: Federal Employment Agency



are prepared for the research purposes of the Institute for Employment Research, but can also be used by external scientists to a limited extent.

The organisational proximity to the BA and association with the Federal Ministry of Labour and Social Affairs are guarantors for the prompt provision of research results not only to the scientific community, but also the key political and economic decision-makers.

Performance promise

As part of the core business, IT is co-responsible for the services of the BA. It orients itself to the end-to-end processes in this and makes two performance promises to its clients.

The first performance promise is addressed at external clients of the BA and/or citizens, companies and other institutions. "We offer our clients attractive online proposals for optimal support of their concerns." The BA's IT develops digital services from the client's perspective. The crux of the service provision is the immediately tangible benefit for the client.

A second performance promise goes to the BA staff as internal clients: "We offer our staff a modern work environment with custom-fit IT solutions for the best possible support of their tasks". The BA's IT supports them in their operative activities and role as employees of the BA.

The IT implements these performance promises safely, agilely and cost-effectively.

Agile transition

To be able to fulfil the performance promises, a comprehensive cultural change is to be brought about by a process of agile transition. This is a key strategic objective for the IT in the coming years. The agile transition guarantees the efficient provision of client-friendly proposals by motivated employees. This will help the clients make headway.

The IT will realise these aims by

- early and sustained involvement of users,
- faster responses to changing client requirements through shorter lifecycles,
- working in interdisciplinary teams with slim rule books and a supportive infrastructure, and
- minimizing implementation risks by way of an iterative approach and early trials.

The agile approach improves the quality of IT services while raising the efficiency at the same time.



University of Applied Labour Studies (HdBA)

The HdBA commenced operations as a state-approved university for labour market management in September 2006 with the two bachelor degree courses “Labour market management” and “Employment-oriented counselling and case management”. Based on the good rating of its stated mission, the university was accredited by the Science Council in January 2007.

The “Labour market management” course qualifies students for the tasks of placement and integration, benefit approval and resource management in the employment agencies. The “Employment-oriented consultancy and case management” course qualifies students for the tasks of providing vocational guidance and careers information, as well as the task area of employment-oriented case management.

The full-time course takes three years and ends with the recognised university degree Bachelor of Arts (B.A.). The study locations are Mannheim and Schwerin. During the courses, the students are employed by a local employment agency. The courses are interdisciplinary, application- and practice-oriented. Four examination-relevant internships served in various areas of the BA are an integral part of them. Two to three major fields of study will be alternatively offered from the 4th trimester, depending on the study programme. Admissions to the courses are decided by a multi-stage selection procedure.

After university, the BA can offer graduates varied tasks and interesting fields of application on a specialist level, e.g. in the guidance and placement of adolescents and adults in search of jobs and training, the approval of benefits and consultancy of employers, as well as varied career prospects on a specialist and management level throughout Germany.

For employees of the BA, the HdBA also offers modular certificate programmes on a university level and imparts scientifically substantiated skills. In the certificate programmes for placement, consultancy and SGB II benefits, ECTS (European Credit Transfer System) credits are acquired along with the university certificate.

Personnel development

To align itself with the requirements of the working environment, the BA has started to advance its personnel development system including its competence model with a special focus on digitalisation. Three aspects are of particular importance in this: resource (deployment) planning, employability & recruitment, and the development of potential.

Leadership Academy (FBA)

As a competence centre for internal qualification, the BA's Leadership Academy performs its duties across jurisdictions and with the involvement of local authority specialists and executives. The employment agencies and jobcentres are thus supported by practice-oriented and high-quality training policies while the Leadership Academy, as an internal provider of training services, is simultaneously also the first port of call for training in managerial skills within the BA. In 2018, the seminars provided by the Leadership Academy were attended by around 4,500 trainees.

As an instrument for managing the organisation and continuously improving its services, the Leadership Academy introduced quality management as per ISO 9001 in 2006, and had it certified by DQS GmbH. In addition, the Leadership Academy has been recognised and certified as a provider of training services under the new internationally applicable ISO standard 29990 since 2011. It is one of the first academies in the public sector to have received this distinction.



**OUR YEAR
2018**



GUIDANCE, PLACEMENT AND TRAINING

289

YOUTH EMPLOYMENT AGENCIES

89,000

REHABILITANTS ASSISTED WITH EMPLOYMENT
PROMOTION MEASURES

189,000

PERSONS COMPLETING ADVANCED
VOCATIONAL TRAINING



Handwritten text on a small tag or piece of paper, possibly a name or identifier.

VOCATIONAL GUIDANCE

PILOT TESTING OF LIFELONG VOCATIONAL GUIDANCE CONTINUED



Working and living environments are changing ever faster. Technical progress and especially digitalisation lead to new requirements and qualification standards in many professions. Many employment histories no longer move in a straight line as a result: voluntary and involuntary interruptions, e.g. from discontinued training courses and studies, unemployment, changing between jobs and professions, or due to parental leave and care periods, create a need for professional development or also reorientation. In this environment, people are increasingly looking for support with their decisions. Added to the demand for initial career guidance at the start of their working lives is the need for guidance in the course of their professional career. This is where the lifelong vocational guidance comes in. It picks up on tried-and-tested methods from the previous vocational guidance and upskilling advice, and develops the service further in keeping with the times. Lifelong vocational guidance offers holistic, preventive and lifelong careers guidance and counselling; the BA provides it in cooperation with other regional providers and makes specific reference to their services.

The objectives of the lifelong vocational guidance pick up on important task areas of the BA and its “Strategy 2025”. It aims to improve the transition from school to

work, secure the availability of skilled and unskilled labour, reduce long-term unemployment and provide attractive digital proposals.

Our lifelong vocational guidance comprises three modules: pre-employment guidance, counselling during the career, and the self-exploration tool. All three modules are aimed at improving the vocational orientation of adolescents and adults.

PRE-EMPLOYMENT GUIDANCE

The pilot testing of lifelong vocational guidance before the start of the professional career was aimed at seeing if and to what extent the existing services for students in secondary levels I and II of general education schools can be expanded. In addition, a nationwide service was also to be tested for secondary schools, vocational schools and universities. Careers information events were already being offered in the classes preceding the penultimate year. This served to boost our presence in all school types by more consultation hours and individual consultancy in situ.

Next stage of the SET is online

The full version of the SET for degree courses has been online successfully since May 2018. Over 140,000 users have registered so far. It offers prospective students an opportunity to find suitable degree courses online based on their skillsets, social skills, interests and vocational preferences. It therewith supplements the SET for dual vocational training already available since spring 2017. The online tools are to be merged in the future so that adolescents and adults with university entrance qualifications can have matching vocational training as well as degree courses suggested to them in one and the same tool.

GUIDANCE DURING THE CAREER

The lifelong vocational guidance module of counselling during the career is currently in the test phase. The target groups are wage earners with low qualifications, employees in frequently changing employment, persons needing to decide about entering a profession again or for the first time, or persons particularly affected by the digital transformation. Specific careers information services and individual consultancy proposals are being de-



veloped for them. A further aim consisted in seeing if and to what extent the services for unemployed persons with greater vocational guidance and careers information requirements can be further expanded. Close contact is to be maintained with employers with a high demand for skilled workers or planned restructurings, in order to address potential employees in the core target groups early on.

SELF-EXPLORATION TOOL (SET)

The SET (<https://set.arbeitsagentur.de/teaser>) is designed to provide a freely available, low-threshold careers information service online. Its users can test out their skills, competence levels, vocational interests and preferences in four modules. The results will then aid their personal career or study choice. The online service is closely dovetailed with the personal careers information and guidance services. Corresponding services are also planned for gainfully employed persons.

LIFELONG VOCATIONAL GUIDANCE MADE PROGRESS IN 2018

The lifelong vocational guidance was pilot tested at three branches – Düsseldorf, Kaiserslautern-Pirmasens and Leipzig – from March 2017. The pilot testing for the pre-employment guidance ended in February 2018, that for the consultancy during the career in September 2018. The new testing location Regensburg, added in March 2018, continued guidance during the career with intensified employer cooperation through into December 2018.

The pilot testing has shown that lifelong vocational guidance before the start of the career is being accepted. Two thirds of the guidance at schools is provided in situ. Over 90 percent of those attending the careers information events recommend them to others. The scientific monitoring has also confirmed that the expanded and new pre-employment guidance services are expedient and realisable. The Executive Board and Board of Governors approved an incremental nationwide roll-out in 2018. The lifelong vocational guidance as pre-employment guidance will be introduced across Germany with the start of the school year from 2019 to 2021.

A final assessment of the guidance during the career will follow in spring 2019, once the testing is also completed at the Regensburg branch. But it can already be noted now that this service has been accepted by the clients as well.

The active advertising of SET has been continued in a marketing campaign since autumn 2018. The umbrella campaign “Typically me!” is meant to arouse the curiosity of adolescents and guide them to the tool with youth-appropriate media. The young people are addressed where they spend large parts of their time – in the social media, in school, in youth-oriented news portals. This is designed to stoke their interest in finding out more about themselves and their vocational possibilities.

FRÜHER HATTEN WIR KEINEN PLAN. JETZT STUDIEREN WIR, WAS ZU UNS PASST.

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VOCATIONAL TRAINING

PROPORTION OF WOMEN BOOSTED IN STEM OCCUPATIONS REQUIRING FORMAL DUAL TRAINING

To increase the share of women in dual training STEM occupations, the following implementation measures were applied in 2018.

ESTABLISHMENT OF REGIONAL STEM COMPETENCE CENTRES

The regional directorates have been acting as STEM competence centres since 2018 to improve their cooperation with the federal states and develop local strategies for

STEM training.

The preparation of local action plans for implementing the recommendations of the Board of Governors has started throughout Germany.

The quality of the activities in

the regions is in the foreground. A new STEM observation statistic has been provided to monitor the proportion of women in the STEM occupations requiring formal training. It will be annually updated in the future.

MAKING MORE INTENSIVE USE OF THE CAREER CHOICE TEST

To enable greater use of the career choice test as a tool for boosting the proportion of women in STEM occupations requiring formal training, its further development was inter alia worked on by way of practical workshops. The plans include a mobile study at schools and the introduction of a written version of the career choice test results that will be available to adolescents online.

MAKEOVER OF THE GIRLS' DAY AND BOYS' DAY TRAVELLING EXHIBITION

To promote STEM careers information for girls and young women, as well as cliché-free career choices, the BA con-

tributed to the funding of a cross-media remake of the Girls' Day travelling exhibition by the Competence Centre Technology-Diversity-Equal Chances in the context of the 2018 "Girls' Day". The travelling exhibition enables the careers information officers to present, flexibly, cliché-free career choices throughout the year – independently of the events linked with the Girls' Day held every spring – where female pupils can in particular explore professions in engineering, craft trades, IT and research.

A re-edition of the Boys' Day travelling exhibition was also funded as part of the 2018 "Boys' Day" with the aim of also raising the awareness of boys and young men for career choices outside the role clichés.

YOUTH EMPLOYMENT AGENCIES STRENGTHENED

The youth employment agencies aim for the best possible integration of young people in society and the world of work. Coordinated teamwork between the providers of social services and intensive cooperation with the schools help to reach young people early on, and especially to present young people lacking follow-up perspectives with support proposals. The youth employment agencies thus offer a good framework for supplementing the support services and cooperation required for measures addressing hard-to-reach young people as per SGB II section 16h.

In 2018, the BA, Federal Ministry of Labour and Social Affairs and local authority associations developed a self-assessment process for youth employment agencies that further strengthens the principle of local diversity of content-design and responsibilities. The self-assessment for youth employment agencies is a service for the cooperation partners that supports them in the performance of a location analysis, identification of development potential, and optimisation of the service range on a local level. Practical tips from experienced youth employment agencies serve to provide stimuli for one's own processes of change. The publication of the self-assessment is planned for the beginning of 2019.

16

STEM AMBASSADORS

in the STEM competence centres support the design of regional activities and coordination of internal and external networking.

TRAINING MARKET RADAR INTRODUCED

To also make the training market transparent in parallel to the demand for skilled workers, the training market radar was conceived in the labour market monitor and has been available since January 2018 for use by advisers, but also other interested parties.

The training market radar is a tool ensuring a greater transparency of developments in the training market. It interactively visualises the regional and vocational supply/demand-ratios for in-company training market vacancies and enables various regions and occupational categories to be analysed and compared with the help of maps, illustrations and tables. The applicant/vacancy ratio shown in the training market radar for 144 occupational categories is based on the statistical results for the training market as of September 30 of the year in question.

The training market radar was subjected to a number of adjustments in the course of 2018 to make it easier for its users to handle.

Advisers can for example use the training market radar in their counselling as a vivid illustration of the supply/demand ratios, and thus initiate mobility and flexibilisation processes. The guidance service is also supported by further links, inter alia to the BERUFENET data base.

Prevention of apprenticeship drop-outs (PraeLab)

In cooperation with vocational schools and/or vocational training establishments, PraeLab serves as a preventive support process for stabilizing training relationships or ensuring retention in the education system where a training has already been abandoned. Its centrepiece is a competence reflection tool designed to help identify signs of a possible dropout risk amongst vocational students. The self-assessment also serves to evaluate interdisciplinary competence levels (social, method and personnel skills). This basis enables trainees to reflect on their own profile and the requirements profile of their occupations requiring formal training.

The nationwide roll-out of PraeLab as an optional process was started in 2018. All in all, over 50 agencies signalled their interest in PraeLab by the end of 2018, and trained their guidance experts in PraeLab to offer the service at vocational schools.

The nationwide introduction is accompanied by an implementation study by the Institute for Applied Economic Research, and analyses by the Institute for Employment Research.

By the end of 2018, the competence reflection tool required for the implementation of a nationwide roll-out with higher access figures had been reprogrammed under the new name "Hang on – to your skills!", which will replace the preceding version.



SPECIALIST SERVICES

OCCUPATIONAL PSYCHOLOGICAL SERVICE (BPS)

As a module for alignment with the “World of Work 4.0”, the Occupational Psychology Service introduced a computer knowledge test in 2017 and started the development of a self-disclosure questionnaire about digital competences that is based on the European DigComp reference framework.

250,000

JOB'S PROCESSED BY THE BPS

NEARLY

50,000

OF THEM IN THE AREA OF SGB II

The questionnaire was tested with over 800 clients in 2018. The self-disclosures proved to be an informative and helpful supplement to the introduced computer knowledge test.

Both procedures are able to support the identification of digital competence levels and IT-related training needs. Based on psychometric analyses, the final version of the questionnaire includes evaluation advice for profession-related issues. The implementation and approval of the computer-aided self-disclosure for use in the psychological assessment are scheduled for 2019.

MEDICAL SERVICE

The management system of the medical service was successfully certified under DIN EN ISO 9001:2015 in 2018. Especially the structured and customer-oriented working methods of the local medical services were given strong approval. Client interests and the tasks of the social service provider have been successfully aligned.

583,000

MEDICAL ASSESSMENTS AND CONSULTATIONS

for clients from both jurisdictions

TECHNICAL ADVISORY SERVICE

The quality management system was further developed by conversion to the new DIN EN ISO 9001:2015, and the persons responsible for occupational safety were provided with 31,000 hours of advice.

15,000

INCLUSION JOBS

OF WHICH

87%

PREVENTION

8%

INTEGRATION

5%

INITIAL TRAINING



SERVICE CENTRES

UCC2020 PROJECT STARTED IN THE SERVICE CENTRES

The UCC2020 (Unified Communications and Collaboration) project is a response of the BA to new client and staff needs. It involves the provision of modern communication options and cooperation tools to the centrally controlled services of the family benefits office, service centres and International and Specialised Services, and an evaluation of the nationwide suitability for the BA.

A central element of the UCC2020 project is the replacement of the existing technology and implementation of a new service centre platform with the medium- to long-term aim of obtaining a future-ready communication and cooperation medium. The new tools will make things significantly easier for the clients and around 6,000 staff of the service centres.

It is for example planned that the client number can be automatically understood by speech recognition on the telephone and allocated. Every client number is linked with the respective client's contact history, so that the SC agents are immediately provided with a complete overview of his or her concerns so far. This would for example enable pending processes of the client to be traced, enabling a faster and simplified processing of client requests.

NEW SERVICE CENTRE TECHNOLOGY GOES ON TRIAL

The new technical tools will be pilot tested regionally from March 2019. Replacement of the existing technology in all BA service centres (SGB II and III, support, Family Benefits Office, International and Specialised Services, collection, business registration service and user help desk) is planned to be completed by the end of 2019.

TEXTCHAT IN THE ONLINE PORTAL IS WIDELY ACCEPTED

The TextChat in the online portal is an anonymous and less formal way for clients to contact the BA. In addition, they can also address their questions directly to BA staff, who can in turn answer ad hoc. This channel is already widely accepted today, as is evidenced by the high workloads of the responsible employees.

The planning perspective is to integrate a so-called chatbot that is able to automatically answer simpler questions, en-

Dealt with in the SGB III service centres in 2018

AROUND

16.39

MILLION CALLS

11.83

MILLION CALLS

with an average duration and processing period of

ABOUT

10

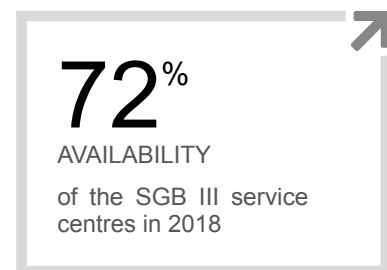
MINUTES



sure a preliminary clarification of more complex matters, and then refer them to a BA employee. The client dialogue up to this point is documented so that the processing by that employee can pick up from what happened in the client contact before.

MONITORING AND REPORTING

The use of real time monitoring and advanced workload reporting improves the management of resources. It helps to avoid duplicate tasks and optimise resource deployment. The monitoring enables team leaders to see which staff are engaged in a call. Good management can therewith ensure continuous availability for the clients of the BA.



LONG-TERM UNEMPLOYMENT AND SOCIAL PARTICIPATION

LONG-TERM UNEMPLOYMENT REMAINS A CHALLENGE

The joint institutions and employment agencies are already implementing various activities and initiatives to avoid and/or reduce long-term unemployment today. Based on the positive development of the labour market, these have been very successful in parts. The number of persons unemployed for more than twelve months fell by 87,000 from the previous year to 813,000 in 2018. This decline is most of all attributable to fewer people reaching the threshold to long-term unemployment. But an analysis of the life situations of the long-term unemployed and the corresponding sociodemographic and labour market features shows: The problem situations are becoming ever more complex, significantly complicating a further reduction of long-term unemployment.

The heterogeneity of regional labour markets and the life situations of clients thus call for diverse prioritisations that cater to the local problem constellations.

In accordance with the overall “MitArbeit” concept of the Federal Ministry of Labour and Social Affairs, the BA pursues the aim of giving a holistic shape to the support, integration and social participation of the long-term unemployed. To drive forward its plans for reducing long-term unemployment with an all-inclusive approach and in connection with the “Law for creating new participation opportunities for the long-term unemployed in the general and social labour market”, the Federal Government is raising the funds available for “services for integration in work” by a sum total of four billion euros for the period up to 2022. Sustainable progress will only be achievable in cooperation with the state and local authority partners, as well as employers, sponsors and social partners.

HOLISTIC STRATEGY – PREVENTING, PROVIDING PERSPECTIVES, ENSURING PARTICIPATION

Drawing on employment practice and science, the BA has developed cornerstones of a strategy for reducing long-term unemployment and need for assistance with the initiatives Prevention, Integration and Participation.

In 2018, the joint institutions and employment agencies were provided with proven and new sub-initiatives and/or courses of action that are flexibly adapted to local needs and can be expanded by local and regional approaches.

AVOIDING LONG-TERM UNEMPLOYMENT BY PREVENTION

The most effective approach to preventing long-term unemployment is to not let it come about in the first place. The integration work should therefore place a stronger focus on preventive approaches.

Health problems are one of the most frequent reasons why people enter into or remain in long-term unemployment. In cooperation with the providers of statutory health insurance, the BA is hence supporting the dovetailing of employment and health promotion services in a joint project aimed at a further expansion of preventive and health-promotion proposals for bolstering the employability of its clients. 129 locations (employment agencies, joint institutions and approved municipal providers) dovetailed their service offers in 2018. A quantitative expansion of the cooperation to further locations is planned for 2019.

The number of children on basic income support has grown in the last five years, and over two million children live in households on SGB II benefits. The prioritisation of households with children is a thematic focus area in the strategy for reducing long-term unemployment from 2018.

From the BA’s perspective, an intensification of the integration work and deepening of the networks in the assistance system of the local authorities could contribute to avoiding generation-crossing unemployment and enhancing the integration success of persons bringing up children. 2018



hence for example saw the establishment of an expert panel on a federal level with the involvement of the Federal Ministry of Labour and Social Affairs, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, and four federal state Representations, amongst others. One intention resides in the development of cooperative cross-provider objectives for cooperation between SGB II and VIII. Success factors and quality criteria for holistic integration work in the jobcentres and joint institutions are also to be determined on the basis of case studies.

Further approaches include the early tapping of immigrants' potential for the labour market, and investment in qualification-oriented upskilling for low-skilled persons, for example.

TAKING ADVANTAGE OF INTEGRATION OPPORTUNITIES

Sustainable placement in work that will meet basic needs avoids the adverse consequences of unemployment and long-term unemployment. It thus represents a core element of our strategy.

Success factors in particular include

- a high support density,
- holistic and strength-oriented counselling,
- a custom-fit funding policy,
- follow-up support after starting work.

For the long-term unemployed with complex problem situations, the objective is to develop holistic support strategies that draw on the integration services of SGB II and III along with federal state programmes, local authority and third-party services.

ENSURING PARTICIPATION

Some of the long-term unemployed lack access to the regular labour market for the foreseeable future because of their relatively longer periods of unemployment and rigidified problem situations. Their participation in the labour market is to be improved by the following services:

- Creation of insurable jobs in the social labour market
- Improving the integrability of persons with needs for action in the areas of addiction and/or the mind

- (Further) development of life situation-oriented integration approaches

Where participation in the labour market is concerned, the BA is increasingly banking on the promotion of insurable employment. The model approach for social participation was continued at 27 nationwide locations in 2018. It is aimed at gaining knowledge about how the long-term unemployed at a great remove from the labour market can also be enabled to participate in it and provided with perspectives for sustainable employment in the general labour market by insurable employment. The approach enabled valuable findings that can be utilised in the implementation of the Participation Opportunity Act's new funding instruments.

Participation in the labour market

With the introduction of the new control instrument "Participation in the labour market", a new instrument for participation in the labour market is available for persons at a great remove from the labour market with section 16i of SGB II from January 2019. The primary aim is the creation of participation opportunities. Over and beyond this, the publicly funded employment is to be designed in a manner ensuring that employability is improved, and transition into non-subsidised employment in the general labour market enabled in the medium to long term. Integrated assistance in parallel to the employment, upskilling measures and company internships are made possible during the support measure.

A LEARNING SYSTEM AND GREATER INNOVATIVENESS

To also enable continuous adjustment of the strategy for reducing long-term unemployment and need for assistance to the latest developments in the labour market for the coming years, it is designed as a learning system. The approach is regularly reflected in a cross-level dialogue process within the BA, and the partners in the labour market are involved in designing it.

PROFESSIONAL REHABILITATION

BA MOSTLY ACTIVE AS A REHAB PROVIDER AT THE TRANSITION FROM SCHOOL TO WORK

The BA's key responsibility as a provider of vocational rehabilitation lies at the transition from school to work. 2.44 billion euros were invested in services for participation in the labour market in the contribution-funded unemployment insurance scheme.

From these contribution-based funds, an annual average of around 89,000 rehabilitants were supported with employment-promoting services.



UNDERSTANDING OF NEW PROCESSES ESTABLISHED ACROSS PROVIDERS

The Federal Participation Act (BTHG) has in particular revised the workflows for application and participation processes. As a supplement to the provisions and updated process workflows published by the BA internally, the new processes were also discussed across providers on the level of the Federal Working Group for Rehabilitation. This was aimed at arriving at a shared understanding amongst the involved rehabilitation providers of their new or changed tasks and the objectives of the Federal Participation Act. A "joint recommendation" concerning the "new" rehab process as per Federal Participation Act was drafted as a result. This "joint recommendation" provides an important basis for cooperation across providers, which is increasingly aimed at the comprehensive social participation of people with disabilities.

TAKING NEW ROUTES TO INCLUSIVE PARTICIPATION

Individual participation support was introduced as a new rehab-specific product. The participation support is aimed at

- preparing rehabilitants for in-company training/retraining or insurable employment individually and based on their needs,
- initiating contracts, and
- stabilizing contractual relationships.

Upon successful completion of the in-company training and/or retraining, an integration as permanent as possible is to be achieved in the primary labour market. The intensity of the support is based on the potential of the individual and operational practices in the company.

In addition to this, the new legal framework conditions of the Federal Participation Act also present a support alternative to services provided in workshops for the disabled. The BA is open to the alternative provision of services in the entry process and vocational training at other service providers. The requirements for other service providers and approval process have been energetically communicated. 2018 was characterised by enquiries from interested providers, consultancy by the Operative Services, and the sounding out of strategies submitted for concrete service proposals. Two other service providers were approved and are thus expanding the support alternatives in the regions; further negotiations are in progress.

CONTACT POINT FOR INNOVATIVE APPROACHES ESTABLISHED

The federal "rehabpro" programme serves to promote innovative approaches with respect to the early identification of rehabilitation needs and measures for maintaining, improving or restoring employability on basic income support. Accordingly, the target group within the BA's purview are jobcentre clients. In the rehabpro framework, the BA serves the function of a contact point, meaning that it initiates dialogues between the agencies involved (e.g. the Federal Ministry of



Labour and Social Affairs, German Federal Pension Fund and involved joint institutions), organises the knowledge transfer, pools information and coordinates its communication.

The BA has a great interest in an effective implementation of the model projects as these have an immediate effect on the overall Strategy 2025:

- They contribute to reducing long-term unemployment,
- effect a successful transition from school to work, and
- help to meet the demand for labour and skilled workers.

Since the first call for applications by the Federal Ministry of Labour and Social Affairs in summer 2018, the federal programme has been eagerly taken up by the jobcentres. This leads to a high utilisation of the contact office at the BA.

INCLUSION PRIZE – ROLE MODELS DEMONSTRATE SUCCESSFUL INCLUSION



The Inclusion Prize for Businesses was awarded for the sixth time under the aegis of the Federal Ministry of

Labour and Social Affairs. Equal participation in work of people with disabilities benefits everyone – and especially the persons themselves and their employers. Prizes are awarded to exemplary and actual cases of the training and employment of people with disabilities, but also the continued employment of colleagues whose performance levels have changed.

Inclusion can succeed in companies of all sizes. The following prize winners of 2018 impressively demonstrated this:

- Siemens AG as a globally engaged company where inclusion is an integral part of the company culture and diversity strategy
- Westnetz GmbH with its specific training proposals for young people
- The family-run specialist retailer Schmaus GmbH with its special data glasses for barrier-free communication
- JP-ProteQ GmbH as a microbusiness from Berlin

The prize is meant to inspire emulation by employers and provide stimuli for more inclusion in the economy.



Source: zeichensetzen / Harms

FURTHER TRAINING

PROFESSIONAL DEVELOPMENT BOOSTS OPPORTUNITIES IN THE LABOUR MARKET

Growing qualification requirements, increasing skills shortages and progressive digitalisation pose extensive challenges for the labour market. Promoting advanced training is an important labour market policy instrument for effectively supporting the process of achieving a balanced labour market. This particularly also applies to the aspect of acquiring vocational qualifications.

The upskilling budget embraces all the focus areas of extended vocational training for unemployed and employed clients. Their merging in one upskilling budget is aimed at increasing local flexibility of budget management and reducing the administrative effort.

Qualification Opportunities Act

Brought underway by legislators in 2018, the “Act for improving qualification opportunities and greater protection in unemployment insurance” (Qualification Opportunities Act) came into force on 1 January 2019.

The new regulation serves to improve the support provided for the continuing training of employed persons irrespective of qualifications, ages and company sizes. This particularly enables employees affected by structural change and digitalisation to adapt and further develop their professional skills.

The Qualification Opportunities Act furthermore strengthens the advisory service provided to employees and employers by the BA. In addition, the entitlement to unemployment benefit will be made more accessible for employees who often only work in short-term jobs.

The funds included in a single upskilling budget in the unemployment insurance scheme were available to a sufficient extent in 2018. 2018 saw 189,000 unemployment insurance clients (female share: 46 percent) take up extended vocational training (including the programme “Upskilling of low-skilled workers and employed senior employees in companies”). 95,000 persons were supported over the year on average, around half of them (48,000, female share: 54 percent) with the aim of a vocational qualification. From the area of basic income support for job seekers, 91,000 persons (female share: 39 percent) started a vocational upskilling course. This comes to 44,000 trainees (female share: 47 percent) on an annual average. For 19,000 persons (female share: 49 percent), their further training was aimed at a vocational qualification, including the part-time acquisition of vocational qualifications, especially for people returning to work.

The programme is also aimed at intensifying the upskilling of low-skilled employees in small and medium-sized enterprises. 2018 saw 35,000 subsidies (female share: 52 percent) in the area of unemployment insurance, in 12,000 (female share: 62 percent) cases of which companies received labour cost subsidies in the form of a pay grant.

PROVIDER ASSESSMENTS MAKE FOR TRANSPARENCY

The BA has expanded its KURSNET service proposal with a provider assessment in the continuing vocational training supported with education vouchers. This makes assessments of training providers and training services accessible to BA clients for the very first time. The provider assessments are additionally available in the online portal section “Career and professional development” and in the BERUFENET data base. The provider assessment is aimed at greater transparency for the quality of training providers and their training courses approved for subsidy with education vouchers, and thus at supporting clients in the selection of a suitable training proposal.



“FUTURE STARTERS” – QUALIFICATION-ORIENTED UPSKILLING OF YOUNG ADULTS

120,000 young adults aged between 25 and under 35 from both jurisdictions are meant to be acquired for qualification-oriented further training by the end of 2020.

In 2018, 27,000 young adults between 25 and under 35 (female share: 39 percent) took up qualification-oriented

further training across jurisdictions (SGB III: 17,000 (female share: 40 percent); SGB II (without data from approved local authority providers): 9,000 (female share: 38 percent). Another 8,000 young adults (female share: 29 percent) have taken up unsubsidised vocational training. Deficits in the basic skills that prevent successful participation in further training are to be reduced by corresponding measures. In 2018, 3,000 young adults (SGB III: 1,000; SGB II: 2,000) were able to take advantage of corresponding proposals.



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People with a migration background are affected by unemployment much more often than people without.



PEOPLE WITH MIGRATION BACKGROUND

MIGRATION-SPECIFIC CONSULTANCY SERVICES STRENGTHENED

The BA has been cooperating with institutions engaged in the integration of migrants in society and the labour market for many years. In 2018, this cooperation was enhanced by two further important partners. There are approximately 1,000 migration advice centres for adult immigrants (MBE) throughout Germany, funded by the Federal Ministry of the Interior, and 460 youth migration services (JMD), financed by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth.

To improve and support the cooperation of the JMD and MBE with the offices of the BA in structural terms, a model cooperation agreement was prepared in 2018 and provided to all the relevant agencies. This can serve the design of local cooperations throughout Germany, consolidating the teamwork.

The objective resides in an optimal and coordinated counselling of migrants on employment integration and social integration measures. Good networking between the migration counsellors and offices of the BA serves the successful joint design of the vocational as well as social integration of people with migration background. To achieve this, the cooperation partners are working towards the same objectives as equals on an operative and strategic level within the framework of their statutory responsibilities.



REFUGEES

CHALLENGES ENCOUNTERED DURING INTEGRATION

The integration of refugees in the labour market showed satisfying progress in 2018. While unemployment levels hardly changed in comparison with the previous year, the insurable employment of refugees from the most important countries of origin has considerably grown, namely by nearly 100,000 to 300,000. The integration in the labour market takes time nonetheless. Refugees know hardly any German as a rule. The focus is thus on the fastest possible acquisition of adequate language skills for integration in the training and/or labour market.

No or inadequate school education presents a major challenge for entry into training, and thus sustained integration in the labour market. The acquisition of basic qualifications by refugees is hence a priority for their integration in the labour market.

REFUGEE CDS PROJECT – CONNECTION OF THE BA TO THE CORE DATA SYSTEM OF THE FEDERAL GOVERNMENT COMPLETED

With the entry into force of the Data Exchange Improvement Act, the BA has been obliged to report data to the core data system (KDS) of the Federal Government. In addition to which the act has also enabled data to be exchanged with other authorities working with people in an asylum context without media disruptions since 2018. The master data about persons in an asylum context can thus be retrieved and pre-allocated without media disruptions.

Residence status information can also be retrieved over and beyond this. The Family Benefits Office, for example, has been receiving data records in this regard since 1 January 2018 concerning EU, EEA and Swiss citizens whose expulsion was prompted by the loss of free movement.



Job-related language support

The acquisition of German is an essential key to the successful integration of refugees in the labour and training market. The BA is therefore in this respect closely cooperating with the Federal Office for Migration and Refugees, which is responsible for language support.

With the vocational language courses provided by the job-related language support service, another language training measure, besides the integration course, has been available to refugees since 1 July 2016. It builds on the integration course, which ends with the B1 language level, with a basic B2 course of the Common European Framework. This is designed to improve the language skills of the trainees to the extent required for taking up a qualified job or training. The B2 language level is a minimum requirement for this.

Experience since the introduction of the job-related language support has shown, however, that a growing number of persons taking part, despite having passed the German test in the integration course with language level B1, experience difficulties passing the B2 certificate test, especially because of the different thematic orientation. This is because the job-related language courses most of all focus on job-related speech acts, while the integration course taught general language contents.

To ease the transition from the B1 language level to the more advanced basic B2 course, the Federal Office for Migration and Refugees has, with the involvement of the BA, developed a so-called bridging element featuring 100 teaching units. This is designed to enable trainees to consolidate their language competence in the four skills of reading, listening, writing and speaking, and expand it in terms of a job-based orientation. This will make two variants available in the future: a course of 400 teaching units without the bridging element, and a 500 teaching unit course including the B1/B2 bridging element.

This makes absolutely certain identification possible and thus provides a basis for better work with these persons. In addition to this, the corresponding job- and placement-relevant data are automatically supplied to the KDS.

The KDS comes under the subject-specific responsibility of the Federal Office for Migration and Refugees and technical responsibility of the Federal Administration Office. Another 8,000 authorities besides the BA are connected to the KDS.

Young refugees

Various target-group specific information proposals are available to reach young refugees, young refugees beyond school age lacking training and their coaches with a low threshold, for example in the sub-portals at

www.planet-beruf.de



and **www.abi.de**.



EMPLOYERS' SERVICE

Companies are increasingly facing challenges finding suitable personnel, retaining them, being attractive for employees as an employer, and keeping step with digitalisation. What this means for the Employers' Service of the BA is that it must adapt to the changing expectations and support needs of the companies.

PROFESSIONALISING EMPLOYER GUIDANCE

Megatrends such as globalisation, structural change and digitalisation ensure that the demand for highly qualified skilled workers is constantly growing. Demographic change is leading to a decline of the potential labour force at the same time. The companies' competition for qualified skilled workers is increasingly intensifying.

The labour market consultancy is hence gaining in importance across its broad range of topics. Especially for small companies, consultancy can help them give their personnel work a strategic orientation, plan their personnel demand for the long term, and develop individual solutions for acquiring and retaining the required personnel.

The labour market consultancy provided by the BA is being further developed for this reason. On the one hand, it is to be made more preventive, i.e. also take future personnel needs into account where appropriate. And on the other, the consultancy is to take a more holistic approach to the increasingly complex issues than heretofore. The consultancy is meant to identify operational challenges in covering personnel needs, deduce concrete needs for action, and develop individual solutions in cooperation with the employer. In view of the limitations of the BA's statutory consultancy mission, close networking with external consultancy experts is becoming ever more important for realizing a holistic consultancy.

The qualification consultancy processes for small and medium-sized companies are currently being put to the test to adjust them to the market developments and render them more practicable. This is aimed at facilitating the implementation of qualification consultancy in daily practice.

OPTIMISING THE TEAMWORK WITH THE EMPLOYER-ORIENTED PLACEMENT

If the companies' personnel demand is to be covered, all the candidate potential must be utilised. The key to success for this is a close cooperation of the Employers' Service with the placement and consultancy experts in the candidate area of both jurisdictions. Only this way can the information about candidates, their skills, potential and interests be optimally linked with the information about the personnel needs of the companies and employers' expectations. The teamwork at this juncture is being optimised, the cooperation formats are being further developed, and binding quality standards in the job-oriented placement process defined for both sides.

MODERNIZING THE MATCHING

The electronic matching developed in times of mass unemployment – i.e. automated matching of employer requirements with candidate competence – is being further developed. The challenge resides in quickly creating needs-oriented links between applicant and requirement profiles by making the matching process more flexible, and thus rendering the placement more successful.

500PLUS – EMPLOYMENT INITIATIVE OF THE EMPLOYERS' SERVICE FOR PARTICULARLY AFFECTED ACADEMICS WITH SEVERE DISABILITIES CONTINUED

The ongoing "Initiative 500plus" is aimed at boosting the chances of qualified people with severe disabilities by the establishment of 500 employment opportunities. Companies are enabled to acquire qualified and highly motivated skilled employees by offering a workplace to particularly affected, severely disabled academics that is initially provided for two years. Possible assistance with a wage subsidy supports the hired skilled workers' acquisition of the required professional qualifications, and thus their sustained integration in the labour market.



APPLICATION TRAINING – A KEY TO SUCCESS

Boosting integration opportunities takes centre stage for the Employers' Service for particularly affected, severely disabled academics in its holistic consultancy provided to employee clients. The presentation in job interviews plays a decisive role for this. To prepare candidates for selection procedures, the Employers' Service for particularly affected, severely disabled academics has a tailor-made application training programme for this special client group on offer.

“FEDERAL PARTICIPATION ACT” (“BUNDESTEILHABEGESETZ”) – GUIDANCE SUPPORT WITH QUALIFIED APPLICANT PROPOSALS

With the new Federal Participation Act, independent participation consultancy has been introduced throughout Germany. With the identification of approximately 400 interested applicant clients and their introduction to potential advisory offices, the Employers' Service for particularly affected, severely disabled academics supported the filling of vacancies with great success and was given positive feedback, while simultaneously also creating integration opportunities.







INTERNATIONAL WORK

Given the continued good economic situation in Germany and demographic change, covering the demand of German companies for skilled workers with domestic employees alone is becoming ever more difficult. Besides its measures for utilizing all domestic potential, the BA has therefore also continued to step up its activities devoted to the controlled acquisition of skilled labour from the European Union and so-called third countries. One essential objective particularly resides in acquiring foreign labour for so-called understaffed professions by the targeted recruitment of skilled workers, but also training and qualification projects, in order to contribute to a balance on the labour market. In doing so, the International and Specialised Services of the BA pursue a candidate- as well as a vacancy-oriented approach.

The text and video chats of the Virtual Welcome Centre (VWC), newly introduced as communication channels in 2016 for better international accessibility, continued to prove themselves as central cornerstones of the migration consultancy in 2018.

Amongst other places, the VWC is also located in the online portal at www.make-it-in-germany.com. Expansion into an umbrella portal of the Federal Government under the aegis of the Federal Ministry for Economic Affairs and Energy took place on 6 November 2018. Ever since the launch of the website in 2012, nearly 13 million visitors have used it for information.

OPTIMIZING FRAMEWORK CONDITIONS FOR LABOUR MIGRATION

At the behest of the Executive Board and Board of Governors and under the aegis of the International and Specialised Services, the BA has, based on its practical experience in the recruitment and placement of foreign skilled workers, established a working group to prepare suggestions for improving the targeted, needs-oriented acquisition of skilled labour abroad. The suggestions made by the Executive Board and Board of Governors for legal and process simplifications have been and are actively informing

151,839

CONTACT ENQUIRIES REACHED THE VWC IN 2018

THEY BROKE DOWN AS FOLLOWS.



101,768

TELEPHONE



35,771

EMAIL



7,897

TEXT CHAT



97

VIDEO CHAT



2,033

VERBIS



4,273

PERSONAL VISIT

the opinion-forming process concerning the drafting and implementation of the draft Skilled Labour Immigration Act presented by the Federal Government.

IMPROVING THE FOUNDATIONS FOR A TARGETED ACQUISITION OF SKILLED WORKERS – EXPANDING PROJECT-ORIENTED RECRUITMENT IN THIRD COUNTRIES

In the third country business, the International and Specialised Services intensified their project work in selected third countries in 2018. Besides the emphasis on the so-called Western Balkan States, the focus was also increasingly on Mexico, Brazil, and currently China. As in the previous year, the recruitment of skilled workers prioritised areas with the greatest national demand: health, IT and engineering, as well as the freight forwarding & logistics industries, construction and craft trades.

The teamwork with partners in Brazil and Mexico was expanded. In cooperation with national companies and partners there, such as the Goethe Institute, applicants were successfully acquired for healthcare and geriatric care. After completion of a German language course in their home country and acquiring preparatory and/or adjustment qualifications in Germany, they are deployed as skilled workers in hospitals and geriatric care facilities. Another example for the International and Specialised Services' activities in third countries is the initiation of a new project in China in cooperation with the Regional Directorate for Saxony, TU Dresden and Chinese provincial governments aimed at placing mechatronics engineers trained to the required German training standards in companies in Germany. The first employments are planned to start in Germany in March 2019.

This kind of project-oriented recruitment will be increasingly prioritised in the international placement activities in 2019. These measures will be paralleled by a more intensive use of online presences and social media activities.

Another example for the successful recruitment of skilled care workers abroad is the "TripleWin" programme, implemented in Bosnia and Herzegovina, Serbia, the Philippines and in a pilot project in Tunisia in cooperation with the German Society for International Cooperation (GIZ) and the local labour administrations. By mid-October 2018, a total

of 1,618 skilled care workers placed by the International and Specialised Services had taken up their employment in Germany.

In Albania, Serbia and the Kosovo, as well as in Morocco and Tunisia, the International and Specialised Services are continuing their intensive involvement in so-called migration advisory centres by way of the Centre for International Development, a working group of the BA with the GIZ, and has expanded its training measures for employees of the also involved employment services in particularly relevant partner countries. Amongst other services, the migration advisory centres also offer information and counselling concerning legal labour migration to Germany.

COOPERATION IN EUROPE FURTHER EXPANDED

Doing justice to the growing integration and networking of labour markets in Europe and making use of their potentials continues to require intensive cooperation. The European Representation of the BA supports this cooperation with its partners in the European network of public labour market services. 2018 saw the network prioritise the "Future of Work". A specially established working group created a position paper for this which studies the implications of future trends and deals with action areas and strategic solutions for the labour market services. A stakeholder conference of the network in November 2018 furthermore served to bring diverse partners in the labour market together and promote exchange and cooperation on challenges under the keyword "Work 4.0". The second assessment round of the bench learning project was successfully concluded in 2018. The focus on learning from one another will be increased in 2019, and intensified by theme-specific learning dialogues between labour market services.

EUROPEAN FUNDING PROGRAMMES SUPPORT SKILLED WORKERS AND COMPANIES

The BA's engagement in the mobility programmes "Your first EURES job (YFEJ)" and "Reactivate 35+" was continued and new projects were started. Both programmes created placement services for those in search of a job, changing between jobs, and the unemployed to be effectively supported by financial grants. This involved the fund-



ing of just under 330 participants, around 70 percent of whom transferred to an internship in Germany. 14 participants were able to take up insurable employment directly, without a previous internship for orientation.

Since May 2017, the “European Solidarity Corps (ESC)” programme has been providing opportunities for young people to take part in employment projects throughout Europe that courageously tackle social challenges. Possible jobs range from youth work and the care of older fellow citizens through to environmental protection and the integration of refugees. The BA was actively involved in a French pilot project of the ESC in 2018 as a partner and supports the consortium by offering specific outgoing consultancy for this target group. Attendance at language courses was subsidised in all the programmes, as were travel costs to interviews abroad, moving costs, or the recognition of qualifications.

Funding under the European programmes is also available for cross-border commuters, depending on the subsidy module.

ESSENTIAL MILESTONES OF THE EURES REGULATION ARE IMPLEMENTED



The EURES (European Employment Services) Regulation 2016/589 regulates the structure of the network and defines which EURES services

are offered in the EURES network to promote labour market mobility between member states on fair terms. The BA implemented essential milestones of the EURES Regulation in 2018.

In cooperation with the Federal Ministry of Labour and Social Affairs, the national EURES coordination office developed a national admission procedure and implemented it for the first time. Two new EURES partners were also acquired, in addition to the long-standing partners in the border regions. A new instrument for raising the visibility of EURES is the national EURES Germany website (www.eures-deutschland.de). It has been keeping all the EURES information available for the national network and its management since the summer of 2018.

With the introduction of the new European classification system (ESCO), the BA will benefit from the possibility of comparing candidate and job profiles throughout Europe based on skills and competence levels in the medium term. This will support a more custom-fit placement on a European level, and thus fair mobility.

The strategic orientation of the BA's foreign business was updated with respect to the EURES Regulation in 2018. EURES consultants from both jurisdictions can be appointed in keeping with the local demand situation ever since then.

THE EUROPEAN VOCATIONAL AND TRAINING GUIDANCE NETWORK

euro | guidance The BA is the National Euroguidance Centre and a member of the Euroguidance network for vocational guidance experts. Euroguidance promotes guidance cooperation and learning mobility in Europe.

One focus area of the activities in 2018 was the advanced training of guidance personnel on a European level. Altogether 24 vocational guidance experts of the employment agencies and International and Specialised Services, for example, took part in the Academia study visit programme in eight different countries.

CASH BENEFITS

€ **13.73** ^{bn}

WERE SPENT ON UNEMPLOYMENT
BENEFIT

OVER **1.00** ^m

APPLICATIONS FOR UNEMPLOYMENT
BENEFIT WERE MADE ONLINE

4.14 ^m

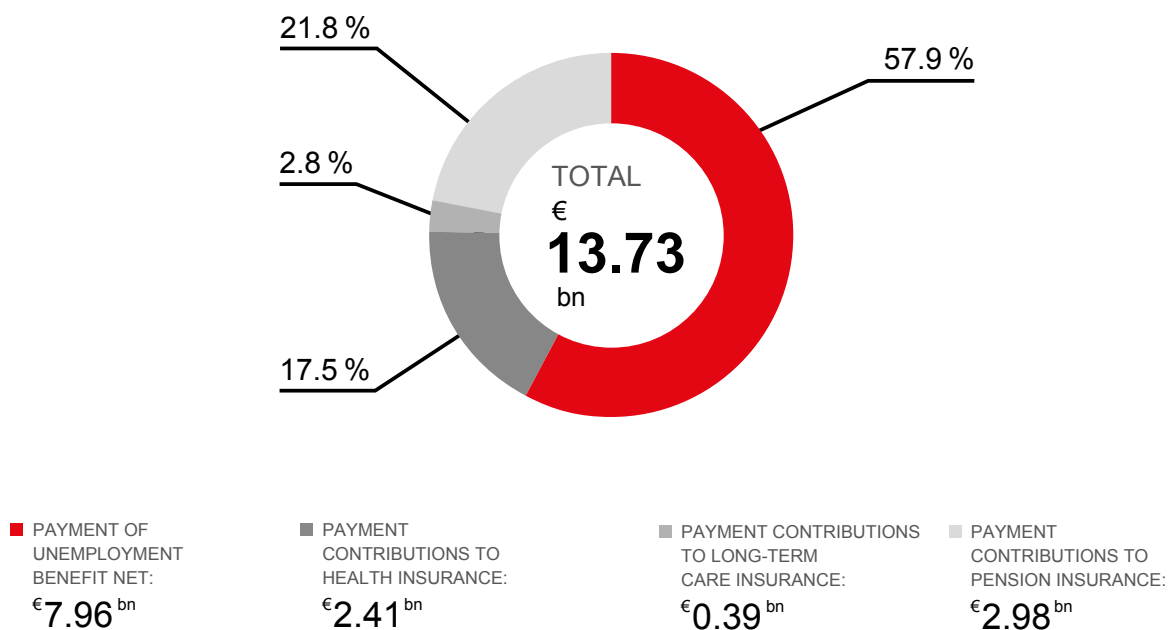
EMPLOYABLE PEOPLE RECEIVED
BASIC INCOME SUPPORT





UNEMPLOYMENT BENEFIT, SHORT-TIME WORKING ALLOWANCE AND INSOLVENCY PAYMENTS

EXPENDITURE ON UNEMPLOYMENT BENEFIT



Source: Federal Employment Agency

AUTOMATION OPTIONS IN THE UNEMPLOYMENT INSURANCE SCHEME IMPLEMENTED STEP BY STEP

The area of benefit approval is currently being reviewed for activities that could be automated in processing the online application for unemployment benefits. A feasibility study realised as a first step came to the conclusion that potential does exist. Based on these findings, a functional target system was devised for automation in the unemployment insurance scheme. This is a vision that defines the potential of the automation as well as containing implementation recommendations and consequences in this regard.

Building on this, a concrete automation project was started in the unemployment insurance scheme in 2018, with first implementation findings from the Family Benefits Office already included. In this, the BA relies on agile implementation methods, extensive involvement of clients and employees, a continuous evaluation of the benefits and consistent transparency, while banking on creating small building blocks step by step. The first building block to be realised involves automatically making the unemployment benefit ready for processing. The automatic adoption of data from the online application in the specialised procedures helps to markedly reduce manual and protracted activities for the staff. This eases their day-to-day work and lowers the risk of copying errors. Further implementations of automation solutions are in preparation.



ADEBAR PROJECT DEVELOPS SOFTWARE SYSTEM FOR SOCIAL SECURITY DATA EXCHANGE FURTHER

The ADEBAR project (connecting the EESSI network to the BA) will continue to drive the development of a software system this year that enables the BA to exchange social security data electronically with 31 European countries. The software components provided for this by the EU are integrated in the system by the BA and operated as part of the solution. A prototype has been created and is being successively further developed to operability. ADEBAR will be linked with the existing applications via interfaces and productively used, as from July 2019, by all intended users as a replacement for the paper forms previously used for this.

ONLINE APPLICATIONS: NEW SERVICES INSTALLED

The application for cyclical short-time working allowance is also available to clients online from this year. Besides various improvements of already existing online services, a mailbox service has also been installed for clients to safely communicate with BA staff. In addition to which the clients also receive automated messages in this mailbox if any documents are still missing for unemployment benefit applications. All the basic functionalities in the area of online applications have thus been implemented. The focus is now rather on the further development of the proposals for greater convenience and security.

OVER

1.00

MILLION APPLICATIONS

for unemployment benefit filed online in 2018

Expenditure for seasonal short-time working allowances for those in the construction industry

In the months of January to March 2018, seasonal short-time working allowance was paid to 301,000 persons.

317.29

MILLION EUROS

were paid out for this contribution-financed service in 2018 altogether.

The pay-as-you-go payments for winter allowance for additional expenses, winter allowance grants and refunding social security contributions to employers amounted to

391.27

MILLION EUROS.

SHORT-TIME WORKING ALLOWANCE PAYOUTS CONTINUED ON LOW LEVEL

The reliance on short-time work is remaining on a low level in a multiyear comparison and has further declined from last year. The payments for short-time work amounted to 59.59 million euros.

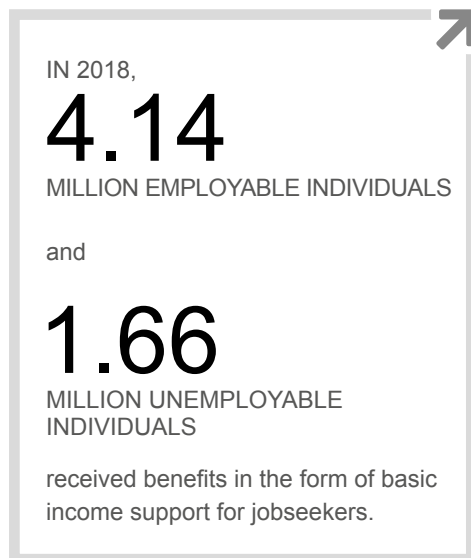
Expenses for insolvency payments

A total of 588.05 million euros was disbursed as insolvency payments and social security contributions in 2018. 149.000 applications were filed, and

121.000

APPLICATIONS APPROVED.

BASIC INCOME SUPPORT FOR JOB SEEKERS



ALLEGRO – IT PROCEDURE FOR SGB II SERVICE PROVISION FURTHER DEVELOPED

The ALLEGRO functions for the processing of services ensuring the means of subsistence by staff of the joint institutions were successfully expanded: since 2018, it is now possible to fully process overpayment amounts via ALLEGRO and to create consultation letters, cancellation notices and refund notices. In addition to this, the correct conclusion of a service case can now also be fully performed in the IT process.

Future advances will also prioritise relief for the staff on a local level. 2018 for example saw the start of theoretical work on an automated adjustment of pensions needing to be credited as income. This will foreseeably serve to spare the staff making manual adjustments.

E-FILE SUCCESSFULLY INTRODUCED

SUCCESSFUL CONCLUSION

The electronic file (E-FILE) has been realised as a basic IT service for all operative tasks. Incoming mail is now – apart from a few exceptions – digitalised in the SGB II and SGB III jurisdictions and the Family Benefit Office and automatically allocated to a file. The E-FILE contributes to the establishment of a paperless office and thus a modern administration.

All the 303 joint institutions and hence around 60,000 staff under the jurisdiction of SGB II have been working with the E-FILE since the middle of 2018. Approximately 600,000 sheets of paper are scanned here alone every day, and made available for processing electronically.

The BA has thus continued its e-government strategy, with one of the world's largest digitalisation projects.

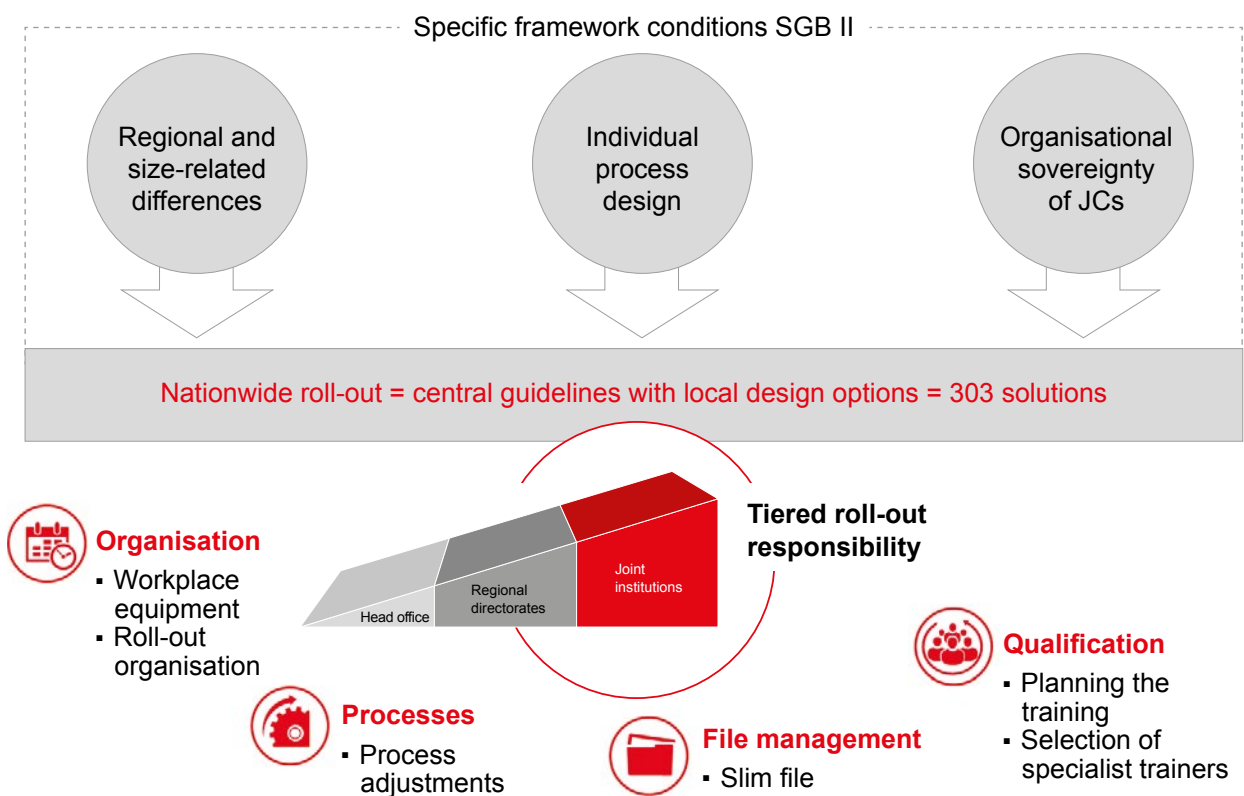
TARGET-ORIENTED ROLL-OUT MANAGEMENT IMPLEMENTED

The introduction of the E-FILE in the 303 joint institutions nationwide was a sea change for the everyday work of the staff, with some major potential for change. That this has succeeded so unproblematically not only shows that the roll-out decision was right, but also that opting for a step-by-step roll-out that takes local design options into account was correct. This enabled the E-File to be individually adjusted to local processes and framework conditions. The invariably positive feedback shows a high acceptance amongst the staff, who quickly accustomed themselves to the new work medium.

A continuous knowledge transfer was successfully installed as part of the project organisation. This was linked with a build-up of know-how in the Regional Directorates and joint institutions that did a large part of the roll-out work. The

tools, qualification modules, communication formats and technical information provided were adapted as required while the roll-out process progressed. An interdisciplinary cooperation on all levels was the basis of this successful introduction.

E-FILE ROLL-OUT CONCEPT



USING THE POTENTIALS OF AUTOMATION IN THE SGB II LEGAL PURVIEW

A preliminary study in 2018 discovered that the SGB II jurisdiction also contained potential for automating monotonous data inputs in the processing activities. This is aimed at freeing up staff time at the joint institutions for the processing of complex issues.

As the implementation of GE-ONLINE will enable applications and information to be electronically exchanged in the future, a first project studied the automated processing of applications for continued approval. A corresponding implementation proposal will shortly be presented to the Federal Ministry of Labour and Social Affairs.





FAMILY BENEFITS OFFICE

Effective service provision and modern, efficient administration – this is what clients want from the Family Benefits Office. With the “FamKa 2020” development programme, it has added these challenges to its agenda. Further progress will thus be made every year where innovation and client satisfaction are concerned.

ONLINE PORTAL FOR PROPOSALS AND SERVICES OF THE FAMILY BENEFITS OFFICE (OPAL) BROADENS ITS OFFER

The OPAL project successfully took the first online products – application at birth and upload of enrolment receipts – into operation in 2018. Also in live operation since November 2018 are the application for child benefit from the age of 18 and further upload options for vocational training and school education. The offer of being able to draw on the Family Benefits Office’s services conveniently and with little effort is thus becoming ever broader.

In the process, the Family Benefits Office succeeded in digitalising individual processing activities. The interlinkage of client-side online inputs is thus making things easier for both parties. Clients are now only required to supplement any information that has not been provided to the Family Benefits Office so far. At the opposite end, the automatic data transfer saves time in the processing. The Family Benefits Office continues to drive the development of automated processing support. An automated decision proposal for various matters is planned for 2019 as a first step in this regard.

In addition to this, the online presence in the “Family with children” situation has been revised and subjected to search engine optimisation. The Family Benefits Office’s products and information are now much easier to find.

DIGITALISATION PROCEEDING STEP BY STEP

The BA has studied the automation potentials in feasibility studies across jurisdictions. The first conversion of these findings into automation solutions followed in April 2018 in the Family Benefits Office. The automatic display of data entered by the client in the particular process as part of an application for child benefit can help to markedly reduce the data to be manually transferred by the staff. This facilitates their day-to-day work and reduces transfer errors. The implementation of further automation solutions is in preparation.

VIDEO CONSULTANCY INTRODUCED IN THE CHILD ALLOWANCE TASK AREA

After trialling in three regional branches, the Family Benefits Office rolled out video consultancy in the task area of child allowance nationwide on 3 September 2018. The video consultancy provides citizens with a modern, digital communication channel for seeking advice on subjects revolving around child allowance. The service is available by way of so-called video kiosk systems at selected Family Benefit Office locations and online via internet for consultancy at home. The video consultancy thus combines the advantages of a personal consultation with those of consultancy by telecommunication, for example the telephone. Travel and waiting times are done away with. The scheduling of video consultations enables their targeted preparation by the respective experts. The higher quality of the consultation thus also contributes to an improvement in the quality of submitted documents, and therefore to improvements in processing the service in question – client satisfaction grows. A further expansion of the service, technical functions and subject-related processes is planned for the further development of video consultancy.

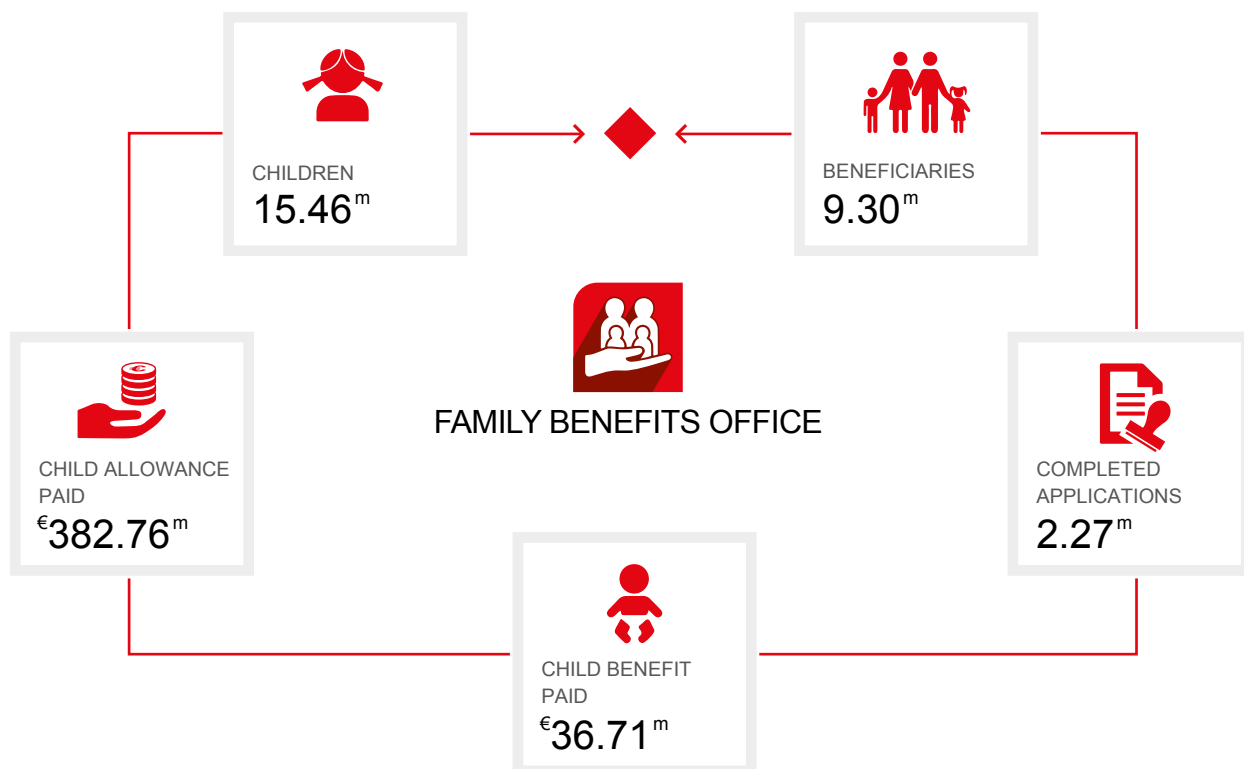
CONCENTRATION OF FAMILY BENEFITS OFFICE MAKES PROGRESS

The “Law for ending the special competence of the family benefits offices of the public service” came into force on 1 January 2017. This enables institutions authorised to exercise this special competence (around 11,000 altogether) to hand over the processing of child benefit to the Family Benefits Office of the BA. Approximately 100 family benefits offices of the Federal Government will be handing over the disbursement of child benefit to the Federal Administration Office or Family Benefits Office of the BA by the end of 2021. The competence transfer helps to achieve an efficient and cost-effective administrative process while harmonising the application of laws at the same time.

By October 2018, over 400,000 children from nearly 5,000 institutions had been transferred to the Family Benefits Office. A sum total of almost 5,000 institutions with about 1.38 million children want to end their special competence by 2022 and hand over the processing to the BA’s Family Benefits Office.

The IT solutions created to take on child benefit cases in large numbers are functioning well. Service-oriented solutions for the information exchange required with the disbursement offices of the public service have been created and/or are in progress.

FAMILY BENEFITS OFFICE FIGURES FOR 2018



Source: Federal Employment Agency

FACTS AND FIGURES

5.2%

UNEMPLOYMENT RATE

51%

PROPORTION OF WOMEN IN MANAGEMENT POSITIONS

€ 33,11^{bn}

THE TOTAL EXPENSES AMOUNTED TO



TRAINING MARKET 2018

BETTER OPPORTUNITIES FOR TRAINING SEEKERS THAN IN THE PREVIOUS YEAR

536,000

REPORTED APPLICANTS FOR
TRAINING MARKET VACANCIES



-2.2%



+3.6%

547,000

REGISTERED COMPANY TRAINING
PLACES

THE CONSIDERABLE REGIONAL, VOCATIONAL AND QUALIFICATION-RELATED IMBALANCES COMPLICATING A BALANCED MARKET HAVE GROWN EVEN GREATER IN COMPARISON WITH PREVIOUS YEARS.

REGIONAL DIFFERENCES

Applicants had a good chance of finding a training place in the federal states of

- Bavaria
- Thuringia
- Saarland
- Hamburg

There were fewer opportunities for an apprenticeship position for applicants in

- Berlin
- North Rhine-Westphalia
- Hesse



100

IN-COMPANY TRAINING
MARKET VACANCIES

98

APPLICANTS



VOCATIONAL DIFFERENCES

Occupations with vacancy issues, e.g.

- Food production and sales
- Hotel and restaurant jobs
- Construction jobs

Utilities and supply services e.g.

- Carpentry
- IT
- Automobile engineering

BALANCE SHEET AT THE END OF THE GUIDANCE YEAR (30 SEPTEMBER 2018)

25,000

UNSUPPORTED APPLICANTS



+3.5%



+17.7%

58,000

VACANT TRAINING MARKET
VACANCIES

54,000

APPLICANTS WITH AN ALTERNATIVE



-4.3%

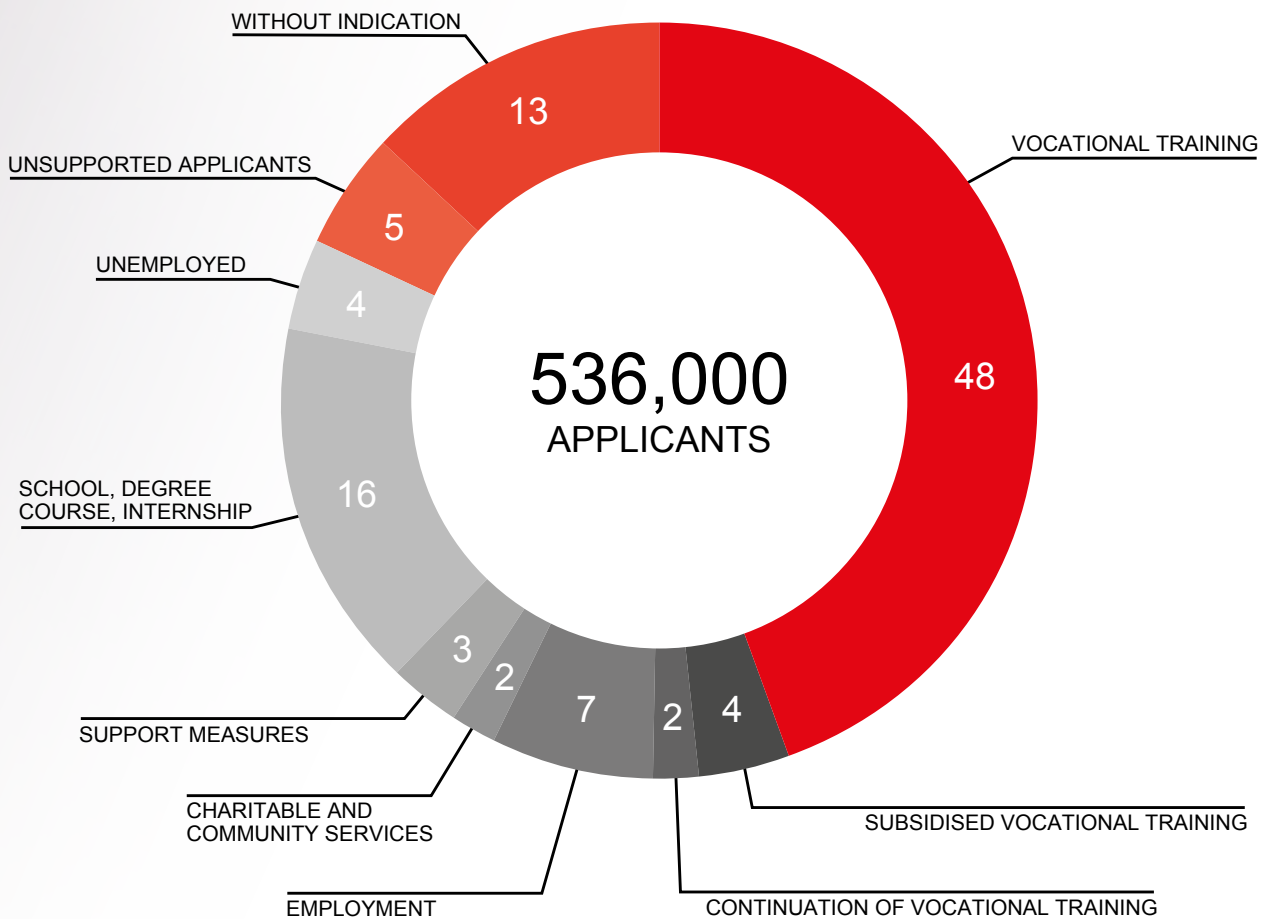
Source: Statistics of the Federal Employment Agency



Remaining registered applicants for training market vacancies

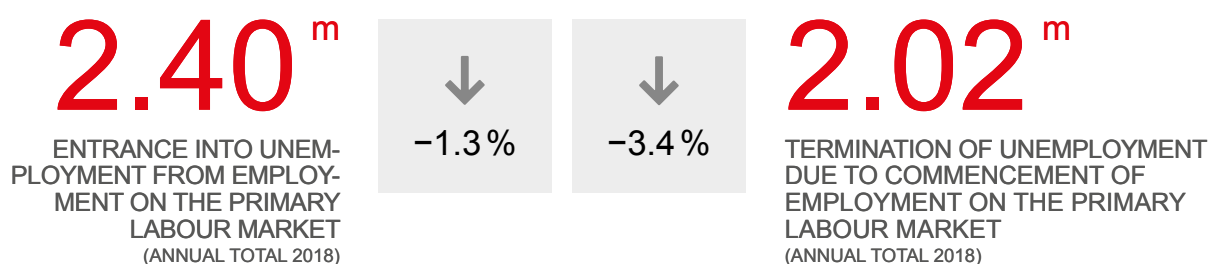
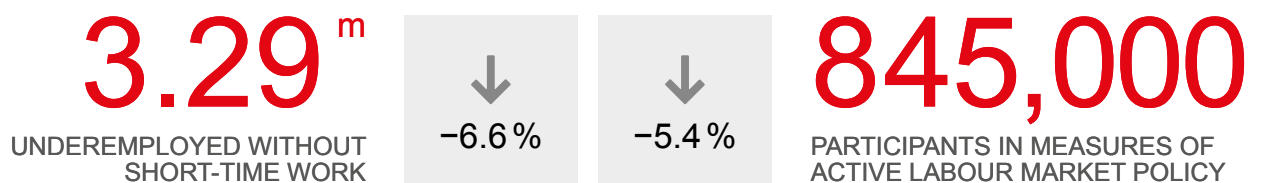
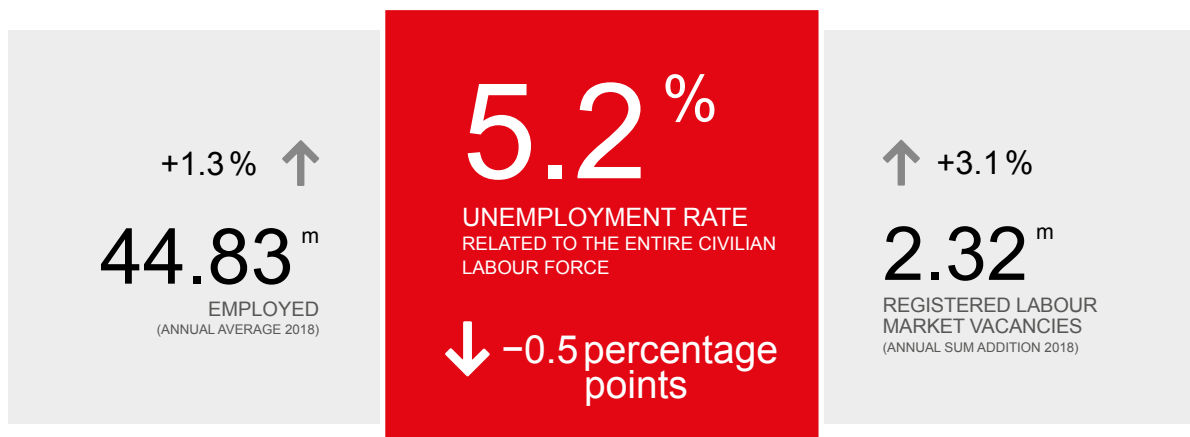
30 September 2018; in percent

Due to rounding errors, the total may deviate from 100 %.



Source: Statistics of the Federal Employment Agency

LABOUR MARKET 2018





2018 annual averages if not indicated otherwise.

4.14^m

RECIPIENTS OF UNEMPLOYMENT BENEFIT II (EMPLOYABLE BENEFICIARIES)

↓ -5.0%

715,000

RECIPIENTS OF UNEMPLOYMENT BENEFIT

↓ -4.0%

3.09^m

COMMUNITIES OF NEED

↓ -5.1%

LABOUR MARKET RESEARCH

UNEMPLOYMENT TO FALL TO 2.23 MILLION IN 2019

Economic development in Germany continues to be on the up, but is losing a little momentum. The Institute for Employment Research expects real GDP to grow by 1.7 percent in 2019. With basically good framework conditions, a number of risks are present, particularly with respect to the US government's trade restriction policies, but also Great Britain's upcoming exit from the EU.

Unemployment continues to decline, helped by the increasing shortage of labour. According to the forecast by the Institute for Employment Research, unemployment is set to fall by 120,000 to 2.23 million on an annual average in 2019.

The upward trend in employment is continuing, but flattening out somewhat. A plus of 49,000 is forecast for 2019 by the Institute for Employment Research. While the number of insurable employees is showing a strong and that of public service employees a minimal increase, the number of self-employed and marginally employed is declining. Based on immigration and an increasing employment rate, the labour force potential, i.e. the supply of workers, will grow by around 220,000 and thus a little less than in previous years. So it will reach a volume of 47.55 million persons. Despite a slight decrease in the average working hours per employed person of 0.1 percent, the work volume will rise by 0.1 percent and will thereby reach a new high of 61.67 billion hours in 2019.

Irrespective of general economic development, the challenges in the labour market are continuing. These include the ever scarcer manpower, but also structural problems such as the integration of the long-term unemployed and refugees. Effective placement and upskilling are decisive here.

Key focus areas of IAB in 2018

- Second evaluation of the Institute for Employment Research by the Council of Science and Humanities. The panel advises the Federal and State governments in questions concerning the content and structural development of higher education, science and research.
- Involvement in the "Science Year 2018 – Working Life of the Future" with an accompanying series in the online magazine "Institute for Employment Research Forum" and events, including the specialist conference "Science meets practice – transformation of the working environment" and the Nuremberg talks on an unconditional basic income
- Focus area "Long-term benefit receipt": Contributions on the subjects of sanctions on basic income support and social labour market, amongst others
- Focus area "Migration and integration": Development, collection and expansion of various data records for research; analyses of the structure of immigration and integration of immigrants, as well as the Skilled Labour Immigration Act
- Focus area "Work in a digitalised world": Analyses of the repercussions for initial and further training, (new) hires, personnel policies, substitutability potential
- Further evaluation of the instruments and programmes of active labour market policy



STAFF

PERSONNEL MANAGEMENT SUSTAINABLY ADVANCED

To optimally prepare the BA for the requirements of the modern world of employment and optimise labour relations and working conditions, the BA has started to sustainably develop its personnel management further.

The BA's sustainable personnel management embraces three pillars: resource (deployment) planning, employability & the development of potential, and recruitment.

RESOURCE (DEPLOYMENT) PLANNING INTRODUCED

STRATEGIC PERSONNEL PLANNING

The further development of the staff is based on the BA's strategic and proactive personnel planning. Besides the personnel fluctuations through demographic effects, this also takes the development of external factors into account, e.g. the economic framework conditions or also technological advancements. The individual and previously isolated elements of the personnel planning are being interlinked for the very first time. This enables the strategic personnel management to identify development needs and respond with measures early on.

CREATING LONG-TERM PERSPECTIVES AND IMPROVING QUALITY

The consistent staff recruitment in open-ended employment relationships stabilises the BA's personnel and reduces the induction and qualification efforts. The share of permanent employees was thus raised from 90 to 93 percent.

The subject-related flexibility required in the volatile environment the BA is engaged in is ensured by a high qualification level of the staff. The clients of the BA can thus be certain to always be provided with qualified service.

MAINTAINING EMPLOYABILITY

HOW WE WILL LEARN IN THE BA IN THE FUTURE

To continue being able to provide our clients with high-quality services in the future, our staff need to learn the ropes quickly and well, as well as learn all their lives. The BA's training system is being reviewed for this purpose, and will be converted in the medium to long term, in order to be able to meet the future requirements – especially in connection with digitalisation.

Learning in the BA will be more workplace-oriented, personal and digital in the future. Tailor-made and workplace-related training is being expanded (learning support, IT-supported learning, etc.). This is conditional on a change in the learning culture.

First measures were developed in an intensive participation process and will be implemented, as well as continuously supplemented, as part of the "Strategy 2025".

CREATING GOOD WORKING CONDITIONS AND INDUSTRIAL RELATIONS

The BA has reacted to the requirements of the modern working environment with its Health Strategy 2025. Its focus is on creating good industrial relations and working conditions to promote employability at all stages of life. For prevention purposes and especially the promotion of psychological health, all staff were provided with the "Resilire" online tool for strengthening resilience. In the sense of needs-oriented health proposals, all the offices are able to work with the "Health Circle" format as a participatory element.

PROMOTING COMMITMENT

The commitment survey was trialled in several jobcentres as a scientifically sound employee survey in 2018. As a result of this successful test, the commitment survey will now be offered to all joint institutions as a service for the first time.



CONTINUED RECRUITMENT AND DEVELOPMENT OF POTENTIAL

DEVELOPING PERSONNEL

The personnel development is focused on the further advancement of skills and promotion of an open exchange. To this end, the formal employee assessments with marks will be suspended, and replaced by appraisal interviews in 2019. The BA's skills model was revised in keeping with the latest developments in personnel management. Subject-related and digital skills were strengthened.

NEW WAYS IN PERSONNEL MARKETING

With the games app "Official Heroes" (www.arbeitsagentur.de/ba-helden) the BA is exploring new directions in the area of its own personnel marketing. The game served to purposefully support the recruitment of junior workers and raise the BA's profile as an employer.



BEING AN ADVERTISING EMPLOYER

As an employer, the BA is also faced with the challenges of demographic change and the search for suitable skilled labour. The constantly high personnel demand in 2018 was successfully covered with 8,500 new hires. Of these, over 1,400 junior workers were hired across the nation in 2018 for training, study or the BA training programme again.

In the process, young people with a refugee background were once again acquired for training as specialist employees for labour market services, this year to the volume of 48 training places.

526 trainees successfully completed their training as specialist employees for labour market services, IT specialists, cooks, housekeepers and hotel specialists in the past year. 432 B.A. students meanwhile also completed their courses in "Training, job and employment consultancy" and "Labour market management" just as successfully, and 25 trainees their training programmes.



The good framework conditions of the study courses and training programmes are reflected in relevant awards (including top4women, “Germany’s Best Trainer”, TOP Ausbildung).

OFFERING NEW ENTRY ROUTES – SUBSIDISED STUDY

To acquire highly qualified specialists, the BA has expanded its recruitment channels. A subsidised degree course has been offered since 2018. This is designed to enthuse students at selected public universities and in selected degree courses for a job with the BA. The BA supports the students financially during their studies in return for them completing an internship at the BA. This way, they can already discover the “BA universe” during their degree course, and gradually prepare themselves for future tasks at the BA. Upon their successful graduation, the students will join the BA as employees.

Subsidised degree courses are available for the subject areas of “IT”, “Commercial Law” and “Social Law”. 20 students newly embarked on the BA’s subsidised degree courses in 2018.

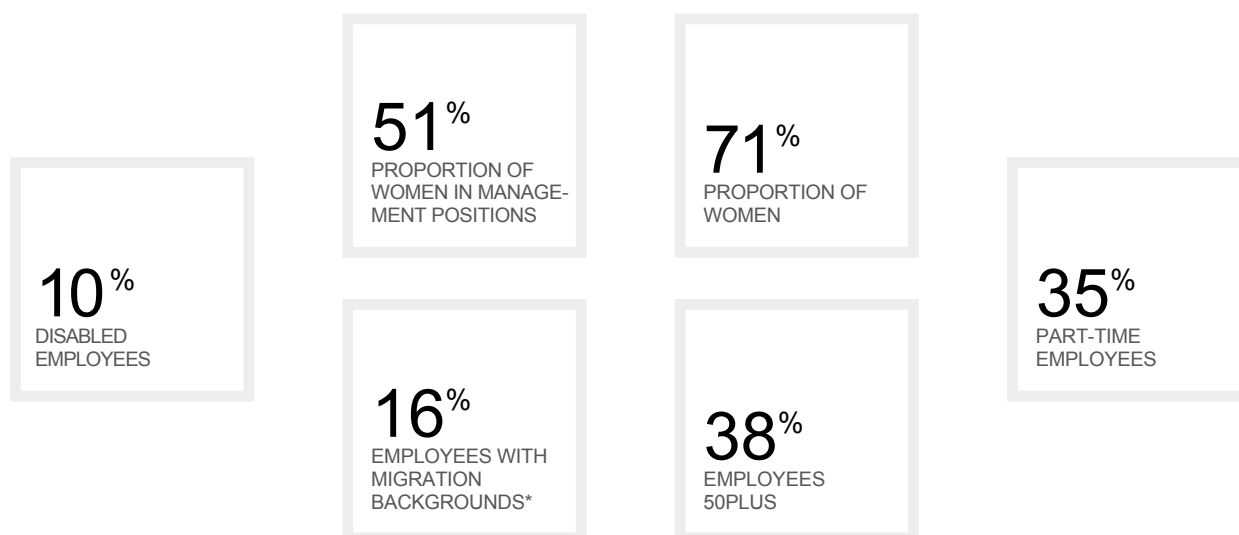
PROMOTING EQUALITY AND EQUAL OPPORTUNITIES

The equality policy targets for the coming years were given concrete form with the fifth Equality Plan of the BA. Important contributions to the flexibilisation of mobile forms of work this year include abolition of the limit for teleworking jobs and an expansion of the access options to the “virtual workplace” for mobile workers.

The varied skills of the BA staff are to be promoted while simultaneously improving their understanding of the needs of the diverse clients – and thus also the service provided by the BA. Over and beyond this, the inclusion agreement for supporting colleagues with disabilities was also concluded this year.

IMPORTANT KEY FIGURES FROM HR DISCIPLINES

(values rounded)



Source: Federal Employment Agency

*This data is based on voluntary data as part of an internal employee survey from 2013

BA EMPLOYEE CAPACITY IN FULL-TIME EQUIVALENTS

	TOTAL		UNEMPLOYMENT INSURANCE SCHEME AS WELL AS BASIC INCOME SUPPORT ¹		BASIC INCOME SUPPORT ²		FAMILY BENEFITS OFFICE	
	Actual prev. year	Actual	Actual prev. year	Actual	Actual prev. year	Actual	Actual prev. year	Actual
TOTAL	97,000	96,100	53,200	52,500	40,000	39,600	3,900	3,900
Of whom permanently employed	87,500	89,100	47,400	48,200	36,900	37,400	3,200	3,400
Of whom temporarily employed	9,500	7,000	5,800	4,300	3,100	2,200	700	500
INFORMATIONAL PURPOSES³								
Students	1,500	1,500						
Trainees	2,100	2,400						

¹Employment Agencies, Regional Directorates, Special Services and Headquarters (including the Internal Service and Basic Income Support Services for job seekers).

²Joint institutions and holistic task implementation for the basic income support services for job seekers.

³Junior staff will only be reported retrospectively in the total number.

Source: Federal Employment Agency

Version: December 2018



TARGETS AND FINANCES

TARGETS – GOOD RESULTS FOR THE UNEMPLOYMENT INSURANCE SCHEME AND BASIC INCOME SUPPORT FOR JOB SEEKERS

The employment agencies and jobcentres in joint institutions largely realised their intentions for 2018 – also because the positive development of the labour market created good perspectives for the (re-)entry of clients into a working life. Progress was especially made in the vocational integration of refugees, in close cooperation between the BA, employers and many other partners. A major challenge for employees, employers and the BA continues to be presented by the growing professional qualification requirements in the wake of the structural transformation in the labour market, however.

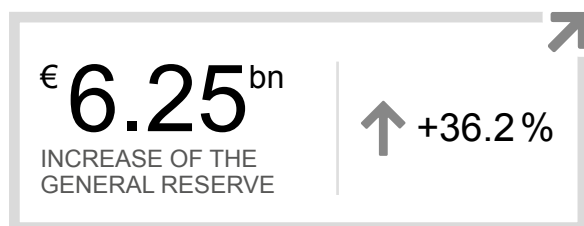
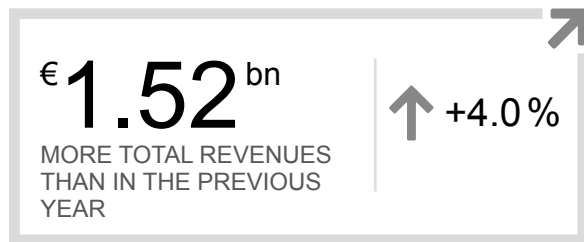
Adolescents with and without a Certificate of Secondary Education, clients threatened by long-term unemployment and rehabilitants alike benefitted to a particular extent from the BA's support services in the unemployment insurance scheme and the good situation in the labour market. The integration-oriented targets were largely realised in 2018. Imminent unemployment was avoided with just under a third of the clients whose jobs were coming to an end. In just under half the cases, unemployment, once entered, was ended by taking up employment again. Seven of ten clients integrated in employment were also still in insurable employment six months later. The targets for the training market were also realised, with the inflow into training once again increased from the previous year. In addition, half the rehabilitants completing a vocational qualification for participation in work found a job within six months.

The central aims of basic income support include reducing the need for assistance, the taking up and continuation of gainful employment, maintenance, improvement or restoration of employability, the independent securing of livelihoods, and avoidance of long-term benefit receipt. The integration result in the joint institutions slightly improved in 2018 overall. Approximately one in four employable persons entitled to benefits took up a job. The need for assistance can only be overcome in approximately every second case, however.

POSITIVE FINANCIAL DEVELOPMENT – ADDITIONAL REVENUES AND LOWER EXPENDITURE AS A CONSEQUENCE OF THE GOOD DEVELOPMENT OF THE ECONOMY AND IN THE LABOUR MARKET IN GERMANY

The BA concluded the 2018 financial year with a positive result of 6.23 billion euros. This considerably exceeded the planned surplus of 2.51 billion. The main reasons for this were the positive development of the labour market and further strong rise in employment to a new record high.

All in all, the BA earned 39.34 and spent 33.11 billion euros. The calculated earnings were exceeded by 383 million euros. Of the planned expenditure of 36.44 billion euros, 3.34 billion did not need to be spent.



REVENUES

Insurable employment reached a new record high and led, in concert with an increased gross wage level, to contribution takings of 34.17 billion euros. The previous year's value was exceeded by 1.67 billion euros.

EXPENDITURE

The development of the expenditures also contributed to the positive result. 7.87 billion euros was spent on active employment promotion. 1.90 billion euros less was spent than planned.

The number of unemployment benefit recipients in unemployment further declined thanks to the favourable situation in the labour market and remained well below expectations. Expenditure followed this development. 931 million of the planned 14.66 billion euros did not require disbursement.

299 million euros less was spent than the 11.04 billion euros earmarked in the budget for personnel, administration and collection cost refunds.

PENSION FUND

To secure its pension liabilities, the BA established a pension fund that is built up by regular allocations from the budget of the unemployment insurance scheme. In anticipation of future regular allocations, a supplementary allocation of 2.00 billion euros was made in the past financial year.

RESERVES

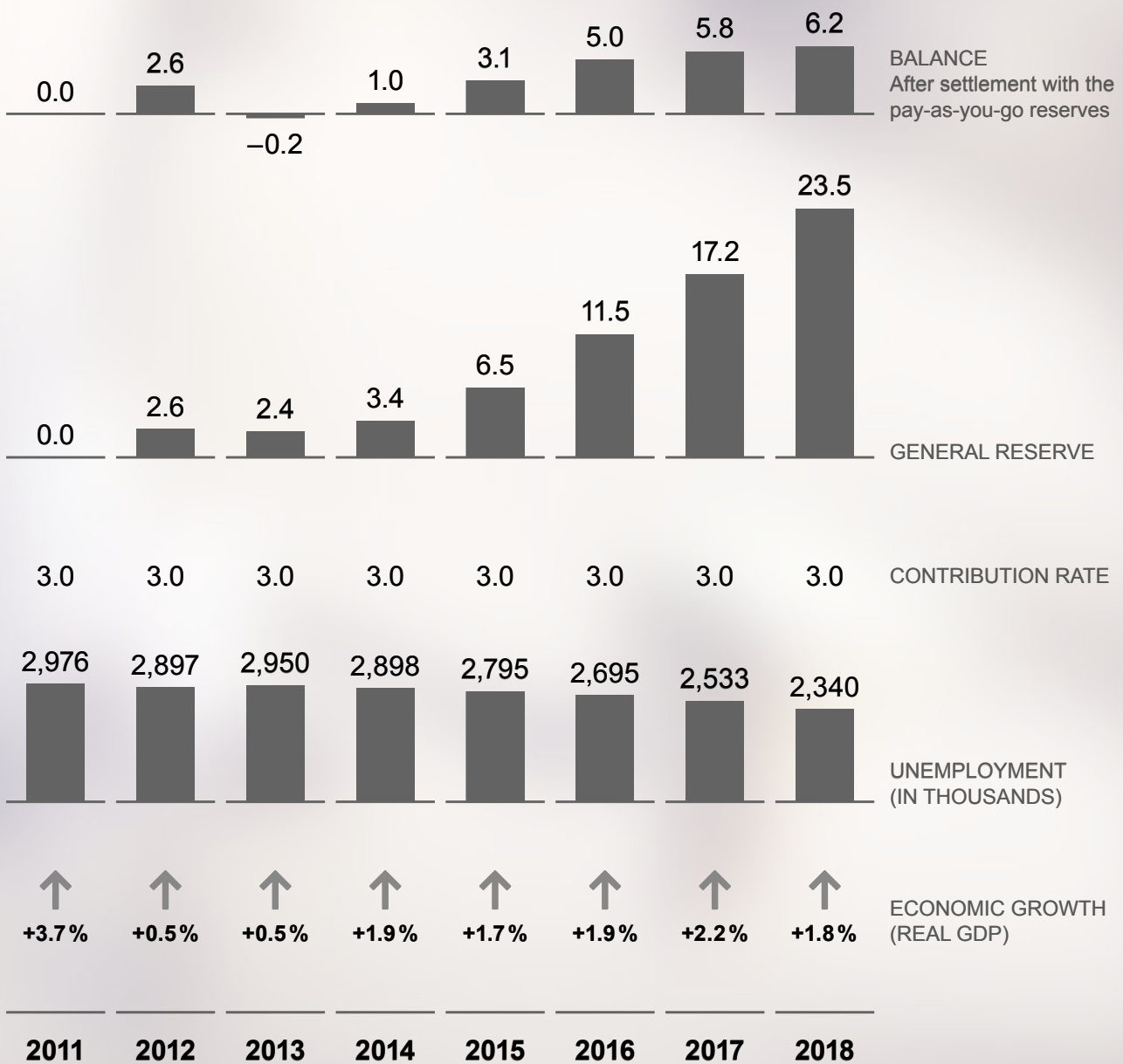
The general reserve of the BA grew to 23.50 billion euros. To compensate for economy-related fluctuations, a reserve amounting to 0.65 percent of GDP should be retained in the opinion of the Institute for Employment Research. The reserve has thus reached this level in time before the reduction of contribution rates in 2019.

The BA also administers the insolvency payments reserve, which reached a volume of 1.80 billion euros by the end of 2018, and the winter employment reserve of 329 million euros.



FINANCIAL DEVELOPMENT IN UNEMPLOYMENT INSURANCE SCHEME

Amounts in EUR billions



Source: Federal Employment Agency



NUMBER OF CONTRACT AWARDS IN PURCHASING ON A HIGH LEVEL

The order volume in the BA's purchasing division is unfailingly high and contract awards are legally watertight throughout.

LABOUR MARKET SERVICES

The five regional purchasing centres provided labour market services, on the basis of a measure started in 2018, to an order volume of 1.59 billion euros. This includes 484,003 participants and/or participant places. 50 percent of them were (new) awards and 50 percent contractual options and/or flexibilisations.

93 percent of the (new) awards were made in a competitive procedure.

Nine procedures were reviewed by market participants using the review procedure – eight of them without success.

IT AND INFRASTRUCTURE

Central Purchasing in Nuremberg ordered 940.89 million euros worth of goods and services in the IT and infrastructure product categories in 1,207 contract awards in 2018.

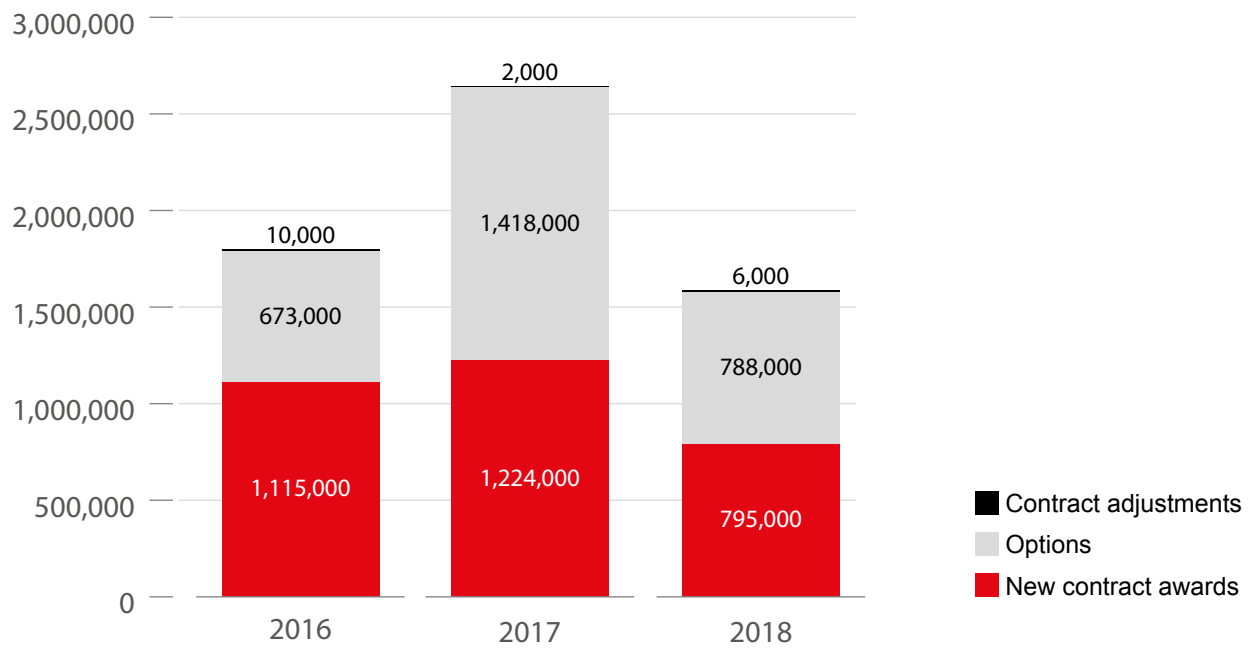
78 percent of the order volume was awarded in competitive procedures.

Six procedures were reviewed by market participants using the review procedure – with a violation of public procurement law confirmed in no case.

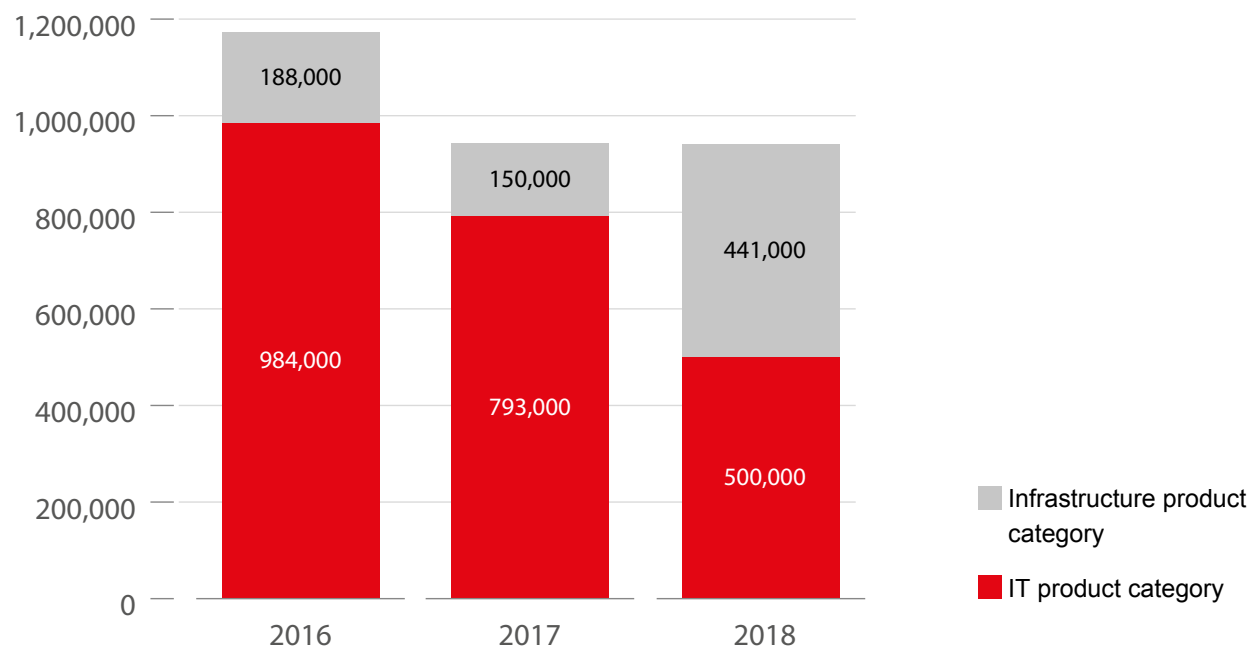


DEVELOPMENT OF THE ORDER VOLUME IN PURCHASING

LABOUR MARKET SERVICE PURCHASING: ORDER VOLUME IN THOUSANDS OF EUROS



CENTRAL PURCHASING: ORDER VOLUME IN THOUSANDS OF EUROS



ANNUAL REPORT 2018

Sixty-seventh Annual Report of the Federal Employment Agency

For the period from 1 January to 31 December 2018, the Executive Board offers the following report, approved by the Board of Governors pursuant to Section 393(2) Book 3 of the German Social Security Code (SGB III).*

*Statements on Book 2 of the German Social Security Code (SGB II) are not subject to approval by the BA's Board of Governors.

ANNEX





CORPORATE GOVERNANCE REPORT

Good corporate governance, increased efficiency and transparency are also crucial for state-owned companies and organisations. The management of these companies and organisations must therefore be guided by the ongoing development of modern governance structures. The Federal Ministry of Finance has created the “Public Corporate Governance Code” in connection with the Participation Policy set out by the Federal Government, which offers a compilation of principles of good corporate governance. On the basis of this Public Corporate Governance Code, the BA would like to afford insights into its governance structures. The Corporate Governance Report is now in its ninth year.

1. PREAMBLE

The BA herewith presents a Corporate Governance Report for the 2018 financial year based on the Public Corporate Governance Code of the Federal Government. The aim is to create transparency and traceability with regard to corporate governance and monitoring.

In accordance with Section 6.1 of the Public Corporate Governance Code, the Executive Board and the Board of Governors of the BA declare that its recommendations have been and will in principle be met. Deviations are attributable to the fact that legal regulations take precedence over the Public Corporate Governance Code.

The stringent separation between the management’s responsibility for operational business and control and advice by way of self-governance is enshrined in law.

2. EXECUTIVE BOARD (SECTION 381 SGB III)

The Executive Board manages the BA, conducts its business and represents the BA in both judicial and extra-judicial proceedings. It consists of a chairperson and two other members. Pursuant to Sections 9 et seq. of the Rules of Procedure for the BA’s Executive Board, the Chairperson of the Executive Board determines the guidelines for day-to-day management, taking into account the objectives set by the Executive Board with the approval of the Board of Governors, or as agreed with the Federal Ministry of Labour and Social Affairs. He or she monitors the implementation of the Executive Board’s resolutions and compliance with the key points of ongoing corporate management. Members of the Executive Board and managers report to the Chairperson for this purpose. Each member of the Executive Board is responsible for the business divisions assigned to him or her, carrying out the assigned duties independently in keeping with the corporate management guidelines, and thus representing the Executive Board inside and outside the organisation. All members of the Executive Board are equally entitled to carry out these tasks. The BA is managed by the Executive Board as a “collegial body”. The Chairperson of the Executive Board thus represents the Executive Board inside and outside the organisation.

The BA has not taken out pecuniary damage liability insurance for the members of the Executive Board – but has held a D&O insurance policy since 1 January 2013.

No loans were granted to the members of the Executive Board or the Board of Governors.

Within the scope of corporate governance, the Executive Board has developed an institutionalised risk management system for the BA whereby it obtains regular information about the risks that have materialised and possible future risks. The objective is to plan preventive measures for safeguarding the organisation. This semi-annual information is forwarded to the Presidium of the Board of Governors by way of the Chairperson of the Executive Board. The responsibility for identifying risks and planning the resulting measures in the risk management system continues to reside with the business divisions – In keeping with the management philosophy described above.

Corruption prevention as part of the performance of duties by the legal/data protection/compliance departments is directly assigned to the Executive Board. The BA is a member of Transparency International.

On proposals by the Board of Governors, the members of the Executive Board are nominated by the Federal Government and appointed by the Federal President. The members of the Executive Board are in public employment. The term of office of the members of the Executive Board is five years. Several terms of office are permitted (Section 382 SGB III).

In addition, the legal status of the members of the Executive Board is regulated, in particular with regard to pay, by contracts that the Federal Ministry of Labour and Social Affairs concludes with the members of the Executive Board and that require the approval of the government (Section 382(6) SGB III).

3. BOARD OF GOVERNORS (SECTIONS 371, 373 SGB III)

3.1 ORGANISATION AND TASKS

The Board of Governors has 21 members and is made up, in equal numbers, of members representing employees, employers and public bodies. Each group can nominate up to five deputies. Alternate members have the rights and duties of a member for the period in which they represent a member. A member representing a public body cannot preside over a self-governing body.

The Board of Governors supervises the Executive Board and the administration and advises them in all questions relating to the labour market. It approves the budget prepared by the Executive Board (Section 71a SGB IV). The definition of the strategic alignment and the BA's business

objectives are also subject to approval by the Board of Governors (Article 4 of the Charter of the BA).

For the purpose of preliminary deliberation on topics, the Board of Governors has established two committees (Section 14 of the Rules of Procedure of the Board of Governors):

- Committee I for strategic decisions, questions related to the budget and to self-governance,
- Committee II for the subjects of labour market policy, labour market research and cash benefits.

Both these committees are also concerned with the audit reports from Internal Audit and from the Federal Audit Office, and in this way act as an audit committee.

To ensure continuous and prompt cooperation with the Executive Board, the Board of Governors has formed a Presidium consisting of the Chairperson, the Deputy Chairperson and the spokesperson of the group of public bodies of the Board of Governors (Article 6 of the Charter of the BA).

Committees and the Presidium cannot take decisions on behalf of the entire Board of Governors. Resolutions are reserved for the Board of Governors.

The Board of Governors and its committees monitor the quality and efficiency of their activity.

3.2 APPEALS PROCEDURE (SECTIONS 377 ET SEQ. SGB III)

The members of the Board of Governors are appointed by the Federal Ministry of Labour and Social Affairs. In the process, men and women are to be considered with the aim of their equal participation in the groups. Staff and civil servants of the BA cannot be members of the Board of Governors.

Eligible to submit nominations for members of the groups of

- employees are unions that have entered into collective wage agreements, and their associations, and for the groups of
- employers are employers' associations that have entered into collective wage agreements, and their federations,

and are of key significance for representing the interests of employees or employers.



The following are eligible to submit nominations for the members of the group of public bodies in the Board of Governors

- the Federal Government for three members
- the Federal Council for three members, and
- the umbrella association of self-governing local authority bodies for one member.

The term of office of the members of the Board of Governors is six years (Section 375 SGB III)..

The members of the Board of Governors carry out their activities in an honorary capacity. They may not be hindered in taking over or exercising the honorary office or be put at a disadvantage on account of taking over or exercising such an office (Section 371(6) SGB III). They are not subject to any instructions of the organisation by which they were delegated (Article 2(3) of the BA Charter).

In its recommendations to the administrative committees, the Board of Governors stipulates that conflicts of interest are to be avoided. It recommends in principle that members disclose their concerns if experiencing a conflict of interest or fear partiality with regard to the pending deliberations.

No service or work contracts have been entered into with the members of the Board of Governors.

4. REMUNERATION

4.1 REMUNERATION OF THE EXECUTIVE BOARD

During the past year, the business of the BA was conducted by Mr Detlef Scheele (Chairman of the Executive Board), Mr Raimund Becker (member of the Executive Board) and Ms Valerie Holsboer (member of the Executive Board). The total remuneration paid to the members of the Executive Board in 2018 amounted to approximately EUR 851,000.

4.2 REMUNERATION OF THE MEMBERS OF THE BOARD OF GOVERNORS

The members of the Board of Governors did not receive any remuneration. The BA reimburses members and representatives for their cash expenses and grants an allowance (Section 376 SGB III) that currently amounts to EUR 26 for each session day.

5. AUDITING

The provisions of the Federal Budgetary Regulations apply analogously to the preparation and execution of the budget as well as to the BA's other fiscal management activities.

The general fiscal management principles of the Federal Government are to be followed (Section 77a SGB IV).

The BA's annual financial statement is audited by the Federal Audit Office.

STATISTICAL INFORMATION



Statistical data on the application of labour market measures and on cash benefits (e.g. unemployment benefit, unemployment benefit II, short-time working allowance) are only available with a time delay and extrapolated from the latest figures. Annual totals or annual averages have been relied on for this report as a matter of principle.

Annual values based on extrapolated results were used to show entries to the BA's labour market measures. For some instruments (including the WeGebAU, IFlaS, promotion of participation programmes) and detailed information (e.g. proportion of women) the figures are based on flexible annual values for the months of October 2017 to September 2018 with the territorial status of December 2018. Support data from the area of basic income support for job seekers are only reported for jobcentres in the form of joint institutions as the corresponding budget data were available here.

The beneficiary data are based on extrapolated results for 2018. In the process, flexible annual values for the months

of November 2017 to October 2018 were used for some detailed information (e.g. proportion of women) in the unemployment insurance scheme, and flexible annual values for the months of October 2017 to September 2018 for the basic income support for job seekers.

The information on the funds invested only reflects the support programmes in the Employment Agencies / jobcentres (joint institutions) and refers to the full year of 2018.

The unemployment data map the full year of 2018.

All data concerning support through labour market policy measures are mapped without non-recurring payments.

Labour market policy measures not mentioned in this Annual Report and further data on the labour market and basic income support for job seekers are available for your perusal on the website of the BA's Statistical Service at www.statistik.arbeitsagentur.de.



AWARDS AND PRIZES



The BA is honoured as a **“TOP4WOMEN” ORGANISATION**, that welcomes women as employees and specifically supports “Women’s Careers”



“TOP-AUSBILDUNG 2018-SIGNET“ award, whereby the BA has placed itself in the first percent of over 100,000 studied German training companies

Award of the **“COMENIUS-EDUMEDIA-SIEGEL”** in the “Didactic Multimedia Products” category for

- the BA’s media combination “www.planet-beruf.de in mobile design”,
- the BA’s portal “berufsfeld-info.de”, and
- the online language courses “Nicos Weg – einfach Deutsch lernen” and “Profis gesucht – Deutsch im Job”



Repeat recognition of the training and study programmes of the BA as **“GERMANY’S BEST TRAINERS”** with 5 of possible 5 stars



Presentation of the **“FOX AWARD”** in silver to the BA by the digital employer magazine “Faktor A” in the category “Associations, clubs, organisations, foundations” for the submitted communication policy

Presentation of the international **“GALAXY AWARD”** in silver to the BA by the digital employer magazine “Faktor A” in the “Online Magazine” category

Award of the **“B2B EFFIE”** in bronze for the BA’s “WhatsMeBot” in the “Brand Experience” category for the vocational guidance by WhatsApp

Recognition of the BA’s chief representative, Mr Markus Schmitz, as **“CIO OF THE YEAR”** in the “Public Sector” category by “COMPUTERWOCHE” and CIO-Magazin

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