



# 2019

Annual Report  
by the Federal  
Employment Agency



**Bundesagentur für Arbeit**  
bringt weiter.

# ACHIEVEMENTS OF THE FEDERAL EMPLOYMENT AGENCY ...

The BA is your competent contact for job and training placement. It counsels people on job-related subjects and supports citizens with financial services such as unemployment benefit and child benefit every day. The human being takes centre stage for the BA.

## ... DAILY



### CUSTOMER SERVICE

**95,000**

customer telephone calls daily

**15,000**

visitors to the vocational  
information centers daily

**< 11<sup>min.</sup>**  
average wait



### GUIDANCE AND PLACEMENT

**14,000**

vocational guidance sessions daily

**8,000**

departures from unemployment and into  
employment and training daily

**5,700**

vacancies filled daily



### SERVICE PROVISION

**8,900**

unemployment benefit  
applications granted daily

**7,700**

child benefit applications  
daily

## ... SUPPORTED BY



### PERSONNEL

**98**

nations

**95,000**

employees nationwide

**> 1,200**

newly appointed young professionals  
per recruitment year

**330,000 IN-SERVICE TRAINING DAYS**



### IT LANDSCAPE

**3**

redundant data  
centres

**170,000**

networked PCs

Operating one of  
Germany's largest  
IT landscapes

**10,000**

servers  
(6,000 of them virtual)

**2,000**

IT employees

### MONTHLY TRANSACTIONS

**16<sup>m</sup>**

bank transfers  
(approx. EUR 8 billion)

**41<sup>m</sup>**

e-mails

**11<sup>m</sup>**

postal dispatches

## MISSION

# 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

### EXECUTIVE BOARD

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

CENTRAL OFFICE IN NUREMBERG  
(Central personnel council)

10 REGIONAL DIRECTORATES  
(District personnel 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.

## PERSONNEL SERVICES

### OFFICES

FAMILY BENEFIT OFFICE

INTERNATIONAL  
SERVICES (ZAV)

INSTITUTE FOR  
IN NUREMBERG

LEADERSHIP AC

UNIVERSITY OF  
STATE-APPROV  
MARKET MANA

IT SYSTEM HO  
INFORMATION T

BA SERVICE HO  
SERVICE PROV

# EMPLOYMENT AGENCY

## REPRESENTATION

TS OFFICE

L AND SPECIALISED  
) IN BONN

EMPLOYMENT RESEARCH

CADEMY AT THE BA (FBA)

Y APPLIED LABOUR STUDIES (HDBA) –  
VED UNIVERSITY FOR LABOUR  
GEMENT

USE –  
TECHNOLOGY OF THE BA

OUSE –  
IDER OF THE BA

Each department has 1 personnel 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 BODIES



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# OUR PROFILE

# EXECUTIVE BOARD OF THE BA

DETLEF SCHEELE

Chairman of the Executive Board

DANIEL TERZENBACH

Board Member for Regions

CHRISTIANE SCHÖNEFELD

Board Member for Resources



Photo: Daniel Karmann

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

## DETLEF SCHEELE

### **Chairman of the Executive Board of the BA**

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

## DANIEL TERZENBACH

### **BA Director Regions**

born on 7 November 1980 in Freiensteinau, married, two children

**since 14 March 2019:** BA Director Regions

**2017–2019:** Quality, Realisation, Consultancy Director at the BA Head Office

**2015–2018:** Representative of the BA Executive Board for operative refugee management

**2012–2017:** Management functions in the operative management areas of the BA Head Office

**2009–2012:** Project leadership in the BA Head Office

**2006–2009:** Management position in the Märkischer Kreis jobcentre

## CHRISTIANE SCHÖNEFELD

### **BA Director Resources**

born on 11 July 1957 in Lüdenscheid, two children

**since 25 September 2019:** BA Director Resources

**August 2018 – January 2019:** Member of the Federal Government's Commission for "Growth, structural change and employment"

**2004–2019:** Chairwoman of the BA Regional Directorate Board for North Rhine-Westphalia

**1999–2004:** Vice President of the North Rhine-Westphalia BA Employment Office

**1995–1999:** Director of the Duisburg employment office

**1986–1995:** Various positions in the Federal Employment Agency

# LETTER FROM THE EXECUTIVE BOARD

Dear Sir or Madam,

After several years of continued growth, 2019 showed an economic slowdown, especially from the second half. This merely affected the labour market in a few places, however: The slump was most of all felt in south-west Germany, in the manufacturing sector, amongst the carmakers and their suppliers, as well as in temporary work. The number of persons on short time and attendant consultancy needs also showed significant growth again for the first time in years, even if starting from a very low level. Impacts moreover showed in the more cyclical unemployment insurance (legal purview SGB III); seasonally adjusted, the unemployment here has slightly grown since the spring.

But looking at both legal purviews, the unemployment and underemployment both continued to decline to new lows on an annual average. Despite all the economic uncertainties caused by the economic slowdown, international trade risks or upcoming technological as well as structural changes in Germany's key industries, the 2019 labour market remained an anchor of stability in the domestic economy. Towards the end of the year, the number of long-term unemployed fell below 700,000 across legal purviews and responsible bodies for the very first time. Employment continued to climb to new highs, even if not quite as dynamically as in previous years. And although the demand for labour tangibly declined during last year, it remained on a relatively high level.

## GREATEST CHALLENGES OF THE 2020S: DEMOGRAPHICS AND SECURING SKILLED WORKERS

Ambivalent at first glance, this development is based on a decoupling of the labour market from the economy, as we have already observed and described since the economic crisis of 2009, and continues to grow. Decisive for this are three trends:

- Especially in the medical and social care professions, employment show strong growth. These service-related industries tend to be insensitive to economic developments.

- Due to the demographic trend, more employees are retiring with fewer young people replacing them.
- This also affects the labour force potential, which forecasts of our Institute for Employment Research expect to stagnate in 2020. Its growth of recent years was based on the immigration from European states, and refugees increasingly looking for work. But the immigration and number of refugees have both declined.

Which is why companies are also keeping their skilled workers in weaker economic cycles, or even continuing their search for suitable personnel. The task facing politicians, social partners, companies, employees and therefore us in the coming decade is hence emerging ever more clearly: securing skilled labour. From a labour market policy perspective, two aspects are critical for success in this: On the one hand, the objective resides in enabling participation in the labour market for as many people in Germany as possible, and in supporting their professional qualification. And on the other is our need for additional qualified workers from other countries to satisfy the demand for skilled labour.

## THE BA'S RESPONSE: COMPREHENSIVE PREVENTION AND SKILLS STRATEGY

The described developments and requirements define the framework for our work: It is based on an overarching and comprehensive prevention and skills strategy that inter alia focusses on advising and supporting people over their entire working lives.

The first building block of this strategy is the successful transition from school to work, for which we launched "lifelong vocational guidance before working life" across the nation in 2019. We are advising young people even earlier and more intensively where they are actually found: directly in school. Our development of a new, cross-institutional platform (Projekt YouConnect) facilitates the teamwork of authorities in-

volved in supporting young people. Added to this are preventive consultancy for (potential) training and study dropouts, as well as smart online proposals like the self-exploration tool.

As a second building block, our “lifelong” prevention strategy includes consultancy and support for people who are already in gainful employment. The “lifelong vocational guidance in working life”, a new consultancy service for the employed, will in future enable us to offer vocational orientation, in the sense of a guide function, in all phases of their professional careers. The service is designed for highly qualified people whose qualification requirements are changed by the structural change or digitalisation.

Flanked by the Qualification Opportunity Act, which entered into force in 2019, we can also markedly expand our support options for companies and the employed: We can fund the further training of employees with and without vocational qualifications in all companies, irrespective of their size. Many companies have already availed themselves of the corresponding consultancy services in 2019, with employees gaining their first qualifications.

Integrating the unemployed and job seekers in the labour market remains the statutory crux of our work, naturally. But we are also increasingly banking on prevention and sustained effectiveness, the third building block of our prevention and skills strategy, here. We have raised our funds for further training the unemployed – as qualification-oriented as possible – again last year because good vocational training demonstrably protects from (recurring) unemployment and is preventively effective, while also helping us contribute to securing skilled labour.

The fourth building block of our prevention strategy is focussed on the socio-political dimension of our work. We consider it a social obligation and necessity of labour market policy to support people who have been unemployed for a very long time on their partly long way back into employment that will secure their livelihood to the greatest

possible extent. This will also help us prevent the “heredity” of the harmful consequences of long-term unemployment. In our view, this is also part and parcel of a modern and long-term qualification and skills strategy. With the Participation Opportunity Act, the legislator has provided us with funds for this from 2019, along with two control instruments for the legal purview of the SGB II, which enjoyed a successful start. Around 36,000 people have taken up insurable employment subsidised by jobcentres in joint institutions last year.

Besides utilising domestic potentials, the immigration of skilled workers also needs to be encouraged. The Skilled Labour Immigration Act, which came into force on 1 March 2020, provides the leeway required for this. Having already further intensified our ongoing international activities, and pooled competences, last year, we will now be given an important future guidance function for interested skilled workers from third countries by the legislator with the “Central Service Centre for Professional Recognition”.

## THE BA OF THE FUTURE – STRATEGIES BECOME STRUCTURES

The changing nature of the BA's tasks also calls for internal organisational adjustments. We have formulated the most important action areas for our future work in 2017 with all the executives of the BA and jobcentres in joint institutions in our “Strategy 2025”. In 2019, we expanded the results of the strategy process by an operative level: With the “BA of the Future” initiative, we are translating the “Strategy 2025” into concrete action and structured local processes. This will help us get the BA into shape for the coming years with the personnel in all our offices.

The Annual Report in hand shows our investments and the results of our work. We hope you enjoy an interesting and insightful read.

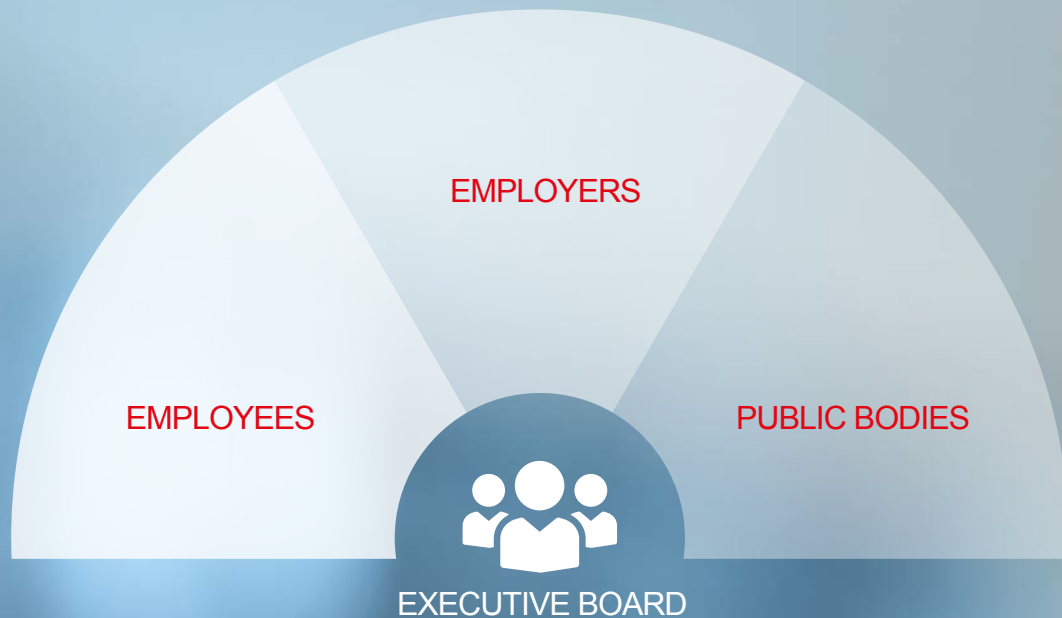
Best regards,

DETLEF SCHEELE  
Chairman of the Executive Board

DANIEL TERZENBACH  
Director Regions

CHRISTIANE SCHÖNEFELD  
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 requested 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 statutes 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

### **CLAUDIA TIEDGE**

Food and Catering Union

### **DR. HANS-JÜRGEN URBAN**

Metalworkers Union

## GROUP OF EMPLOYERS

### **BERTRAM BROSSARDT**

Bavarian Industry Association

### **NINA GÜNTHER**

Siemens AG

### **INGRID HOFMANN**

Federal Employers' Associations of Personnel Services Providers

### **STEFFEN KAMPETER**

Federal Association of German Employers' Associations

### **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 (Gesamtmetall e.V.)

## GROUP OF PUBLIC BODIES

### **VANESSA AHUJA**

Federal Ministry of Labour and Social Affairs

### **BETTINA BUNDSZUS**

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

### **DR. FRIEDERIKE HAASE**

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

### **STEFAN HAHN**

Deutscher Städtetag (Association of German Cities and Towns)

### **ANNE JANZ**

Hesse Ministry for Social Affairs and Integration

### **MARTIN KELLENNERS**

Federal Ministry of Finance

### **KATRIN SCHÜTZ**

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

## Deputies

### **EBERHARD EINSIEDLER**

United Services Union ver.di

### **DR. STEFANIE JANCZYK**

Metalworkers Union

### **MATTHIAS JENA**

German Federation of Trade Unions, Bavaria

### **ANSGAR KLINGER**

Union for Education and Science

### **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 for Garden, Landscape and Sports Field Construction

### **DR. KLAUS-PETER STILLER**

Federal Employers' Association of the Chemical Industry

### **DR. JÜRGEN WUTTKE**

Federal Association of German 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



**ANNELIE BUNTENBACH**

Chairwoman of the Board of Governors



**STEFFEN KAMPETER**

Deputy Chairman of the Board of Governors

The BA, employees, companies, politicians and social partners are all facing great challenges in view of structural change, digitalisation, demographic changes and the skills shortage. Foreign trade-related and political risks are clouding the economic outlook. The labour market is still largely robust overall. But some industries and regions are already showing a tangible weakening in economic development. The unemployment figures in the areas of unemployment insurance and short-time work are on the rise.

## IDENTIFYING FURTHER TRAINING OPPORTUNITIES AND PUTTING THEM TO USE

Successful mastery of the transformation process in companies calls for sustainable qualification concepts.

Amongst other aspects, the Qualification Opportunities Act that came into force on 1 January 2019 has markedly expanded the BA's options for promoting the further training of all employees. It, for example, enables support services for employees whose job is supplanted by digital technologies, who are threatened by structural change, or interested in furthering their training in a bottleneck profession. The Board of Governors is advocating an increased targeted application of this instrument, and reliance on the competence of the employment offices. The further training of people lacking professional qualifications and adjustment of qualifications that no longer meet the latest requirements are important approaches for promoting individual professional development and countering the growing skills shortage. It is meanwhile clear that the further training of employed persons is primarily the responsibility of the companies and their employees.



## EXPANDING GUIDANCE

With its lifelong vocational guidance for people in gainful employment, the BA intends to successively expand its range of services by 2022, and improve their quality. The Board of Governors has paved the way for this with its decision for a nationwide introduction. As the developments in the labour market and consultancy needs for further and advanced training are hard to prognosticate, the Board of Governors will review the demand for consultancy personnel in 2021 again on the basis of sound findings, and make adjustments as necessary.

Initiated at the same time as a further element of lifelong vocational guidance was the development of a self-exploration tool for the gainfully employed. It is designed to support adults in their vocational (re-) orientation and selection of a career goal or educational objective online and can serve as a preparation for the consultation in the employment agency. The tool is expected to become available from December 2020 in stages.

## IMPROVING THE CONDITIONS FOR PROFESSIONAL DEVELOPMENT

The certification process for BA-funded vocational qualification services is in need of revision. The realisation of a higher quality and special services that cater to the market's ever-changing requirements calls for legal adjustments in the voucher process and higher national average cost rates.

## ADJUSTING THE INSTRUMENTS AT THE TRANSITION FROM SCHOOL TO WORK

The Board of Governors attaches importance to the BA providing young people with the best possible support in their transition from school to work. It has therefore elaborated suggestions for the further development of labour market

policy tools, especially the assisted learning programme. This is aimed at preserving the elements of assisted learning in parallel to the vocational preparation courses in the preparation for the training, and keeping them available in Social Code (SGB) II as well as SGB III. A new core instrument for supporting in-company vocational training is designed to pool the apprenticeship supervisors and training support elements of assisted learning in a single tool. What is required here besides easier access criteria is maximum flexibility of the support and assistance services for those taking part and their apprenticing companies.

Owing to statutory provisions, the transition to the labour market can only be mentored – as a support instrument for young people in gaining school-leaving qualifications and taking up training – can only be provided if co-financing by third parties is ensured. The Federal Government has involved itself in the funding of seven cohorts so far. This gave the Länder governments time to decide about their own involvement. Some of them have announced co-financing. To continue to be able to offer the preventive instrument, the Board of Governors has advocated a continuation of the mentoring system for the transition to the labour market to those Länder that have not yet decided on the co-financing.

## REORIENTING INTERNATIONAL ACTIVITIES

The workforce potential is set to decline for demographic reasons. The BA will therefore increasingly focus on continuing the advancement and development of the domestic workforce potential. This and the EU's internal migration alone will not suffice to cover the demand for skilled labour, however. Germany will also increasingly come to depend on immigration from third countries as well. The BA is a central player intended to contribute to the successful immigration of skilled workers. The Skilled Labour Immigration Act will give the BA further responsibilities and tasks from March 2020. As in the past, the Board of Governors will support the Executive Board in the strategic repositioning of the BA's international departments,



“

With its lifelong vocational guidance for people in gainful employment, the BA aims to successively expand its range of services by 2022, and improve their quality.

and their preparation for the new operative tasks. The Central Service Centre for Professional Recognition at the BA's International and Specialized Services, which is designed to advise and support prospective immigrants in the recognition process for foreign vocational qualifications, is an important building block for this. The recruitment will only be successful if Germany is rendered more attractive for immigrants by a welcoming culture, with less red tape and improved language support.

## BUDGET UNDER DIFFERENT PORTENTS

It emerged in autumn 2019 that the budgets previously drafted for unemployment benefit and insolvency money will not suffice to cover the expenditure, owing to the growing number of unemployment benefit claimants and company insolvencies. The Board of Governors is, therefore, approving higher-than-budgeted outlays of just under one billion euros for 2019.

The first draft budget adopted by the Board of Governors for 2020 closed with a slight plus of 0.1 billion euros and an allocation to the general reserve of 0.4 billion euros. The Federal Government's short-notice decision to lower contributions again, by 0.1 percentage points to 2.4 per cent, from 2020, made the renewed adoption of the budget necessary. Given the lower revenues entailed by the reduction of the contributions, the BA's budget plan for 2020 shows a negative funding balance of 1.3 billion euros. The BA's budget will thus probably need to be balanced by withdrawals from the reserve again in 2020, for the first time since 2013. The Board of Governors will keep a close eye on the extent in which the development of the labour market and availment of vocational further training call for further financial reserves, and apply the corresponding measures as required. This will ensure that no meaningful further training measure will flounder on a lack of funds in the area of unemployment insurance.

ANNELIE BUNTENBACH  
Chairwoman of the Board of Governors

STEFFEN KAMPETER  
Deputy Chairman of the Board of Governors

# OUR STRATEGY 2025: INITIAL SITUATION – VISION – REQUIREMENTS

## INITIAL SITUATION

We as the BA have been extensively renewing and restructuring ourselves since the year 2003. This was a unique development in the public sector. 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 reform of Social Code (SGB) II, 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.

Ever since then, the employment agencies and jobcentres in joint institutions have been able to register marked successes: The individual period 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 could be 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 even in 2003. We want to pick up on the “BA 2020” development programme and develop the content- and process-related 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 legal purviews.

Starting from the megatrends, we identified four key 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:

According to forecasts by the Institute for Employment Research (IAB), the labour force potential in Germany is set to drop off very strongly in the coming decades, as skilled workers go into retirement and will not be replaced by equally qualified younger employees. This will lead to a shift in 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. The employment in low- and highly skilled jobs is growing at the same time. Current studies by the Institute for Employment Research surmise that jobs in helping and skilled professions already show a high change potential today because of the digitalisation. Powerful stimuli for structural changes in the labour market will also be provided by political decisions concerning (inter-) national climate protection targets, and the strategies derived from them for the energy turnaround – in concert with society’s attendant sustainability debate. Job descriptions will partly experience drastic changes to match 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 flexibilisation 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 an unchanging job at a single employer – from the training through to retirement – are becoming ever rarer at the same time. Consultancy needs are thus not only limited to the event of unemployment but increasingly also arise alongside the employment histories.

## **Social inequality –** Participation opportunities are unequally distributed in the labour market, and thus in society:

While the Federal Republic has the lowest unemployment today since the beginning of the 1990s, social inequality, e.g. as measured by the disposable income of private households, has substantially grown in the same period. Unequal participation opportunities also depend on people's qualifications. Upwardly mobile options find too little use in parts. Regional disparities additionally amplify 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: Strategy 2025 – Today for Tomorrow.

## **REQUIREMENTS**

To make this vision a reality, the following requirements need to be met and implemented in our day-to-day work. The five guiding principles to result from this 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

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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

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



### GUIDING PRINCIPLE 4

---

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



### GUIDING PRINCIPLE 5

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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.

Further training and consultancy are essential success factors for the BA in times of rapidly changing job descriptions. The digitalisation causes jobs to be lost and creates new ones. We are therefore banking on early as well as lifelong guidance, and individual qualification. Even in times of high dynamics and drastically changing requirements, we are thus ensuring a successful clearing of the labour market between employers, employees and job seekers.

We are pursuing a sustainable and client-centred approach for this. Our personnel 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. Both are attuned to each other by good communication and workflows. Based on the situation of the company or personal life situation, we offer individual consultancy 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. Employer clients are suggested applicants on the basis of their requirements and provided with consultancy for securing labour and skills 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 consultancy. We provide forward-thinking advice. To do this, we need personnel who are highly-trained experts. They have good method knowledge, an excellent knowledge of the labour market and its transformation, and know the potentials and strengths of our clients.

We inform and advise our clients in benefit-related legal issues and thus create an essential prerequisite for their integration in the labour market and overcoming of their need for 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 joblessness in the medium term, and of interrupting its social heredity. To find the right handle for the complex issues of these clients, we work on integrated solutions with our local authority partners across legal purviews. We also solve 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 life situations make the individual consultancy successful here. Sustainable placement, particularly in good jobs that cover the needs, 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 to also offer perspectives for long-term unemployed persons lacking 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 requirements from state institutions call for more joint approaches. Our partners are invited to fill this vision with life with us.

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 competences to this and make a valuable contribution to the teamwork across legal purviews. Exemplary for this is the dedicated cooperation with other actors in the integration of refugees, of persons undergoing occupational rehabilitation, in securing the supply of skilled workers and reducing long-term unemployment. Another good example is provided by the youth employment agencies.



**Guiding principle 4:**  
We use the potentials of digitalisation in  
the interest of our clients and employees.

Digitalisation is changing the world of work. We aspire to a client- and personnel-friendly design of IT developments.

The service range is oriented towards the life situations and concerns of our clients. Besides our promise of local personal consultancy, 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 solve 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. Elaborate work and documentation tasks have been done away with. This creates leeway for the individual employee, time we invest in a higher quality of work with the client. The personnel are continuously and intensively stewarded through this transition. They are provided with adequate support by qualified development and training programmes that help them master the new challenges.



## Guiding principle 5:

**Our work is competent, cooperative and passionately committed to providing our clients with the best possible 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 trusting cooperation with the personnel committees – as well as to the various external actors in the labour market. We communicate respectfully, openly and transparently. Our executives and/or personnel cooperate across the departments and functions to keep an eye on the overall picture. We continuously put our concepts to the test by regular dialogues. Involving users in the development of products before they are realised becomes matter of course this way.

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

The principles of guidance and cooperation are firmly anchored in the self-conception of our personnel. Permitting local leeway, but also taking advantage of it, are of the essence for this.

The BA is managed by way of targets. Possible departures are thematised 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 drive the topics holistically. The impact and cost-effectiveness serve for orientation and support the understanding of the topics and interconnections.

Climate change not only implies structural challenges in the labour market for us, but also a personal commitment to the greatest possible sustainability, e.g. in our carpool, our purchasing processes, travel management or general and IT infrastructure. We as the BA want to serve as role models in the public sector here to contribute to our public

responsibility in the design of sustainable environmental, labour and living conditions.

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

- Gender equality and equal opportunities for men and women, while actively counteracting disadvantages and gender-stereotypical attributions.
- Diversity, by actively promoting it and meeting it with openness and esteem.
- Inclusion, meaning that we decisively contribute to equalisation and accessibility.

## EQUALITY AND EQUAL OPPORTUNITIES

To fulfil its legal 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 (BCA). Jointly with network partners and actors, 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 education and information services with regard to the occupational fields and careers in the STEM (science, technology, engineering and math) and SAHGE (social work, household-related services, health, care and education) professions, the BCA contribute to broadening the career choices available to girls and young women, as well as boys and young men, and the revision of 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 enable career prospects. They promote the creation of insurable employment opportunities in the household services sector, but also of opportunities for relieving families in the household.

## DIVERSITY

Demographic change is transforming our society – seriously and for the long term. The population in Germany is ageing. This is a consequence of sustained low birth rates and rising life expectancy. The share 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 potentials of people with a migration background more strongly and sustainably for the labour market. This, on the one hand, contributes to their social integration, while counteracting the shortage of skilled and junior workers on the other.

But the BA also wants to fulfil its responsibility and serve as a model in its own role as an employer. In their diversity, the personnel 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 the demographic development into account. 17 per cent of the personnel have a migration background, with colleagues from over 98 nations working for the BA.

Another priority is active involvement in the elaboration and implementation of the Federal Government's "National Action Plan for Integration". We particularly support the objective 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 actions 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 directly oblige 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 the coordination centre for "Inclusion in the BA and labour market". This helps 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 executives and personnel are sensitised and qualified accordingly, in order to jointly realise inclusion in the labour market. The new inclusion agreement undersigned by its 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 aims that persons with severe disabilities make up at least ten per cent of its future workforce, at least five per cent of its junior employees, and ten per cent 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 indicate the respective, specific service area to the clients, and provide them with orientation in 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 concerning 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 Placement

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 personnel.



### 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

## VOCATIONAL GUIDANCE

The vocational guidance of the BA supports young people who are taking the step from general schooling into a professional career in various ways. 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 processing of information. All the vocational guidance services are meanwhile without bias and free of charge.

The careers information starts with the vocational guidance experts contacting school classes of general education, usually two to three years before its end. In coordination with the teaching personnel, the vocational guidance experts provide the pupils with a first overview of vocational options in training and study.

### Individual career choice guidance

The professional and individual guidance provided by the vocational guidance experts is an important basis for young people's successful career choice. Based on the life situation young people find themselves in, the guidance session offers opportunities to discuss career goals and aspirations, expand the range of career choices and develop targeted solution strategies together, while catering to their aptitudes and preferences. 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 for certain occupations.

Besides the developments and perspectives in the labour market, the competences of the young people seeking advice and cliché-free consultancy also have a large role to play in the careers information. The BA is often only contacted in the career choice process once young people have already developed very gender-atypical ideas of the professions, however. Which is why the BA considers it one of its most urgent business policy tasks to nurture the individual talents and interests of 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 young girls' awareness for STEM occupations (science, technology, engineering, and math).

The vocational guidance experts also help in the realisation of 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 in corresponding online channels.

### Career information centres and target group-oriented media proposals

The BA's vocational guidance and career choice experts provide information on training, study and work and the specific training and study options in the region, but also on a national level. They rely on 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 questions all around the subjects of training, education, study, careers and the labour market. A great number of terminals offer opportunities to research information of relevance for own career choices online for free, look for training market or job vacancies online, and create professional application documents. Young people – 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](http://www.planet-beruf.de) and [www.abi.de](http://www.abi.de) attendant print media and the self-exploration tool ([www.selbsterkundungstool.de](http://www.selbsterkundungstool.de)) 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 personnel, parents and careers information coaches.

## TRAINING PLACEMENT SERVICE

The BA is who young people and employers go to 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 for support in their search for vocational training. Apprenticing companies simultaneously report their unfilled training market vacancies. The BA aims to achieve the conclusion of a training contract for all applicants by the end of the guidance year on September 30 at the latest or, failing that, to 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 the developments in the consultation year and takes stock at the end of the reporting year.

From a numbers perspective, the supply and demand on the training market have remained relatively balanced for a number of years. But regional, vocational and qualification-related imbalances complicate an actual clearing of

the training market. 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 potentials of previously unsuccessful applicants.

## SUPPORT SERVICES 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 rely on 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 routes into sustainable employment can also be highlighted and taken where young people have dropped out of college.

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. The mentoring system for transition to the labour market (“Berufseinstiegsbegleitung [BerEb]”), for example, can support young people at mainstream and special needs schools by helping them graduate or transition to vocational training. With the expiry of the co-financing by European Social Fund (ESF), the mentoring can only be provided if the Länder or local authorities agree to co-finance it.

In order to provide young people with an idea of their career opportunities and the diversity of apprenticeships at an early stage, the BA uses instrument of “careers information measures” (BOM). This supplements the careers information services provided by vocational guidance experts in schools and at the career information centres, and for example includes comprehensive information on occupational fields, the exploration of interests, or an in-depth aptitude assessment.

The systematic support is also continued after the general school education. For young people not yet able to take up vocational training, there are a number of pre-vocational training measures (BvB) in place to prepare these young people for taking up an apprenticeship, and to integrate them in the training market as sustainably as possible. These measures also offer an opportunity to re-sit the exams for the German school leavers’ certificate (“Hauptschulabschluss”).



Entry-level training in companies (EQ) is a service designed to pave the way to in-company vocational training for adolescents with placement complications 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 undergoing qualification.

The apprenticeship supervisors (abH) assist young people in their in-company training and EQ with remedial education services and help with everyday problems by way of the social education specialists at the educational institution. The supervisors aim to ensure the successful completion of the training or EQ.

The assisted learning programme (Assistierte Ausbildung [AsA]) is a support instrument designed to support disadvantaged young people and their apprenticing companies in the former's vocational training. It is aimed at ensuring a successful completion of vocational training. If desired, the AsA can also commence before the start of the vocational training in its preparatory phase, and help to find a suitable training market vacancy, for example.

Eligible, disadvantaged young people who could not even be placed in in-company training with educational support services can still undergo vocational training at an educational institution in the "Vocational Training in External Facilities" ("Berufsausbildung in ausserbetrieblichen Einrichtungen" [BAE]) programme. The practical component takes place in the workshops of the educational institution or an apprenticing company. Besides the vocational training, the educational institution also provides additional support and remedial education, as well as socio-educational support for everyday problems. This is aimed at a permanent transition to an in-company training programme, or a successful vocational qualification.

Trainees receive a vocational training allowance (BAB) for in-company or external, vocational training in a recognised skilled occupation, or for in-company training under the Care for the Elderly Act (Altenpflegegesetz [AltPflG]), as well as the Caring Professions Act (Pflegeberufegesetz) from January 2020. One of the requirements for this is that trainees are not living in the household of their parent or parents because the training centre cannot be reached from there within a reasonable time frame. If trainees are over 18, married or in a civil partnership (or have been), or have at least one child, they can also receive the allowance if they live within reach of their parents' home. The allowance is also available for pre-vocational training and the training preparation phase in assisted learning. The allowance is paid as a grant.

## YOUTH EMPLOYMENT AGENCIES

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

The youth employment agencies are aimed at the best possible integration of young people in the world of work and society. The close cooperation of social security providers (employment agencies, jobcentres in joint institutions and youth welfare offices) and intensive collaboration with schools ensure that young people can be reached at an early stage and that especially those lacking options to follow this can be provided with support services ("No adolescent shall be lost"). The youth employment agencies thus provide a good framework for supplementing the range of support services and cooperation required in measures for hard-to-reach young people as per SGB II § 16h.



The BA and its partners promote the further development of youth employment agencies, particularly by intensifying the cooperation with schools. A self-assessment process for youth employment agencies, including practical tips, has additionally been introduced throughout Germany in co-operation with the BMAS and local authority associations.

## 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 too, but the offered product of labour is inseparably linked with human beings. The failure to bring labour together with a workplace leads to unemployment, and thus usually to a difficult situation for the persons concerned, one that will affect every aspect of their lives. Labour market and employment policy instruments are on the one hand applied in an attempt to clear 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 to employee clients in the employment agencies and jobcentres in joint institutions across the nation are defined in the BA's so-called 4-phase model and consultancy concept (BeKo). 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 elaborated on their basis.

Immediate placement experts in the employment agencies offer the clients fast and needs-oriented placement and consultancy services. The employment outlook is already assessed during the first visit of the employment agency, with matching job offers suggested, and possible support needs identified and tracked.

With the 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

## Specialist services

The BA's placement and integration process is consistently supported by the availability of the following three specialist services:

The **Occupational Psychological Service (BPS)** supports the clients of the BA and the guidance, placement and integration experts in both legal purviews, including interested, approved municipal providers, in vocational issues and the integration in training or work with its 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 the job centres in joint institutions. The TBD furthermore inspects the architectural and technical equipment of education providers, youth residences or workshops for persons with disabilities.

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 Consultancy SGB III" (Inga). They offer particularly intensive support and consultancy. This helps to boost the chances for integration, with the prospects for successful integration in the labour market

tangibly improved. Untapped skilled and unskilled labour potentials are activated, and the emergence of long-term unemployment is prevented.

## SECURING MANPOWER AND SKILLS

The filling of vacancies, currently at a new high with a figure of ca. 1.36 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 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 jobcentres in joint institutions in reviewing, systematising and advancing their local strategies. In a multi-year perspective, the BA plans to improve the market clearing by a mix of various control levers. Besides improving the consultancy and qualification and optimizing the transparency of the labour market, it is hence focussing on the following groups of persons in its strategic approaches to securing the supply with unskilled and skilled workers:

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

The labour market participation rate is to be increased to the greatest possible extent for these persons. Low-skilled workers are additionally to be qualified as skilled workers. To enable success, the approaches to this need to be individually tailored to the person. As the domestic labour force potential will, according to predictions, be insufficient, foreign skilled workers need to be actively recruited.

Depending on the givens in the regional labour market, the employment agencies and jobcentres in joint institutions lend concrete initiatives individual designs for their district to mobilise the groups of persons harbouring potentials in the respective region. The approaches, for example, include the conversion of marginal into insurable employment,

## “Back to work perspective” advisory portal

The advisory portal [www.perspektive-wiedereinstieg.de](http://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 consultancy and support services provided by the federal, Länder and local authorities.

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 benefit women and men. Women’s participation in the labour market has been steadily growing for years. Their taking up of employment and its expansion are nonetheless often complicated by structural problems (lack of nursery places and insufficient offers with flexitime).

Its legal mandate to promote gender equality in the labour market is anchored 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 legal mandate and operative focus areas.

To secure and boost the supply of skilled labour, the BCA personnel has identified action priorities and developed and initiated numerous services. The prevention and/or reduction of long-term unemployment amongst women, especially in households with children, has a high priority.

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

On-ramping consultants are available in 100 employment agencies across the country to activate the hidden reserve and advise women who are not on 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 21 locations across Germany, project executing organisations support the return to the career with activation, consultancy and qualification measures, as well as parallel coaching. This involves the trialling of innovative, network- and digital learning-based options such as virtual classrooms, for example. The good experiences from the ESF cooperation project have been transferred to the “Measures at project executing organisations” standard product insofar as possible. 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 their work and family. The BCA personnel was involved in the development and is represented in the advisory panel. The BCAs are important network partners for the local implementation. 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 exhibitions “Make more of your mini-job” for employees and “Make more of your mini-jobbers” for employers, which were developed by the BCA personnel.

With varied consultancy 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 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 gender-equal career and study choices”.

By active education 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 BCA contribute to broadening the career choices available to girls and young women, as well as boys and young men, and a relativisation of handed-down 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 enables career prospects.



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

## SKILLED WORKERS WITH DISABILITIES

Unemployed people with disabilities are often highly qualified. This potential is to be made better use of for the labour market. 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 Employment Opportunity Commissions.

What is needed first are even more employers willing to hire persons with disabilities. The diverse funding instruments and support services are often too little known. The BA, therefore, banks on the way of education and information.

## REDUCING LONG-TERM UNEMPLOYMENT AND SOCIAL PARTICIPATION

The reduction of long-term unemployment remains one of the paramount socio-political challenges. Although the number of long-term unemployed could be further reduced, an unchanged challenge is presented by groups of persons who have been on basic security benefits for long periods of time and show developments towards a multi-generational cementation of their need for assistance.

The BA and its partners need to cater to the heterogeneous needs of this group as well as the various 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.

Strategies for reducing long-term unemployment need to be of a holistic and long-term design to achieve an effect in the consolidated population. The know-how available in the BA organisation is meanwhile to be fully tapped by strengthening, rather than limiting, local decision-making scopes. All the employment agencies and jobcentres in joint institutions are meant to subject their local "LTU strategy" to a systematic review aimed at a more holistic orientation in 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 actors on a federal, Länder and municipal level is being established in addition to this.

To also counter long-term unemployment effectively in the future, the BA has identified five development themes that are being developed and trialled in cooperation with 45 focus regions:

- Integration work with households requiring assistance
- Alternative forms of consultancy
- Applicant-oriented employer approach
- Promotion of insurable employment in the general and social labour market
- Life situation-oriented integration strategies in the municipal sphere

## VOCATIONAL REHABILITATION

The principal function of the BA as a provider of vocational rehabilitation and participation in 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 programmes should be provided in companies or near them wherever possible. Study findings confirm that this will tangibly boost the prospects for subsequent and sustained employment.

The funds committed to services promoting participation in work by the BA have been at a high level for a number of years.

## FURTHER 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 clearing processes. This particularly also applies under the aspect of acquiring vocational qualifications.

## “Integration through Qualification (IQ)” support programme

The nationwide support programme is aimed at improving the employment opportunities of migrants in Germany. It is funded by the Federal Ministry of Labour and Social Affairs and ESF, with the BA and Federal Ministry of Education and Research as cooperation partners.

One action focus is supporting statutory institutions responsible for services furthering integration in the labour market. In this, the BA especially benefits from tailor-made training courses for employees and the migration-specific expertise of the regional IQ Länder networks on a local level.

The “Initial education of young adults” (“Future Starters”) initiative is aimed at recruiting 120,000 young adults from 25 to under 35 for qualification-oriented training or further training 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 focussed the consultancy mandate of the BA and enabled the further training of employed persons to be supported irrespective of their qualifications, age and the size of the company. The type and scope of the support are essentially based on the size of the operation.

## PEOPLE WITH A MIGRATION BACKGROUND

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

The activities of the BA are aimed at a greater participation of people with migration background in work 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.

Awareness for this growing group of persons with a migration background is continuously being raised within the departments. The jobcentre personnel 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 national 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, for example, 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 potentials of migrants living in Germany in the coming years by intensive activation, consultancy and support, also with the involvement of the BCAs, while simultaneously trialling earlier successful support services for female refugees.

## INTEGRATION OF REFUGEES

A principal differentiation 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 represented with its range of services in all arrival, decision and return (AnkER) facilities and facilities of the Federal Office for Migration and Refugees serving the same function. This ensures a regional, needs-specific service. The contents can include data collection/entry, individual consultancy and/or group information, as well as competence surveys.

For refugees who are fit for work, the 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 German quickly and practically, getting to know the culture, and establishing social contacts outside their own family ties.

The greatest obstacle to integration in the German labour market continues to be the refugees’ language level. Many of them know hardly any German. The coming into force of



the Regulation Promoting the Employment of Foreign Nationals on 1 August 2019 has improved the framework conditions for language acquisition, however. Access to education support measures has been facilitated in addition to this.

Another important aspect for integration in the labour market is the recognition of the refugees' (vocational) qualifications. The lack of corresponding certificates especially requires the non-formal and practical professional skills acquired informally to be rendered visible and utilisable for employers. To master this challenge, the BA has developed a picture- and video-assisted tool in cooperation with the Bertelsmann Foundation ("MYSKILLS – recognizing professional skills"), which is available for 30 professions.

Many refugees aim to take up insurable employment in Germany as quickly as possible. Given the lack of professional qualifications or university degrees, these are often only menial jobs. The BA pursues a qualification in employment approach and has developed cross-industry cooperation models with the Federal Office for Migration and Refugees and social partners. These are mainly about the dovetailing of systematic language acquisition, early insurable employment and vocational training and/or professional further training. Inter alia, there is also the "Kommit" programme serving a so-called "carer function" during the course's periods in the company. The programmes "Perspectives for refugees and migrants – identifying potentials, enabling integration (PerF)", "Perspectives for young refugees (PerJuF)", "Perspectives for female refugees and migrants (PerF-W)" and "Refugee integration measures (FIM)" are also tailored to the special needs of this target group.



## NEEDS-ORIENTED 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 vacancy-oriented 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 larger companies take advantage of the option to send placement orders online and cooperate with the Employers' Service in a joint account.

### Guidance and support for companies

The Employers' Service is a service provider for all companies wishing to be supported by it. But declining applicant potentials make the successful filling of vacancies by the placement of precisely matching applicants ever rarer. Various solutions for covering personnel requirements are therefore being identified as part of the labour market and qualification consultancy. Besides the consultancy concerning alternative recruitment approaches, the qualification of employees or options for sustainable personnel retention, the main aspect is to make the applicant market transparent.

### Candidate potentials

One important focus area of the consultancy is making employers aware of all the available applicant potentials, including candidates 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 potentials. Matching support instruments are also offered in the process.

### Employment opportunities

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

## Employers' service for particularly affected, severely disabled 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 recruiting skilled workers

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 potentials. To meet the attendant challenges and accord with the aims of its "Strategy 2025", the BA and its competent operative unit, the 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.

### Recruitment of skilled workers in third countries

Germany needs more targeted immigration that caters to the requirements of the labour market in the medium to long term, especially also by skilled workers from third countries. The Skilled Labour Immigration Act will be providing a new legal basis for this from 1 March 2020.

Besides the earlier focus on recruitment activities in the European area, the BA has therefore also provided further central foundations for the targeted expansion of skilled labour acquisition in third countries, and thus pushed the development of the networks and structures required to recruit 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 and event-related recruitment activities in cooperation with the country of origin, as well as online marketing campaigns and online workshops about “Working and living in Germany”.

In its activities devoted to recruiting skilled labour in third countries, the BA offers an extensive range of information and consultancy services with its Virtual Welcome Centre (VWC), especially in the framework provided by the “Working and living in Germany” hotline operated in cooperation with the Federal Office for Migration and Refugees. This is available by way of **www.make-it-in-germany.com**, the Federal Government’s official portal for skilled labour from abroad.

## Support for international personnel policy

The BA supports 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 future global issues 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 competences will benefit companies in Germany upon their return and help them build international networks, thus confronting the growing global competition.

## Cooperation in Europe

Catering to the growing interconnectedness of labour markets in Europe will also be helped by an even more intensive form of cooperation between the European public labour market services. The European Representation of the BA is organising the intensive cooperation for this with members of and partners in the European network of public employment services. It systematically evaluates the findings from the benchmarking and joint bench learning activities and utilises the experiences and best practices of other labour market services for the further development of the BA. The European Representation furthermore supports the BA’s

active involvement in network activities such as the technical assistance projects, e.g. in Spain and the Czech Republic. In the area of international training and labour mobility, the BA particularly aims to continue deepening the successful, long-standing cooperation with network partners in Italy, Portugal, France and Spain, perpetuating the existing processes, and following up joint successes. The European Representation is involved in important political decision-making processes of the EU 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, the European Representation also tracks political developments such as the staffing of European institutions, and informs about them.

## 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 ensure coordinated action in 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,

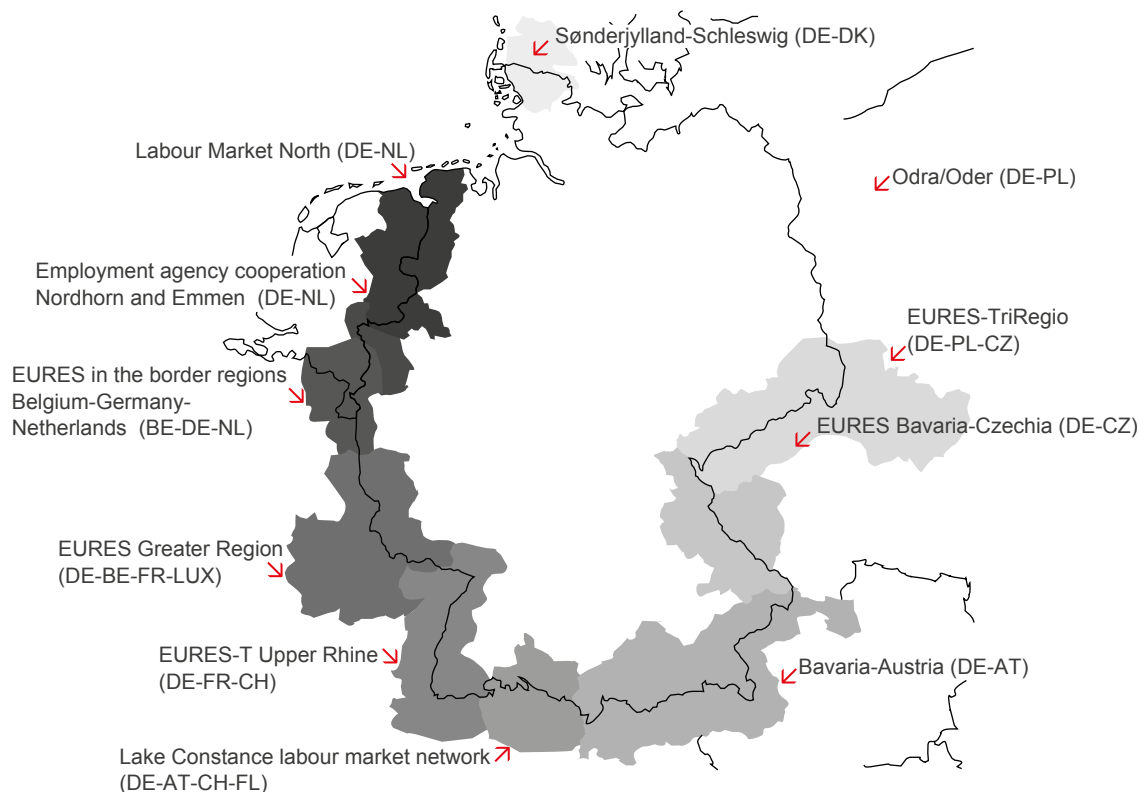


meaning that the BA is statutorily charged with the tasks of the EURES NCO. The NCO is part of the International and Specialised Services and coordinates the German EURES network. It serves as an interface between the European Commission, NCOs of the European member states and the German EURES network. The NCO represents the interests of the national network on an EU level and introduces the European perspective to national planning processes and

projects. The NCO provides information on the network at [www.eures-deutschland.de](http://www.eures-deutschland.de) with a newly developed service guide.

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

## EURES CROSS-BORDER COOPERATIONS AND PARTNERSHIPS



Source: Federal Employment Agency





# 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.

## SHORT-TIME WORKING ALLOWANCE

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

## SEASONAL SHORT-TIME WORKING ALLOWANCE

Construction company personnel 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 employment relationships in the construction industry.

## TRANSFER SHORT-TIME WORKING ALLOWANCE

In company restructurings attended by job cuts, the transfer short-time working allowance enables the transfer of the employees in question from an existing job with their former employer to a new job at another employer to be cushioned without unemployment in between.

## 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,
- 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 the 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 and from all EU partner states. 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 additional support for low-income families with the children's allowance. This helps to avoid neediness within the meaning of 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.

Looking at the annual payout volume of child benefit and children's allowance, the Family Benefits Office is Germany's largest family support organisation by far and continues to grow. This makes it an essential part of the BA with its ca. 4,000 employees today.





# 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 Code and maintained as department statistics under the subject-specific supervision of the Federal Ministry of Labour and Social Affairs.

These statistics are created with great topicality to provide the institutions acting directly at the labour market and politicians 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 Länder statistical offices, and are an important source for the work of municipal statistical authorities.

## INSTITUTE FOR EMPLOYMENT RESEARCH

The Institute for Employment Research researches the labour market to provide political actors on all levels with competent advice. Scientists from various disciplines create the basis for this political consultancy by 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 employment, as well as short- and long-term labour market forecasts. Particular attention is furthermore paid to selected focus themes. The Institute will set new priorities here in 2020. The three focus themes will then be "Migration und integration", "Social security in transformation" and "Digital and ecological transformation".

The Institute for Employment Research is one of the largest producers of socio-scientific research data. The quality of these data is meanwhile 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 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 timely provision of research results not only to the scientific community, but also the key political and practical decision-makers.

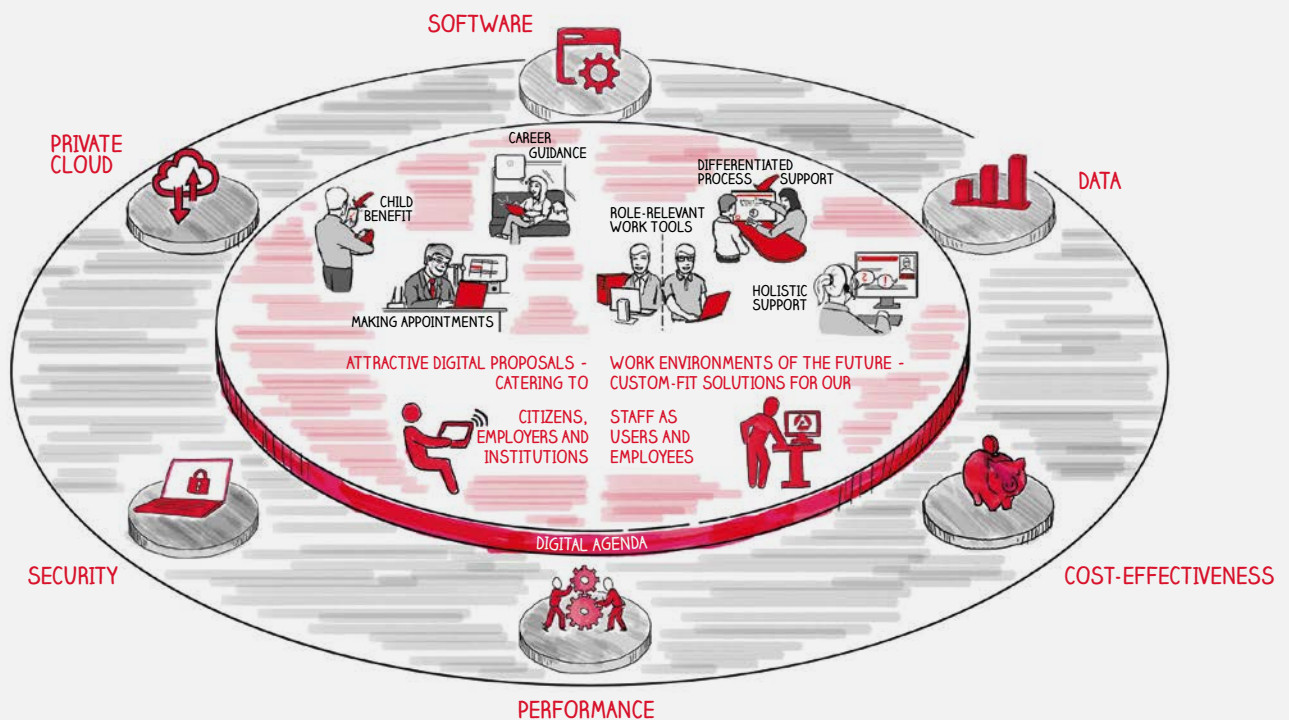


## Information technology as part of the core business

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 tangibly contributing 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 tapping the potentials of digitalisation in the interest of its clients and personnel. The IT implements this with clear performance promises to clients and personnel.

## IT STRATEGY OVERVIEW



Source: Federal Employment Agency



## Performance promise

As part of the core business, IT is co-responsible for the services of the BA. Aligning itself with the end-to-end processes in doing so, it 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 clients' perspective. The crux of the service provision is the immediately tangible benefit for the client.

A second performance promise goes to the BA personnel as internal clients: "We offer our personnel 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 IT in the coming years. The agile transition guarantees an efficient provision of client-friendly proposals by motivated employees. This will help the clients make headway.

The IT realises these aims by

- early and sustainable 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
- minimising implementation risks by an iterative approach and early trials.

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



## Personnel management

The most important success factor for the BA is its dedicated, competent and healthy employees. Their employability needs to be assured and fostered by the design of good working conditions and labour relations. To adjust itself to the requirements of the world of work 4.0, the BA is, for example, enhancing its personnel development system. The objective resides in enabling employees to handle the changed requirements and helping them advance their individual career development. Inter alia, the focus here is on an appreciative dialogue and feedback on the teamwork, on individual professional development, and the corresponding learning and support options.

## Leadership Academy (FBA)

As a competence centre for internal qualification, the BA's Leadership Academy performs its duties across legal purviews and with the involvement of local authority specialists and executives. The employment agencies and jobcentres in joint institutions are thus supported by practice-oriented and high-quality training concepts while the Leadership Academy, as an internal provider of training services, is simultaneously also the primary port of call for the qualification of executives within the BA. In 2019, the seminars provided by the Leadership Academy were attended by around 5,500 trainees.

As an instrument for controlling the organisation and continuously improving its services, the Leadership Academy introduced quality management as per ISO 9001 in 2006 and had it certified by the audit company 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.

## University of Applied Labour Studies (HdBA)

The HdBA is a state-approved university of applied sciences and accredited by the Science Council. Students at the two campuses in Mannheim and Schwerin are qualified in dual bachelor degree courses to become experts in the areas of consultancy and the labour market.

The "Labour market management" course is focused on placing and integrating persons with various life situations in training and gainful employment and providing them with benefits and internal services of the BA. The "Employment-oriented consultancy and case management" degree course prioritises the consultancy and support provided to various client groups with respect to diverse issues revolving around the labour market and career choices.

Admission to the HdBA courses is based on a multi-stage selection procedure. While attending the courses, the students are employed by a local employment agency. The study programmes are interdisciplinary, application- and practice-oriented. Four internship phases served in various areas of the BA are an integral part of the courses, and also include internships in companies and abroad. Three major fields of study are alternatively offered for each course from the 4th trimester. The full-time course at the HdBA takes three years and ends with the internationally recognised academic degree of "Bachelor of Arts" (B.A.)

Successful graduation is followed by a permanent contract, with the BA employing graduates in its employment agencies or jobcentres in joint institutions. In the employment agencies, for example, HdBA graduates work as placement specialists placing job seekers in employment. But they can also perform various advisory or processing activities, or provide services for the BA, e.g. in the international personnel management. In the jobcentres in joint institutions, they can work as personal consultants, specialists for benefits approval, or in the Employers' Service. This leads to varied career prospects on a specialist and management level throughout Germany.

With the bachelor's degree and at least two years of experience working for the BA, graduates are entitled to continue their academic development in more advanced degree courses. In this regard, the HdBA offers the part-time MA course in "Labour-market-oriented consultancy" and various certificate programmes.







# OUR YEAR 2019



# GUIDANCE, PLACEMENT AND TRAINING

308,000

Persons took up a vocational training sponsored by employment agencies  
and jobcentres in joint institutions

97,000

Rehabilitants assisted with employment  
promotion measures

36,000

Persons started in jobs sponsored by jobcentres in joint  
institutions under the Participation Opportunity Act





# VOCATIONAL GUIDANCE

## PILOT TESTING OF LIFELONG VOCATIONAL GUIDANCE ENDED



Working and living environments are changing ever faster. Technical progress and especially the digitalisation lead to new requirements and qualification standards in many professions. Many employment histories have lost linearity as a result, e.g. through discontinued training programmes and studies, unemployment, changes between jobs and professions, or due to parental leave and care periods. All these create a need for professional development or also reorientation. This is where the lifelong vocational guidance comes in. It picks up on tried-and-tested methods from the previous vocational guidance and further training advice and develops the service further in keeping with the times. Lifelong vocational guidance offers holistic, preventive and lifelong careers guidance and consultancy in whose provision the BA cooperates with other regional providers and purposefully refers 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. In addition to which the lifelong vocational guidance also makes an important contribution to the implementation of the National Further training Strategy and Qualification Opportunity Act.

The lifelong vocational guidance comprises three modules: pre-employment guidance, consultancy 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 further expanded. A nationwide service was additionally also to be tested for secondary schools, vocational schools and universities. In doing so, careers information events were already offered in the classes preceding the penultimate year. This served to boost the presence in all school types by more consultation hours and individual consultancy in situ.

### Guidance during the career

The lifelong vocational guidance module of consultancy during the career was also trialled and caters to unemployed and employed persons as well as employers. The particular target groups include 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 developed 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 the labour force in the core target groups early on.

### Self-exploration tool (SET)

The SET ([www.selbsterkundungstool.de](http://www.selbsterkundungstool.de)) is designed to provide a freely available, low-threshold careers information service online. Its users can test out their skills, competences, 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.

## Development of a self-exploration tool for gainfully employed persons (SET-E)

To also provide employed people with careers information online, a new online self-assessment service is currently being developed in a project framework since autumn 2019.

The current online service of the BA is still lacking an orientation (self-assessment) tool for adults in need of careers information, but without any concrete career or training goals. The development of SET-E will help the BA close this gap and provide a comprehensive service for supporting careers information.

With the integrated and closely dovetailed service from the careers information for employed people and SET-E, the BA will complete its range of lifelong vocational guidance services and expand its integrated consultancy service. The use of SET-E in the personal consultancy process is designed to boost the latter's quality.

## Lifelong vocational guidance made progress in 2019

Since the 2019/2020 school year, the introduction of the pre-employment vocational guidance is being realised in all general regular schools, gymnasium-type colleges and gymnasial senior grades of comprehensive schools in close coordination with the ministries of culture and school authorities of the Länder. In a second step, the consultancy service is also being established in secondary vocational schools and vocational colleges from this year. 2021 will then see the expansion of the consultancy service in universities and for non-students.

The Board of Governors decided in 2019 to introduce the lifelong vocational guidance as vocational guidance in gainful employment throughout Germany in stages.

The self-assessment tool for persons interested in taking up studies or vocational training has been available since October 2019. Adolescents and adults with or without university entrance qualifications can thus find out about their subject-related and cognitive skills with the help of psychological test methods. Building on this, matching fields of study and/or vocational trainings are shown to them as a result.





# VOCATIONAL TRAINING

## RECRUITING WOMEN FOR STEM OCCUPATIONS REQUIRING FORMAL DUAL TRAINING

To expand the range of career choices available to women, markedly boosting the share of women in newly concluded STEM training contracts has been declared a long-term objective.

### Working in regional STEM competence centres

The Regional Directorates are continuously working on the implementation of the Board of Governor's recommendations with regional activities and implementation plans. Every Regional Directorate has established a STEM competence centre on this basis. These centres comprise STEM ambassadors, equal opportunity officers for the labour market, and cross-team experts.

Personnel cooperate cross-functionally in

10

STEM competence centres in the Regional Directorates.

contacts with the ministries of culture and other external network partners to support the extracurricular and curricular activities relating to STEM education and provide STEM stimuli in Länder conceptions for careers information.

The activities in the regions were given a very diverse design in 2019 overall to address women, raise their awareness for STEM professions, and expand their range of career choices. Prevention work was provided by travelling exhibitions, fairs, cliché-free and gender-sensitive consultancy in schools by the careers information, as well as theme days. The STEM ambassadors thus foster critical engagement with existing role models and stereotyped thinking – externally as well as inside the BA.

The commitment of the STEM ambassadors cannot hide the fact that the powerful influence of socialisation on women's career choices is hard to break open. The women's share in STEM professions requiring formal training has increased from 14 per cent in 2013 to 15 per cent in 2018. 20,400 women took up dual STEM training in 2018 altogether – four per cent more than in the previous year (last available data inventory). As more men have opted for dual STEM training at the same time, the women's share in newly concluded training contracts for STEM professions requiring formal training remains at eleven per cent.

Advancing the range of women's career choices by information and educational work in a gender-sensitive manner that is free from gender clichés will call for further major joint efforts on the part of the BA and many actors.

## YOUTH EMPLOYMENT AGENCIES DEVELOPED FURTHER

The youth employment agencies aim for the best possible integration of young people in the world of work and society. 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 them with support proposals if they are lacking subsequent perspectives.

In July 2019, the BA, Federal Ministry of Labour and Social Affairs and local authority associations introduced a self-assessment process for youth employment agencies that further strengthens the principle of local diversity in the designs and responsibilities. The self-assessment for youth employment agencies is a service for the cooperation partners that supports them in the location analysis, identification of development potentials, and optimisation of the service range on a local level. Practical tips from experienced youth employment agencies serve as stimuli for own processes of change.

To better support the cooperation across legal purview in the transition from school to the profession, and to promote the establishment of further cooperations, the BA is developing an IT system for the providers of social services in the youth employment agencies. In this context, the pos-

sibility of digital, coordinated case work facilitates targeted support for young people, tailor-made as coordinated across legal purviews.

## GRANT FUNDING OF YOUTH RESIDENCES EXTENDED

By supporting the providers of youth residences in the form of a proportionate rate or one-off grant, the BA directly contributes to the clearing of the training market. Payments can be provided for their development, expansion, conversion and equipment. The BA Board of Governors' youth residence funding order regulates the details of the requirements, type, scope and method. The one-off grant for redevelopment and modernisation projects designed to reduce a renovation backlog to have accumulated in youth residences in the past will be provided again for a limited period from 1 January 2019 to 31 December 2021. With this support option, the providers can provide their young people with affordable and up-to-date accommodation again.

## EFFECTIVE SUPPORT FOR STUDY AND CAREERS INFORMATION – LESSONS FOR THE GYMNASIAL SENIOR GRADES

In cooperation with the German Economy Foundation, the BA supports the methodological/didactic further development and redesign of careers information lessons in the Länder for the gymnasial senior grades.

This is aimed at intensifying the careers information in these school types, and a closer cooperation between the vocational guidance experts in the employment agencies and the teaching personnel at gymnasium-type secondary schools and/or schools with gymnasial senior grades.

Corresponding concepts are now available in 13 Länder already and have been or are being implemented there. The introduction of the 14th concept will follow at the end of the first quarter of 2020. Suggestions from important vocational education actors of the Länder were taken into account for the Länder-specific processing.

With this project, the BA contributes to starting the engagement with vocational decision-making processes in the gymnasial senior grades early on, supporting it continuously and sustainably.

## TRAINING MARKET RADAR IMPROVED

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

All current figures (applicants and vacancies) can be displayed since 2019 (insofar as greater than two). This provides the maps and tables with information for many more combinations of regions and occupations, making them more informative.

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

# PLACEMENT

## CONCEPTUAL ADVANCEMENT OF THE PLACEMENT

Digitalisation provides the BA with new options for catering to its clients' needs and expectations. These also include the wish to be able to communicate with the BA online. This is where the Online Guide service comes in.

### Online guidance continued

Clients who have registered as job seekers online are given the option of talking to their placement officer by video chat first. This service was trialled in two selected employment agencies from June 2018 to December 2019. The trial delivered first findings as to the extent to which clients are interested in such a service and what technical and organizational requirements would need to be met for it. The video chat is perceived very positively by the clients as well as the personnel. The clients, for example, think it advantageous to be able to talk to the consultant online in their familiar environment. This promotes a good discussion atmosphere and also has the advantage that possibly required documents are close at hand.

To base the obtained findings on a broader foundation and develop the technology and processes further, the trial will be expanded to 18 employment agencies altogether in 2020.

## HELPING TO SHAPE THE RECRUITMENT OF SKILLED WORKERS FROM THIRD COUNTRIES BY WAY OF THE SKILLED LABOUR IMMIGRATION ACT

In 2019, the BA has also actively involved itself in the legislative process for the Skilled Labour Immigration Act.

A working group comprising members of the Board of Governors and Executive Board of the BA elaborated suggestions that were largely included in the act, which came into force on 1 March 2020. This act has given the BA a key role for the immigration of skilled workers from third countries, e.g. by the agreement of placement arrangements with the labour administrations of third countries and the BA's Central Service Centre for Professional Recognition, which helps migrants living abroad achieve professional recognition in Germany.







## Central Service Centre for Professional Recognition (ZSBA) established

The Federal Government decided to establish a Central Service Centre for Professional Recognition with the Skilled Labour Immigration Act. The legal basis is the newly introduced § 421b of SGB III, which came into force on 21 August 2019.

The Service Centre will be funded by the Federal Ministry of Education and Research as a pilot project for a four-year period initially. It was established on 1 February 2020 at the BA's International and Specialised Services.

The establishment of the Service Centre serves three essential aims:

1. Offering recognition-seekers who are living abroad a central contact for the whole of Germany who will advise them about the recognition options available for their foreign vocational qualifications and support them in undergoing the corresponding procedures.

2. Unburdening competent offices of the communication-intensive consultancy for applicants before and during the procedure.

3. Making the recognition process and especially its individual stages more transparent and efficient for the applicant.

The Service Centre is tasked with advising and supporting recognition-seekers who are not only staying abroad temporarily at the time of applying and wish to file an application for recognition. The consultancy service not only caters to recognition-seekers from other EU member states, but also from third countries. Besides comprehensive personal consultancy, the service also includes the identification of the body responsible for the recognition, help in compiling the application documents, support in ongoing recognition procedures and, if required, advice about a possible place of employment. Upon the conclusion of the recognition procedure, applicants can receive further support before travelling to Germany, e.g. with questions about qualification options or in the search for an employer.

As a central contact point for the whole of Germany for recognition-seekers living abroad, the Central Service Centre for Professional Recognition closes a gap in the existing range of consultancy services. It supplements the existing services and builds on them.

# SPECIALIST SERVICES

## OCCUPATIONAL PSYCHOLOGICAL SERVICE (BPS)

The BPS expanded its test portfolio by a computer knowledge test in 2017 as a module for aligning with the "World of Work 4.0". 2019 saw the introduction of a self-disclosure questionnaire about digital competencies developed by the BPS on the basis of an extensive data survey. One unique feature of the self-disclosure and computer knowledge test is the joint career goal-related evaluation. The results of both processes can be compared with persons interested in IT training/retraining as well as persons whose career goals are outside the IT area. Based on current data, this joint evaluation improves the BPS's capabilities for identifying the provided digital competences and IT-related training needs in the course of the psychological assessment.

To assess the cognitive skills, the BPS has also been relying on adaptive testing for a number of years. These are computer-based test procedures where the difficulty of the questions automatically adapts to the client's capabilities in the course of their individual test. Thanks to an extensive question bank, these tests can be used for clients with a wide range of skill levels. Other advantages include that they measure with particular precision, are cost-effective, and usually have a positive effect on the test motivation. The development of such tests is labour intensive, e.g. owing to the great number of questions. The BPS's portfolio

**240,000**

assignments processed by the BPS

**48,000**

of them in the area of SGB II

of adaptive tests is currently being expanded by a verbal thinking test. The data collection for this involving several thousand BPS clients across the nation was started in July 2019. The test is expected to be ready for use in the BPS at the end of 2020.

## MEDICAL SERVICE

The management system of the medical service was successfully certified as per DIN EN ISO 9001:2015 in 2019. Especially the structured and customer-oriented working methods of the local medical services found particular recognition. The Medical Service could thus provide the placement and consultancy personnel with even better support, aligning the individual interests formulated by the clients with the statutory mandate of the social service provider BA.

**578,000**

medical assessments and consultations for clients from both legal purviews

## TECHNICAL ADVISORY SERVICE

The quality management system was further developed by conversion to the new DIN EN ISO 9001:2015 standard, while the persons responsible for occupational safety were provided with 32,000 hours of consultancy.

**13,000**

inclusion assignments

comprising

**82%**

prevention

**13%**

integration

**5%**

initial training



# LONG-TERM UNEMPLOYMENT AND SOCIAL PARTICIPATION

## INTEGRATED APPROACH AS PART OF THE “STRATEGY 2025”

On an individual level, long-term unemployment is often characterised by complex issues. To enable a further reduction of the long-term unemployment and need for assistance, allowances need to be made for the heterogeneity of this group and the various accommodation capacities of local labour markets. To this end, the BA published the “Guiding principles of our strategy for reducing long term unemployment and need for assistance” in November 2018, elaborated in cooperation with actors in the practice and science.

The guiding principles describe a holistic approach that embraces the areas of prevention, integration and social participation while also taking overarching framework conditions and initiatives into account. The long-term unemployment strategy is designed locally by the jobcentres in joint institutions and employment agencies in combination with their local authority partners, and as a rule includes preventive as well as integration-oriented activities, as well as approaches to participation in the labour market.

# OVERVIEW OF THE 45 FOCUS REGIONS FOR LONG-TERM UNEMPLOYMENT



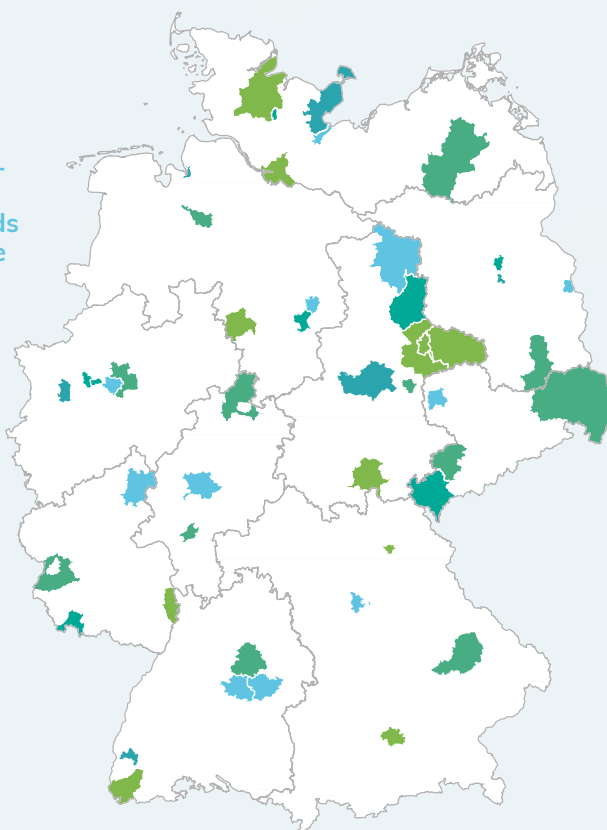
## Action recommendations for integration work with households in need of assistance

Frankfurt (Oder)  
Lübeck  
Leipzig  
Nuremberg city  
Esslingen/Göppingen  
Braunschweig  
Giessen  
Westerwald  
Dortmund  
Stendal



## Alternative forms of consultancy

Hameln-Pyrmont  
Bayreuth city  
Rendsburg-Eckernförde district  
Hamburg  
Dessau-Rosslau-Wittenberg/  
Anhalt-Bitterfeld  
Vorderpfalz-Ludwigshafen  
Saalfeld-Rudolstadt  
Lörrach district  
Munich



## Applicant-oriented employer address

Oberspreewald-Lausitz  
Mecklenburg Lake District North  
Rems-Murr  
Halle (Saale)  
Unna district  
Bremen  
Kassel district  
Bautzen  
Straubing-Bogen  
Zwickau  
Trier-Saarburg  
Frankfurt am Main



## Promotion of insurable employment in the general and social labour market

Freiburg  
Bremerhaven  
Duisburg  
Mansfeld-Südharz  
Berlin-Neukölln  
Ostholstein



## Life situation-oriented integration strategies in the municipal sphere

Vogtland  
Jerichower Land  
Saarbrücken regional association  
Berlin-Pankow  
Neumünster  
Salzgitter  
Herne  
Gelsenkirchen



## LONG-TERM UNEMPLOYMENT – THE CHALLENGES REMAIN

Given the good situation in the labour market and varied activities and initiatives, the number of long-term unemployed in Germany could be reduced to 727,000 on average, including 550,000 in the remit of the employment agencies and jobcentres in joint institutions.

The sustainable reduction of long-term unemployment will nonetheless continue to be a focus area for the BA and its partners in the coming years. Besides the cementation of integration obstacles for the long-term unemployed, a major challenge is also provided by the regionally highly varied accommodation capacities of the labour market.

## BOOSTING INNOVATION – FOCUS AREAS FOR LONG-TERM UNEMPLOYMENT AS A CATALYST

Five development themes were identified in a dialogue with representatives from jobcentres in joint institutions, employment agencies, Regional Directorates and science. They are being developed and trialled in the 45 LTU focus areas since the beginning of 2019.

**Life-situation oriented integration strategies in the municipal sphere:** Supplementing the individual casework with approaches relating to relevant life circumstances and living conditions of comparable groups, e.g. by neighbourhood work, work in multi-professional teams, or improving the access to the labour and training market in deprived areas.

**Action recommendations for integration work with households in need of assistance:** Holistic integration work across providers with households in need of assistance with children in SGB II. Deepening the networks in municipal assistance system with the aim of avoiding cross-generational unemployment.

**Alternative forms of consultancy:** Performance of a practical analysis of supplementary proposals, including outreach consultancy, digital forms of consultancy (trial in planning), working with peer groups.

**Applicant-oriented employer address:** Improving the access to employment options in the general and social labour market to make even better use of the integration opportunities for long-term unemployed who are closer to the market.

**Promotion of insurable employment in the general and social labour market:** Identification of success factors for creating and designing subsidised insurable employment for people who are at a remove from the market.

The development work is focused on jointly supplementing the individual casework with local actors. Qualitative evaluations are intended to simultaneously identify success factors such as methods and processes, for example, in all development themes, inter alia by way of case studies.

A first interim assessment will be provided in the first quarter of 2020 in the Symposium for Reducing Long-Term Unemployment and the Need for Assistance at the HdBA in Schwerin.

## PROVIDING THE LONG-TERM UNEMPLOYED WITH PARTICIPATION AND EMPLOYMENT OPPORTUNITIES

With the instruments of the Participation Opportunity Act (SGB II §§ 16e and 16i), insurable employment in the general and social labour market can be funded with wage subsidies for long-term unemployed at a (great) remove from the labour market since 1 January 2019. The employees are additionally provided with individual, holistic support in parallel with the employment. Subsidies as per SGB II § 16i enable the social participation of persons lacking any real opportunity of unsubsidised employment while improving their employability.

In the medium to long term, both instruments are to be provided with transitions into sustainable, unsubsidised employment in the general labour market.

These funding options with a holistic approach pick up on the findings of the federal “Social participation in the labour market” programme and the federal ESF programme for reducing long-term unemployment. The jobcentres in joint institutions cooperate closely with their regional partners in the implementation of the new subsidy. What proved helpful in the addressing of employers was an applicant-oriented approach and support even before and during the application process.

Since the introduction of the instruments, 7,600 employees have taken up employment as per SGB II § 16e, and 28,700 employees employment as per SGB II § 16i SGB, subsidised by jobcentres in joint institutions.

# INCLUSION

## INCLUSION COORDINATION UNIT VISUALISED

Inclusion with a focus on people with disabilities is part of the BA's self-conception and its value-based culture as an employer and actor in the labour market. The "Inclusion in the BA and labour market" coordination unit established in 2018 is meanwhile tasked with anchoring inclusion in the organisation.

To attract more attention and achieve greater visibility, the "Inclusion in the BA and labour market" coordination unit has invited all employees to take part in a competition for designing an inclusion logo. A jury specifically appointed for the contest selected the logo. It adapts the corporate design of the BA and stands for a modern, progressive and dynamic employer and service provider in the labour market.

## BA INCLUSION ACTION PLAN ELABORATED



### INCLUSION

The personnel of the BA meet people with disabilities with respect and

To strengthen inclusion with an overall strategy to the in- and outside, the "Inclusion in the BA and labour market" coordination unit has started elaborating an action plan for implementing the Convention on the Rights of Persons with Disabilities (CRPD). The personnel of the BA meet people with disabilities with respect and

support them in realising equal participation in work. Many have campaigned for the idea of inclusion to be lived inside the BA and vis-a-vis our clients with great personal commitment right from the start.

The BA would nonetheless like to make inclusion even more visible as an employer and service provider. This inclusion action plan formulates objectives and describes measures, responsibilities and timelines. It includes four central action areas that directly trace back to the CRPD. Amongst others, these four action areas saw the following activities in 2019:

### Awareness raising and qualification (CRPD Art. 8)

Inclusion is a question of attitude. To build up more knowledge relating to the contents of the CRPD, generate an understanding for the concerns of people with disabilities, and fight insecurity in dealing with one another, the qualification of BA personnel was started in 2019. Important contents of this include topics such as self-determination, accessibility, participation and success factors for participation in work.

### Accessibility (CRPD Art. 9)

Accessibility permits people with a great range of different impairments equal access to the services and proposals of, or also their workplaces at, the BA. This also concerns the buildings, besides the information and communication routes.

The BA is still facing many challenges in ensuring accessibility in its rented as well as own properties. An internal action guideline for the incremental realisation of accessibility in the own properties was hence made available at the beginning of 2019 – in addition to the already provided infrastructure guidelines of the BA – and a concept for ensuring accessibility in the BA's rented properties elaborated.

### Participation and consultation (CRPD Art. 4)

The BA wants to involve persons with disabilities more directly in decisions that concern them.





Besides the exchange with the German Disability Council and representatives of the severely disabled in the BA, the first participation workshops with clients with disabilities were held in 2019. The BA has thus received important stimuli for the further development of its services from the employment agencies as well as the jobcentres in joint institutions.

## Inclusive participation in work (CRPD Art. 27)

The BA wants to contribute to an inclusive labour market as an inclusive employer and as a service provider.

As the premier service provider in the labour market, the BA has a role model function, and always aspired to fulfilling its role as an attractive employer for people with disabilities. With the inclusion agreement of May 2018, it has sent clear signals for the employment of people with disabilities. To support the offices in the implementation of this agreement, the “Inclusion in the BA and labour market” coordination unit has been providing a toolbox with concrete proposals for action since 2019.

## INCLUSION PRIZE HONOURS EXEMPLARY PRACTICAL EXAMPLES



The Inclusion Prize for Businesses, which is awarded by its initiators (BA, Confederation of German Employers' Associations (BDA), Diversity Charter, and Business Forum),

was already presented for the seventh time under the aegis of the Federal Ministry of Labour and Social Affairs. Prizes are awarded to exemplary practical examples in the training and employment of people with disabilities, but also in the continued employment of colleagues whose capacities have changed.

## Good practical examples and innovative ideas in the area of inclusion are the best motivators for other employers

**These five prize winners of 2019 demonstrate that inclusion is a boon for companies of all sizes and can be successful everywhere:**

- Deutsche Telekom AG as a globally leading service provider has anchored inclusion in its diversity strategy – in their view, inclusion is a source of creativity, inventiveness and innovation.
- Daimler AG as an international automotive group banks on diversity and inclusion in its companies as this yields better results.
- Zalando Logistics SE & Co. KG has the motto “We are just as colourful as your wardrobe” and profits from it.
- The small enterprise Quick Line Kurier und Transportdienste resolutely implements inclusion.
- For the Schär Werkzeug-Maschinenhandel GmbH, inclusion is a way out of the skills shortage

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

Source: zeichensetzen / Harms



# VOCATIONAL REHABILITATION

## BA SUPPORTS VOCATIONAL REHABILITATION AND THE PARTICIPATION OF PEOPLE WITH DISABILITIES

Transitions from school into training or studies, from training or studies into gainful employment, the increasing number of transitions in the career, horizontal and vertical career developments in the company, career re-entry or re-orientation are even more important stations in life for people with disabilities. The BA supports them in these with comprehensive vocational consultancy, information, funding and placement services that are tailored to their needs.

### Cooperation with other rehabilitation providers intensified

2019 was additionally characterised by the implementation of part 1 of the Ninth Social Code (SGB IX) as amended on 1 January 2018.

A particular focus area was the cooperation with other rehabilitation providers in consideration of the new mutual participation options and statutory regulations concerning the participation plan process.

One important event was the publication, in the summer of 2019, of the orientation framework for designing the participation plan process for people with disabilities in the admission procedure/vocational education area of workshops for people with disabilities. The German Federal Pension Insurance, Federal Working Group of supra-regional Welfare Authorities and BA have thus simultaneously set standards for a success-oriented and trusting cooperation.

### First publication of the participation process report

The first participation process report was published in December 2019.

This is the first time that data about the number of applications, process durations, referrals, rejections and legal remedies like appeals and legal actions have been collected from all rehabilitation providers and published in keeping with consistent guidelines.

The new statutory regulation in SGB IX is designed to render the cooperation of rehabilitation providers and provision of rehabilitation services more transparent while providing evaluation and control options.

The BA has been working on the bases for the data collection since as early as 2016.

## DRAFT LAWS SUPPORTED

2019 was characterised by a number of legislative procedures that directly concerned the task area of vocational rehabilitation or at least touched upon it. Especially the legal changes of the regulation in force since 1 August 2019 for adjusting the vocational training and education allowance were intensively prepared and could be implemented on schedule. Other legislative procedures of 2019 such as the Relatives Relief Act (inter alia including the introduction of a training budget as a new subsidy) or Act for Modernising and Strengthening Vocational Education (inter alia including regulations on the minimum apprenticeship pay) were closely monitored, and the (implementation) processes required for their coming into force on 1 January 2020 planned.

## INITIATIVE “ATTITUDE COUNTS – EMPLOYERS WIN” STARTED

### Einstellung zählt Arbeitgeber gewinnen



This joint initiative of the Federal Ministry of Labour and Social Affairs, the Confederation of

German Employers' Associations, the BA and Federal Working Group of Integration Authorities and Main Welfare Offices was started in April 2019 at the award celebration for the “2019 Inclusion Prize for Businesses”. It is aimed at raising the awareness of employers who are obliged to employ, but not employing any people with severe disabilities according to the statistic from the notification process, for the concerns of people with severe disabilities, drawing their attention to the latter's potentials, and opening up employment options for this group.

A first stimulus was provided in six pilot agency areas with a joint letter from the initiators. This is followed by various activities and campaigns of the employment agencies and jobcentres in joint institutions on a local level. Employers are deliberately approached, advised and supported. One focus in doing so is on intensifying the joint work in the local networks. Employers who have already made good experiences with the employment of people with severe disabilities are involved in campaigns and events.

The model projects are in particular intended to trial new approaches to supporting people with complex health, psychological and emotional support requirements or onsetting rehabilitation needs, and further improve the cooperation of actors in the area of medical and vocational rehabilitation.

A first call for applications led to the funding of 57 model projects, 31 of them in the area of basic income support for job seekers and 26 projects in the area of statutory pension insurance. A second call for applications is planned for 2020.

## FEDERAL “REHAPRO” PROGRAMME STARTED



The federal “Innovative routes to participation in work – rehapro” programme serves the Federal Ministry of Labour and Social Affairs to implement the legislator’s

mandate as per SGB IX § 11 of promoting the performance of model projects for strengthening rehabilitation.

Amongst other aspects, the BA supports this federal programme with a contact point on a central level as well as contact persons in the Regional Directorates.



# 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 meanwhile an important labour market policy instrument for effectively supporting the clearing processes. This particularly also applies under the aspect of acquiring vocational qualifications.

The funds included in a dedicated further training budget in the unemployment insurance scheme were available to a sufficient extent in 2019. 2019 saw 204,600 unemployment insurance clients (female share: 46 per cent) take up further vocational training, 33,000 of them with the aim of gaining vocational qualifications (female share: 51 per cent). 101,500 persons were supported over the year on average (female share: 53 per cent).

In the remit of the jobcentres in joint institutions, 103,500 persons (female share: 39 per cent) took up further vocational training. This equals 47,000 trainees (female share: 45 per cent) on an annual average. For 13,100 persons (female share: 44 per cent), their further training was aimed at a vocation qualification, including the part-time acquisition of vocational qualifications, especially for people returning to work.

In the further training programme for the employed, 31,100 (female share: 44 per cent) took up further vocational training in 2019 across legal purviews (employment agencies and jobcentres in joint institutions). In the same period, companies received labour cost subsidies in the form of a wage payment grant for 21,700 employees (female share: 55 per cent).

## “FUTURE STARTERS” – QUALIFICATION-ORIENTED FURTHER TRAINING OF YOUNG ADULTS

120,000 young adults aged between 25 and under 35 from both legal purviews (employment agencies and jobcentres in joint institutions) are meant to be recruited for qualification-oriented further training by the end of 2020.

In 2019, 29,800 young adults between 25 and under 35 (female share: 38 per cent) took up qualification-oriented further training across legal purviews (employment agencies and jobcentres in joint institutions - SGB III: 19,600 (female share: 39 per cent); SGB II (employment agencies and jobcentres in joint institutions): 10,200 (female share: 37 per cent). Another 7,300 young adults (female share: 31 per cent) took up unsubsidised vocational training. Deficits in basic skills preventing successful attendance of further training are to be reduced by corresponding measures. 3,300 young adults (SGB III: 1,300; SGB II: (jobcentres in joint institutions): 2,000) were able to take advantage of corresponding proposals in 2019.

## Qualification Opportunities Act has come into force

One focus area of promoting vocational further training was the implementation of the “Act for improving qualification opportunities and greater protection in unemployment insurance” (Qualification Opportunities Act), which came into force on 1 January 2019. The regulation enables the continuing training of employed persons to be supported irrespective of qualifications, ages and company sizes and thus expanded. The type and scope of the assistance are decisively based on the company size. This particularly enables employees affected by structural change and digitalisation to adapt and further develop their professional competences.

The Qualification Opportunities Act furthermore strengthens the consultancy provided to employees and companies by the BA. In addition to which the entitlement to unemployment benefit will be made more accessible for those employees who often only work in short-term jobs from 2020.

# EMPLOYERS' SERVICE

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

## GROWING EMPLOYER DEMAND FOR LABOUR MARKET AND QUALIFICATION GUIDANCE

The development of the labour market is posing great challenges for the BA: more and more companies are involving the (joint) Employers' Service in their staffing processes. At the same time, filling vacancies by the established placement processes alone is becoming ever more difficult owing to the declining number of potential applicants and the changing employer requirements for candidates. The focus is therefore increasingly shifting to the consultancy provided about alternative strategies for covering personnel requirements, especially with small and medium-sized enterprises. One strategy for covering the demand for skilled labour is the active use of employed persons' development potentials.

With its qualification guidance service, the BA supports companies in the proactive analysis of their workforce and its development, its systematic comparison with future personnel requirements and, building on this, the planning and implementation of sustainable personnel development measures.

The coming into force of the Qualification Opportunities Act on 1 January 2019 has served to strengthen the qualification consultancy as a task of the BA. SGB III § 34 was simultaneously expanded by the concrete mandate to support companies with respect to the qualification needs of their employees.

To better meet the qualitative and quantitative consultancy requirements of employers, the BA has been trialling a specialised labour market consultancy at four branches since July 2019. Specifically trained specialists in the employers' service take over the employee consultancy when the consultancy needs become more complex, exceeding the normal consultancy needs in staffing processes.

## EMPLOYERS' SERVICE FOR PARTICULARLY AFFECTED ACADEMICS WITH SEVERE DISABILITIES FURTHER EXPANDED

### Intensive networking creates integration opportunities

The successful recruitment for personnel for consultancy vacancies in the supplementary independent participation consultancy newly introduced by the Federal Participation Act has turned the employers' service for particularly affected academics into the premier contact for new and reappointments. In the context of the initiatives for perpetuating the PROMI (PROMOTION INCLUSIVE) project, further universities could be recruited for the deliberate establishment of employment opportunities for academics intending to obtain a doctorate.

### Application training – one 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 for this special client group on offer.

### iXNet project started

The iXNet project involves the development of a digital peer support network designed to improve the professional participation of severely disabled academics. The barrier-free portal is to be integrated in the REHADAT information system.



# 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 potentials, the BA has therefore also continued to step up its activities devoted to the controlled recruitment of skilled labour from the European Union and so-called third countries. One essential objective particularly resides in acquiring foreign labour for so-called shortage occupations by the targeted recruitment of skilled workers, but also training and qualification projects, in order to contribute to a clearing of 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 chat communication channel of the Virtual Welcome Centre (VWC) has gained in importance in the consultancy of skilled workers abroad in 2019.

The VWC and Federal Office for Migration and Refugees jointly operate the hotline “Working and living in Germany”, which is anchored in the online portal **[www.make-it-in-germany.com](http://www.make-it-in-germany.com)**, amongst others. This was developed into the Federal Government’s portal for skilled labour from abroad in 2019 under the aegis of the Federal Ministry for Economic Affairs and Energy and with the support of the BA, and will be at the centre of the Federal Government’s communication strategy for recruiting skilled labour abroad. Ever since the launch of the website in 2012, nearly 19 million visitors have used it for information.

## FRAMEWORK CONDITIONS FOR LABOUR MIGRATION OPTIMISED

The BA involved itself in the three working groups established by the Federal Government’s state secretaries for the subject areas of administration procedures, the recruitment of skilled labour, and the recognition of foreign vocational qualifications. The working groups were created to prepare the introduction of the Skilled Labour Immigration Act, which came into force on 1 March 2020.

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

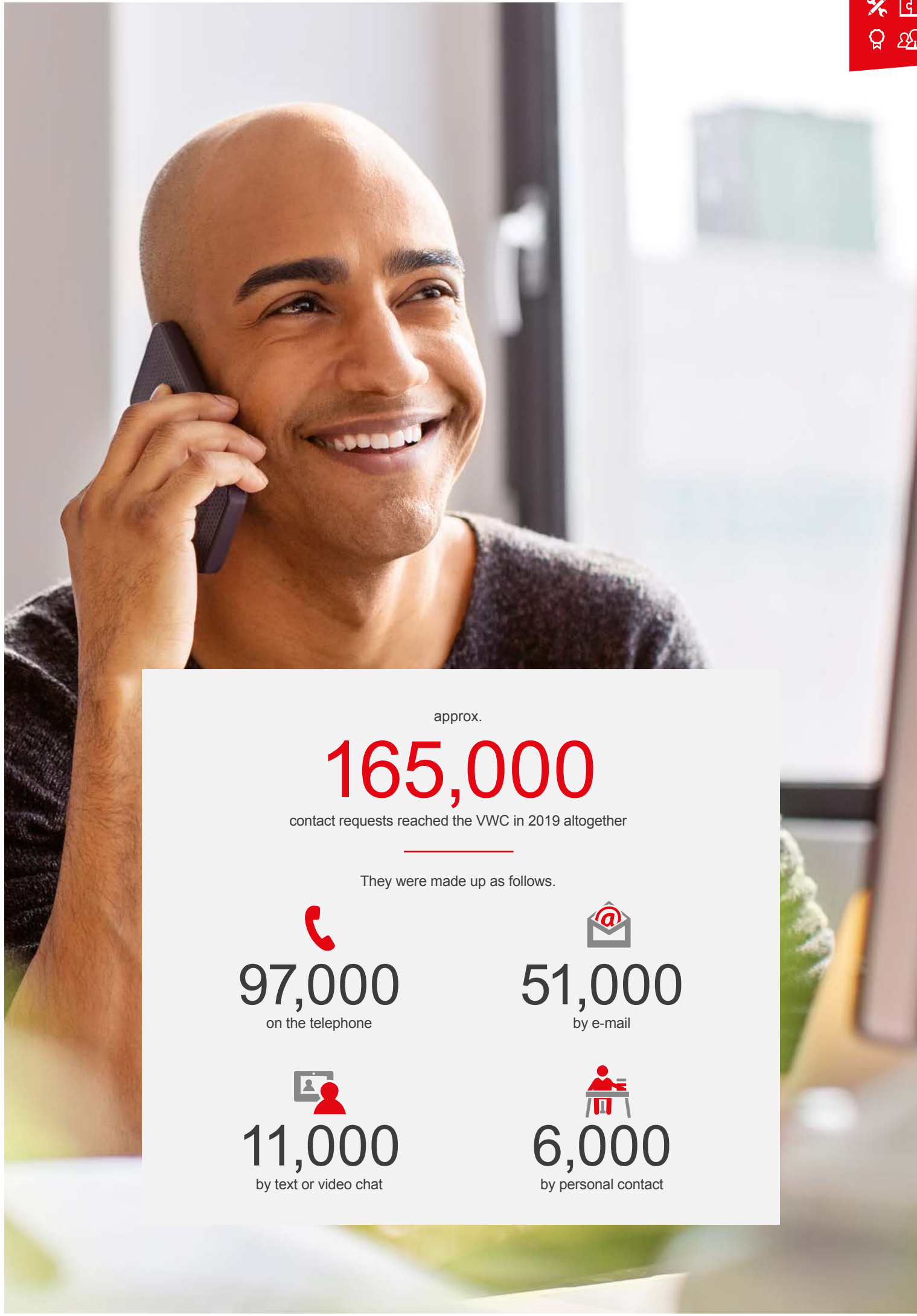
The central basis for a custom-fit recruitment of skilled labour abroad is reliable knowledge of concrete demands for skilled workers to be recruited abroad, and as to which countries harbour corresponding potentials to satisfy them. The BA has thus published its first specific demand analysis for the recruitment of skilled labour abroad in mid-2019, and is elaborating a potentials analysis for third countries. In addition, the BA has further intensified project-based activities for recruiting skilled labour in selected countries in its third country business in 2019. A special focus here was on the expansion of the very successfully started projects for recruiting nursing personnel and doctors in Mexico.

New projects set to start in 2020 for recruiting skilled labour were also developed in cooperation with central partners in Germany, e.g. with the Association of German Chambers of Industry and Commerce (DIHK), the German Confederation of Skilled Crafts (ZDH) and the German Society for International Cooperation (GIZ). A new framework agreement for cooperating in joint labour migration projects was further elaborated with the latter, and will be signed off in the beginning of 2020. The projects are aimed at the development of ideal-typical processes for the successful recruitment and placement of skilled labour from third countries in occupations so far lacking established procedures for the targeted recruitment of skilled workers abroad.

To satisfy the growing demands for seasonal workers in agriculture, the BA has established contacts with partner administrations, e.g. in the Western Balkans, as well as Moldavia and Georgia, at the behest of the Federal Ministry of Labour and Social Affairs. The first agreements for placing seasonal workers in agriculture are to be concluded here at the beginning of 2020.

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





approx.

# 165,000

contact requests reached the VWC in 2019 altogether

They were made up as follows.



## 97,000

on the telephone



## 51,000

by e-mail



## 11,000

by text or video chat



## 6,000

by personal contact

labour administrations. Since the start of the programme, 2,185 skilled care workers placed by the International and Specialised Services have taken up their jobs in Germany.

Doing justice to the growing integration and networking of labour markets in Europe and making use of their potentials continues to call for 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 position paper elaborated by the PES (Public Employment Service) embraces the implications of the future trends and examines action areas as well as strategic approaches for labour market services. The learning from each other is further strengthened in 2019 and intensified by theme-specific learning dialogues on the subjects of profiling and segmenting, as well as performance management. A working group of the Network of Public Labour Market Services that the BA is represented in worked on the concept of an EU innovation lab in 2019, which is designed to further the innovation of the labour market services and partners on an EU level, as well as the exchange.

2019 was furthermore characterised by the coordination of measures for a possible no.deal Brexit in coordination with the Federal Ministry of Labour and Social Affairs.

## EUROPEAN SUBSIDY 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 enabled placement services for job seekers and unemployed persons to be effectively supported by financial grants. This involved the funding of just under 750 beneficiaries, 460 of whom have already taken up insurable employment in 2019.

The attendance of language courses is subsidised in both programmes along with the travel costs to job interviews abroad, moving costs, or recognition of qualifications.

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



## THE EUROPEAN EMPLOYMENT SERVICES (EURES) REGULATION STRENGTHENS EURES GERMANY



The EURES Regulation 2016/589 regulates the structure and cooperation between the 28 national EURES networks across Europe.

The German national EURES network is currently composed of twelve labour market institutions (social partners, private placement service providers, education providers) and the BA. EURES Germany can rely on 200 qualified EURES consultants altogether (183 of them in the BA). 25 new EURES consultants were qualified in the BA in 2019. The European EURES networks have also accepted new partner institutions in their EURES structure, which are now able to engage in joint projects with EURES Germany.

EURES Germany conducted 69,000 consultations with persons seeking advice in 2019, and 12,800 with employers. The EURES portal supports the consultancy with the Europe-wide publication of labour and training market vacancies. The EURES portal helps employers advertise their vacancies throughout Europe by way of the BA.

To heighten the visibility of the EURES network in Germany, the NCO has developed a service guide on the national EURES Germany website ([www.eures-deutschland.de](http://www.eures-deutschland.de)).

The BA expanded the data exchange in 2019 to meet the interoperability requirements for IT systems in the EURES network (Regulation EU 2016/589). Besides the publication of vacancies, VerBIS and JOBBÖRSE also enable applicant profiles to be sent to the EURES portal with the clients' consent. The technical infrastructure for sharing this data channel with national EURES members and partners is also available. The European classification for skills, competencies, qualifications and occupations (ESCO) is currently being compared to the national classifications within the BA to support a systematic matching of applicant profiles and vacancies on a European level in the near term that will take competences and skills into account.

The EURES partners throughout Europe and the enhancement of the EURES portal with ESCO boost Germany's recruitment potential from EU member states.

## THE EUROPEAN VOCATIONAL AND TRAINING GUIDANCE NETWORK



The BA has been commissioned as the National Euroguidance Centre by the Federal Ministry of Education and Research and is a member of the Euroguidance network for vocational guidance experts with over 40 centres in 35 European countries. Euroguidance supports

the development of a European dimension in the lifelong consultancy and promotes educational mobility in Europe.

One of the main aims is developing the competence of guidance personnel on a European level. A particular contribution to this is made by the Academia study visit programme as an important Euroguidance further training service. The interest in the Academia programme in the BA was very great in 2019 so that twice as many qualified consultants of the employment agencies as last year (45) could take part in it and successfully complete a multi-day learning stay in the vocational guidance of another European country.

EURES – the European portal for professional mobility:

Programmes:



“Your first EURES job (YFEJ)”



“Reactivate 35+”



# CASH BENEFITS

€ 14.98<sup>bn</sup>

were spent on unemployment benefit payments

over 1.13<sup>m</sup>

applications for unemployment benefit were made online

3.90<sup>m</sup>

employable people received basic income support

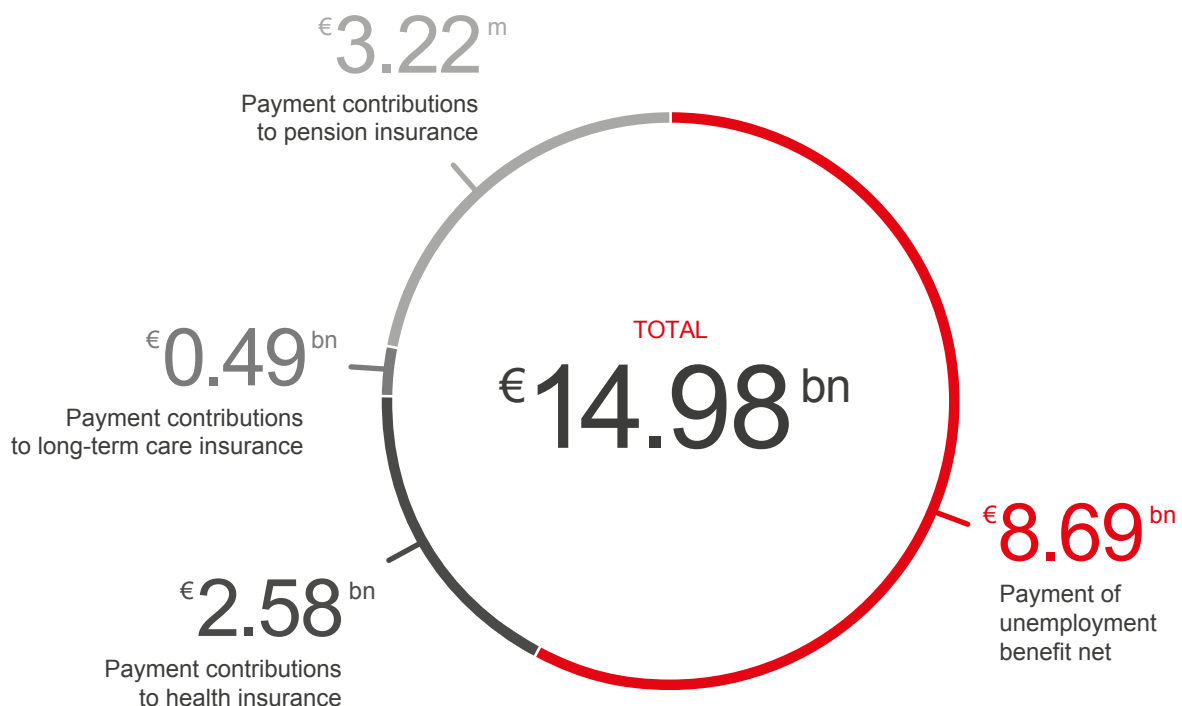






# UNEMPLOYMENT BENEFIT, SHORT-TIME WORKING ALLOWANCE AND INSOLVENCY PAYMENTS

## EXPENDITURE ON UNEMPLOYMENT BENEFIT



Source: Federal Employment Agency

## START OF THE ADEBAR IT APPLICATION

The IT application ADEBAR was rolled out on 1 August 2019. It supports users in the processing of electronically sent and received forms in supranational law.

6,000 users in the SGB III remit have worked through the electronic training materials. Approximately 5,500 electronic documents are sent to and received from European partner states by way of ADEBAR every week.

## GREATER RELIANCE ON SHORT-TIME WORKING ALLOWANCE

The reliance on short-time working allowance for cyclical reasons grew especially strongly towards the end of the year, of late (October 2019) reaching the level of the European public debt crisis of 2012/13 with 84,000 short-time workers but staying well below that of the economic and financial crisis of 2008/2009.

### Short-time allowance payments for cyclical reasons

€ **157.13** m

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

In the months January to March 2019, seasonal short-time working allowance was paid to 260,700 persons.

€ **272.65** m

were paid out for this contribution-financed service in 2019 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

€ **364.65** m

## HIGHER EXPENDITURE FOR INSOLVENCY PAYMENTS

The expenditure for insolvency payments has risen sharply. The BA was thus compelled to request higher-than-budgeted expenses of 100 million euros for the insolvency payments. The financing came from the insolvency payments reserve.

### Expenses for insolvency payments

A total of 842.04 million euros was disbursed as insolvency payments and social security contributions in 2019.

155,700 applications were filed, and

**125,200**

applications approved.





# BASIC INCOME SUPPORT FOR JOB SEEKERS

## ALLEGRO – BENEFIT PROCESSING SUPPORT IS FURTHER EXPANDED

With ALLEGRO, the personnel in the benefits department of the jobcentres in joint institutions can rely on an IT process that already offers a good functional scope. To provide

In 2019,  
**2.99<sup>m</sup>**  
 employable individuals and  
**1.21<sup>m</sup>**  
 employable individuals

received benefits in the form of basic income support for job seekers (jobcentres in joint institutions)

the service provision of the jobcentres in joint institutions with even better technical support, the processing of income from self-employed work was improved in 2019, amongst other aspects. In addition to this, changes in the income from alimony advance payments are automatically taken into account now.

## JOBCENTER.DIGITAL – NEW ONLINE SERVICE INTRODUCED IN SGB II LEGAL PURVIEW

### Service started in May

At the behest of the Federal Ministry of Labour and Social Affairs, the BA had explored whether and to what extent SGB II clients can be provided with an up-to-date and needs-oriented online service in a preliminary study in 2016. This was followed by the assignment to carry out the GE-ONLINE project in a modularised form. The resulting IT process is a procedure as per SGB II § 50.3 and as such used by jobcentres in joint institutions throughout Germany.

The “jobcenter.digital” portal has now gone live on 21 May 2019, enabling clients of all jobcentres in joint institutions to take care of first requests around SGB II online.

The online service provides SGB II clients with an additional access channel. The introduction of jobcenter.digital was not attended by any major changes in the service processes and workflows at the jobcentres in joint institutions.

## Service scope based on client needs

Jobcenter.digital can be used to fill in frequently used forms such as the application for continued approval or notification of changes, and send them to the jobcentres in joint institutions online. Clients can also file and/or provide documents later by way of their personal account. The post-box service is currently being trialled with the jobcentres in joint institutions as a communication channel assured under data protection law. The clients are additionally offered comprehensive information about SGB II on a SGB-specific start page.

## User-centred design is paramount

The development was focused on easy and straightforward operability, as regularly verified in lab tests and with client involvement.

The screenshot displays a user profile for Markus Paulsen. The profile includes a 'ZUSAMMENFASSUNG' (Summary) section with four green checkmarks indicating successful status: 'Geboren am 12.01.1988', 'Sie haben keine Änderungen beim Familienstand.', 'Sie haben keinen Umzug geplant.', and 'Es entstehen keine Kosten der Unterkunft und Heizung.' Below this is a section titled 'Gibt es weitere Personen in Ihrer Bedarfsgemeinschaft?' (Are there other people in your household?) with instructions to provide details for all other household members. A red button labeled 'ANGABEN MACHEN' (Make entries) is at the bottom.

## CLIENT RATING: 4.6 STARS

(as of 15/11/2019)



The clients rate the service positively. They can now deal with their concerns location- and time-independent. They save postage and some journeys to the jobcentres in joint institutions. The personnel benefit from the improved legibility of filed documents and higher data quality enabled by aids and validations for the data entry in the online portal.

## Client involvement as a success factor for agile development

The agile approach enabled the continuous involvement of clients and personnel. This helped to realise good usability, which is an important success factor for the product. The involvement, for example, took the form of surveys, workshops or tests. Many other internal and external stakeholders were also continuously involved in addition to this.

## Marketing for the online service reinforced by local personnel

The marketing is largely the own responsibility of the individual jobcentres in joint institutions, with their personnel playing a decisive role in the communication. Support materials for the marketing and customer approach were provided by the project.

## Further development is planned

Jobcenter.digital is an important contribution to the implementation of the Online Access Act and provides a basis for the further development of SGB II online services. Jobcenter.digital was rolled out in all jobcentres in joint institutions. The Federal Ministry of Labour and Social Affairs has asked the BA to design a follow-up project.





“

With the slogan “We want to dare more quality!”, the Family Benefits Office has formulated a new orientation for its organisation.





# FAMILY BENEFITS OFFICE

Effective service provision and a 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.

## ACCESS TO CHILD ALLOWANCE EXPANDED

The Strong Families Act came into force on 1 July 2019 and expands the access to child allowance and SGB II services relating to the education and participation of low-income families in two stages. The second stage came into effect on 1 January 2020. The legal changes serve to simplify the child allowance calculation and lower the threshold of access requirements for potential beneficiaries. The Family Benefits Office of the BA flanks this reform with measures designed to cut red tape. This involves the creation of local networks with other providers of family services and the jobcentres in joint institutions to provide families with comprehensive support, advise them, and make their application for services easier.

In addition, the personnel capacities were adjusted to cater to the growing number of applications and consultancy needs with a high service quality. Digital access to the child allowance by way of the Family Benefits Office's portal will be enabled at the beginning of 2020.



## CONCENTRATION OF FAMILY BENEFITS OFFICES MAKES PROGRESS

The “Law for ending the special competence of the family benefits offices of the public service” enables all public service institutions in Germany to hand over the processing of child allowance to the Family Benefits Office. The competence transfer helps to achieve an efficient and cost-effective administrative process while harmonising the application of regulations at the same time.

By October 2019, over 771,000 children had been transferred to the Family Benefits Office from 12,600 institutions. According to the figures in hand, a sum total of almost 13,700 institutions with ca. 1.81 million children want to end their special competence by 2022 and hand over the processing to the BA's Family Benefits Office. Service-oriented solutions for the information exchange required with the public service disbursement offices have been created and/or are in progress.

## CHILD BENEFIT MADE EASY

Besides various regional and local authorities in Hamburg and the BA's Family Benefits Office, this pilot project also involved six maternal hospitals in Hamburg. This unique cross-authority cooperation succeeded in saving young parents many errands. Before the birth of their child, they are

now merely required to fill in a single, three-page form (combined cross-authority application) to file all the applications required in this life situation at one and the same time: The birth is reported and the child is legally named, which is followed by the registration in the Registry Offices, issuance of birth certificates, assignment of a tax ID number and transfer of the child benefit.

At the Federal Congress “Modern State” on 28 May 2019 in Berlin, the Free and Hanseatic City of Hamburg and the Family Benefits Office of the BA received not one but two awards in the eGovernment competition: The joint project “Child benefit made easy” won first prize in the category “Best cooperation project” and was also awarded the special prize of the Federal Chancellery for the most innovative project in the German public service. On 12 September 2019, the cooperation project was then also awarded the audience prize at the 24th Ministerial Congress in Berlin.

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

The OPAL project has markedly expanded the online services for child benefit in 2019. The online application is well-established and increasingly accepted. Further options for filing documents made the communication with the BA's Family Benefits Office easier for its clients – filing their certificates of study, for example, no longer requires any postage or travel costs. The range of BA Family Benefits Office services available in this modern, convenient and relatively effortless manner is thus becoming ever broader.

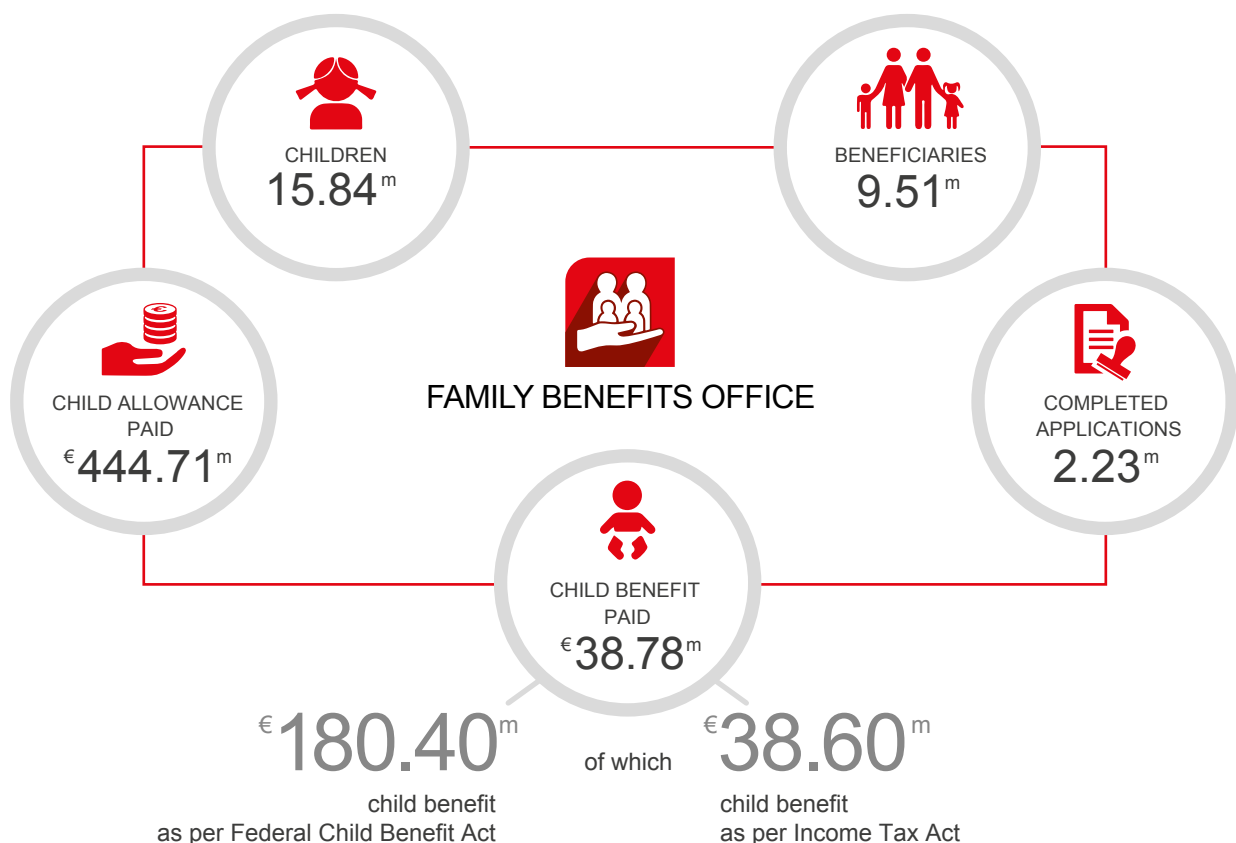
In the process, the BA Family Benefits Office succeeded in digitalising individual processing activities. The interlinkage of client-side online inputs with the specialised KIWI process is thus also making things easier for the personnel. Clients are now only required to supplement any information that has not been provided to the BA Family Benefits Office so far. The online presence in the “Family with children” life situation has also been optimised in addition to this. The BA Family Benefits Office's products and information are now much easier to find.

## FAMILY BENEFITS OFFICE STRENGTHENS QUALITY ORIENTATION

With child benefit payments for over 15 million children, the Family Benefits Office manages a high work volume. This permanently exposes it to the conflict between mass processing and qualitatively demanding performance of its tasks. Quality, especially for the client, here meaning the creation of framework conditions that promote comprehensibility and the reduction of red tape, and thus also the “friendliness” of the administrative actions and transparency of the decisions.

With the slogan “We want to dare more quality!”, the Family Benefits Office has now formulated a new orientation for its organisation. Various developments meanwhile also contribute to relief for mass processing. The digitalisation has for example freed up resources that can now be used to improve the quality in the processing of complex individual cases. The personnel have a major role to play in this – “human resources” need to be optimally qualified and taken onboard for every new development. The automation of individual workflows will also ensure 100 % quality. The “client experience” in contacts with the Family Benefits Office is not only meant to become more modern in all channels (personal contact, video consultancy, online access, etc.) but also to ensure better service quality, turning the Family Benefits Office into a quality organisation step by step.

## FAMILY BENEFITS OFFICE FIGURES FOR 2019



# FACTS AND FIGURES

5.0%

unemployment rate

51%

proportion of women in management positions

€ 33.15<sup>bn</sup>

the total expenses amounted to







# TRAINING MARKET 2019

THE DEVELOPMENT INTO A RECRUITMENT MARKET CONTINUES – CHALLENGES REMAIN

512,000

reported applicants for training  
market vacancies



-4.4 %



+1.7 %

556,000

registered company  
training places

As in previous years, the **market clearing** was partly hindered by significant imbalances entailing very different opportunities depending on the region, career aspirations or qualification.

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

Bavaria  
Thuringia  
Saarland  
Hamburg

REGIONAL  
DIFFERENCES

There were fewer opportu-  
nities for an apprenticeship  
position for applicants in

Berlin  
North Rhine-Westphalia  
Hesse

There were 92 registered candidates  
for every 100 registered in-company  
training vacancies

↓ 100

92 ↑

Occupations with staffing  
problems, e.g.

Food production and  
sales  
Hotel and restaurant  
jobs  
Construction jobs

VOCATIONAL  
DIFFERENCES

Occupations with supply  
problems e.g.

Carpentry  
Office and administration  
KFZ-Technik.

BALANCE SHEET AT THE END OF THE GUIDANCE YEAR (30 SEPTEMBER 2019)



-0.1 %

25,000

unsupported applicants



-9.0 %

49,000

applicants with an alternative



-7.8 %

53,000

vacant training market vacancies

Source: Statistic of the Federal Employment Agency



## REMAINING REGISTERED APPLICANTS FOR TRAINING MARKET VACANCIES

30 September 2019

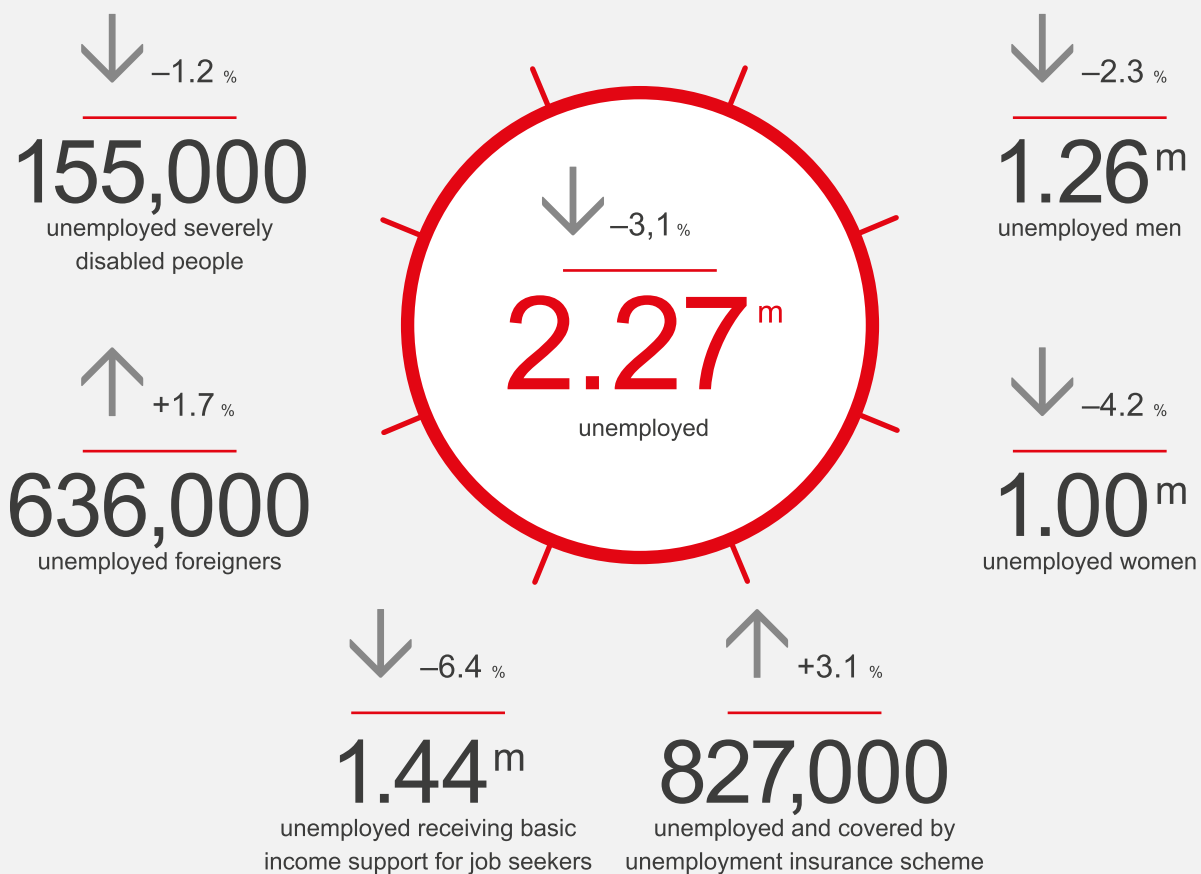
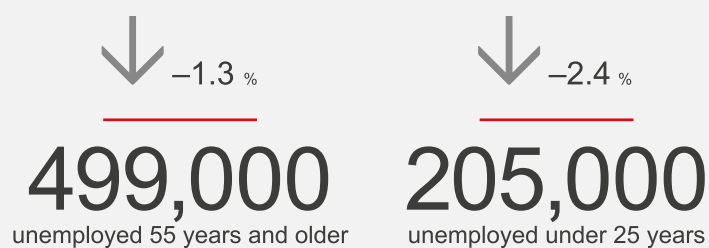
Due to rounding errors, the total may deviate from 100 %.



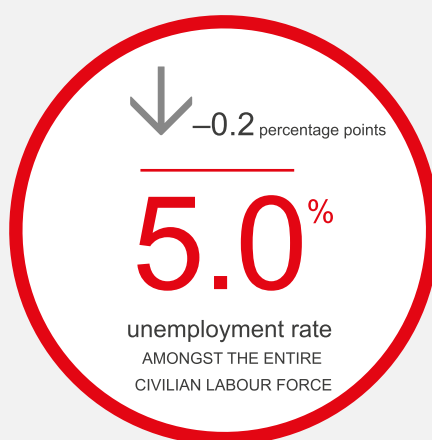
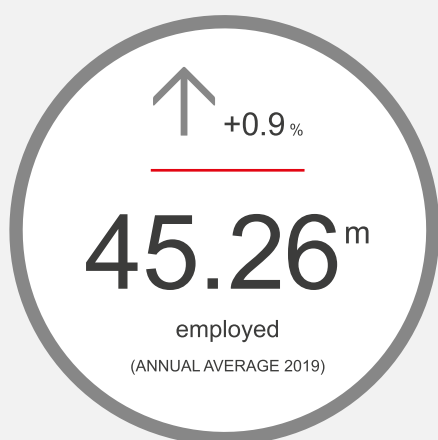
Source: Statistic of the Federal Employment Agency



# LABOUR MARKET 2019\*



2019 annual averages if not indicated otherwise



**3.20<sup>m</sup>**

underemployed without  
short-time work



-2.6 %



+3.8 %

**875,000**

participants in measures of active  
labour market policy

**2.45<sup>Mio</sup>**

entrance into unemployment  
from employment on the  
primary labour market

(ANNUAL TOTAL 2019)



-0.5 %



-3.6 %

**1.95<sup>m</sup>**

termination of unemployment due to  
commencement of employment on the  
primary labour market

(ANNUAL TOTAL 2019)



-6.0 %

**3.97<sup>m</sup>**

recipients of unemployment  
benefit II

(EMPLOYABLE BENEFICIARIES)



+4.9 %

**750,000**

recipients of unemployment benefit



-6.0 %

**2.91<sup>m</sup>**

communities of need

# LABOUR MARKET RESEARCH

## FOCUS AREAS OF THE INSTITUTE FOR EMPLOYMENT RESEARCH (IAB) IN 2019

The management of the Institute for Employment Research (IAB) has undergone an important personnel change in the year under review: with Prof. Bernd Fitzenberger, PhD, another renowned labour market researcher has taken the helm of the IAB on 1 September 2019. He succeeds Prof. Dr. Dr. h. c. Joachim Möller, who retired at the end of September 2018.

The Council of Science and Humanities, the Federal Government's most important advisory body, has also given the IAB an outstanding rating in its second evaluation after 2007. It thought that the institute had managed "to consolidate and further expand the high quality of its research and consultancy services" and continue providing its stakeholders with sophisticated consultancy and information services of great relevance. The expert opinion presented in 2019 also provided important food for thought where the institute's strategic further development is concerned. The IAB is now tasked with picking up on these recommendations and integrating them in its future orientation.

The focus areas of the IAB reflect the scientific debate as well as the political discourse in the media and professional public. They are aimed at generating new research stimuli and making relevant contributions to current topics. The IAB has also accorded with this in the reporting year with extensive activities.

In projects for the focus area of "Work in a digitalised world", the IAB analysed the repercussions of the transformation process for employees, workplaces and pay as well as job contents, corporate personnel policies and labour organisation. Further studies concerned the attendant implications for training and further training. And the data situation has also been improved.

The major research projects of the IAB in the coming years include the scientific evaluation of new tools for supporting the long-term unemployed as per SGB II §§ 16.e and 16i, which was started in 2019. The IAB is evaluating various aspects of the Participation Opportunity Act in a sum total of eight sub-projects. Further projects in the focus area of "Long-term benefit receipt" in 2019 concerned analyses for the design and redesign of the basic income support for job seekers, with research topics such as sanctions, extra income, unstable employment histories and cementation of unemployment and benefit receipt. The future of basic income support was also thematized by an eponymous series in the online magazine IAB-Forum.

Researching and advising on migration and integration issues was another focus area of the IAB in the year under review. Analyses concerning labour market integration, especially of refugees, were in the foreground here. In parallel, the institute stated its position on several draft laws of the Federal Government. These concerned the amendment of the Asylum Seekers Benefits Act, the Act Promoting the Employment of Foreign Nationals, the suspension of deportation in training and employment, extension of the Integration Act, and the Skilled Labour Immigration Act. Further activities served the development, collection and expansion of various datasets for migration research.

Amongst the IAB's other research projects, supporting the BA's "Lifelong vocational guidance" pilot project deserves particular mention. The study looks into the impact of intensified vocational guidance at gymnasium-type schools and its effect on career and study choices.

Occasioned by the 30th anniversary of the fall of the Berlin wall, the IAB finally dedicated an own series in the IAB forum to the various regional disparities of the German labour market.





## OUTLOOK 2020: UNEMPLOYMENT STAGNATES

The IAB elaborates forecasts of the labour market development twice a year.

IAB forecasts for the year 2020:

GDP growth of

**1.1 %**

Increase of the working population to

**45.35<sup>m</sup>**

+116,000 persons

An annual average stagnation of unemployment by

**2.27<sup>m</sup>**

+2,000 persons

# PERSONNEL

## 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 advance its personnel management.

The BA's sustainable personnel management had two focus areas in 2019: resource (deployment) planning and employability.

## RESOURCE (DEPLOYMENT) PLANNING CONTINUED

### Strategic personnel planning

The further development of the personnel 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. economic framework conditions or also technological advances. This interlinking of the elements of personnel planning enables the strategic personnel management to identify development needs and respond with measures, early on.

### Creating long-term perspectives and improving quality

The consistent personnel recruitment in open-ended employment stabilises the BA's personnel and reduces induction and qualification efforts. The share of permanent employees was thus raised from 93 to 96 per cent.

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

## The BA is visible as an employer – expansion of the personnel marketing

The BA is also preparing itself for the challenges of demographic change and digital transformation as an employer. One important step succeeded with the further professionalisation of personnel marketing. The focus here was on activities for positioning the BA as an attractive employer. The BA's personnel requirements could thus also be met this year again.

In the nationwide junior employee campaign ([www.arbeitsagentur-bringtweiter.de](http://www.arbeitsagentur-bringtweiter.de)), various colleagues became the face of the BA, affording varied and personal insights into their world of training, study and work in print, mobile and online media.

Social media have established themselves as an essential pillar for personnel recruitment in personnel marketing. The professional platforms XING, kununu and LinkedIn are of importance in this context. The BA is represented here with employer profiles and regularly answers questions about a career at the BA.

The personnel recruitment will also be deliberately supported by the target-group specific addressing of suitable candidates in future.

## The BA offers perspectives

Approximately 8,000 employees were newly hired across the nation in 2019. They included around 1,300 junior employees for training, a degree course or the trainee programme of the BA. The hiring of people with a refugee background to train them as specialist employees for labour market services was continued, with 33 trainees hired this year.

689 trainees successfully completed their training as specialist employees for labour market services, IT specialists, chefs, housekeepers and hotel specialists last year. 416 BA students completed their degree courses in "Training, job and employment consultancy" and "Labour market management" just as successfully, and 37 trainees their trainee programme.

The professional recruitment and good framework conditions of the study courses and training programmes are once again reflected in relevant awards for the BA.

## University of Applied Labour Studies successfully re-accredited

The HdBA was successfully institutionally re-accredited for a ten-year period in April 2019.

The accreditation result certified that the HdBA meets “the scientific standards of a university” and has been able to “further establish itself as an application-oriented university with an independent scientific profile”. Other positive ratings included the exemplary design and realisation of the B.A. courses, successful implementation of the internationalisation activities and equal opportunities strategy. In addition to which the location concept was judged to be plausible, and the quality management of the HdBA lauded.

## ASSURING EMPLOYABILITY – PROMOTING COMPETENCE, HEALTH, ENGAGEMENT

### Personnel development expanded

The current focus of the personnel development is on advancing and promoting appreciative dialogue and a good feedback culture. A formal evaluation of this was eschewed this year, with the appraisal interview implemented nationwide. This promotes a comparison of self-assessments and external assessments while placing a focus on teamwork, individual career development, as well as learning and support options, in a strength-oriented and self-responsible manner.

The diversity management additionally included the personnel being stimulated to reflect on their own, unconscious “pigeonholes” to avoid disadvantages.







## Health strategy – implementation of corporate health management consolidated

Ensuring good labour relations and working conditions is a key element of the BA's health strategy, and also pays attention to the new cultural dimensions. The objective resides in fostering the personnel's employability in every phase of life. In a holistic approach, this also includes the themes of competence and promoting engagement.

To specifically support the psychological health of the personnel, the Occupational Psychological Service started trialling the provision of individual psychological counselling in 2019. The "Resilire" online tool is additionally available nationwide to promote the resilience of personnel. A "BGM planner" was introduced, amongst other activities, to support needs-oriented and more individualised proposals in the health management of individual offices, and health services can now also be evaluated by short online surveys.

## Promoting equality and equal opportunities

The equality policy targets for the coming years have been concretised with the fifth Equality Plan of the BA. After an evaluation of the preliminary result with the equal opportunities officers and management teams of the Regional Directorates, the plan is now going into the "second half".

One contribution to the further development and flexibilisation of mobile forms of work, amongst others, is the trialling of more self-directed mobile work in the experimental space of "mobile work in operative services". This is scientifically supervised by St. Gallen University.

## Engagement promotion established

Following its trial, the engagement survey of the BA is now also available to all the jobcentres in joint institutions as part of the service portfolio.



## IMPORTANT KEY FIGURES FROM HR DISCIPLINES

(values rounded)



Source: Federal Employment Agency

\*Data are based on information voluntarily provided in an internal employee survey in 2013

## BA EMPLOYEE CAPACITY IN FULL-TIME EQUIVALENTS

	TOTAL		UNEMPLOYMENT INSURANCE SCHEME AS WELL AS BASIC INCOME SUPPORT <sup>1</sup>		BASIC INCOME SUPPORT <sup>2</sup>		FAMILY BENEFITS OFFICE	
	Actual prev. year	Actual	Actual prev. year	Actual	Actual prev. year	Actual	Actual prev. year	Actual
TOTAL	96,100	95,100	52,500	51,300	39,600	39,300	3,900	4,500
of which permanently employed	89,100	91,500	48,200	48,900	37,400	38,300	3,400	4,300
of which temporarily employed	7,000	3,600	4,300	2,400	2,200	1,000	500	200
Permanently employed share	96.2 %							
FOR INFORMATION ONLY <sup>3</sup>			<sup>1</sup> Employment Agencies, Regional Directorates, Special Services and Headquarters (including the Internal Service and Basic Income Support Services for job seekers). <sup>2</sup> Jobcentres in joint institutions and holistic task implementation for the basic income support services for job seekers. <sup>3</sup> Junior personnel will only be reported retrospectively in the total number.					
Students	1,500	1,500						
Trainees	2,400	2,300						

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

<sup>2</sup> Jobcentres in joint institutions and holistic task implementation for the basic income support services for job seekers.

<sup>3</sup> Junior personnel will only be reported retrospectively in the total number.

Status: December 2019; Source: Federal Employment Agency



# TARGETS AND FINANCES

## TARGETS – MIXED TARGET ACHIEVEMENT IN WEAK ECONOMIC PHASE

The development of the labour market in 2019 was characterised by an economic slowdown that led to lower demand for labour. The situation for low-skilled or otherwise disadvantaged unemployed already facing growing professional qualification requirements in the labour market has meanwhile deteriorated again. Employment options for this group continued to arise in some industries and regions, however, as employers have increasingly shown a willingness to compromise with respect to the formal requirements.

The results for the socio-political targets reflect this development – the employment agencies and jobcentres in joint institutions did not achieve what they had set out to do in all the areas in 2019.

In the unemployment insurance, young people with and without a (Hauptschulabschluss) school-leaving certificate, clients threatened by long-term unemployment qualification and rehabilitants were unable to benefit from the BA's services to the same extent as in previous years owing to the weaker economy. The integration-oriented targets and targets in the training market were largely not realised in 2019. It nonetheless proved possible to avoid pending unemployment for just under a third of the clients whose employment was coming to an end. In roughly half the cases, occurred unemployment was ended again by taking up a job. Seven out of ten clients integrated in employment were also still in insurable employment six months later. Just under half of all rehabilitants to have completed a main programme found a job within six months. The targets in the labour market were also not reached. For the first time in five years, the inflow into education and training could not be stepped up from the previous year.

The central concerns of basic income support include a reduction in the need for assistance, the independent securing of livelihoods by taking up and keeping a job, the avoidance of long term benefit receipt, and the maintenance, improvement or restoration of employability and/or fitness for work. In 2019, an average of 2.93 million em-

ployable persons entitled to benefits claimed basic income support payments in the jobcentres in joint institutions. The number of employable persons entitled to benefits has declined by ca. 181,000 from the previous year and thus fallen below three million for the first time. The expenditure for subsistence payments was € 48 million lower than in the previous year.

Approximately one in four employable persons entitled to benefits took up insurable employment, vocational training or self-employment. The integration result has slightly worsened overall, which was most of all attributable to the lower demand in cyclical industries, e.g. personnel leasing and the manufacturing industries. The integration target could thus not be reached. The jobcentres in joint institutions continue to be highly successful in integrating refugees from the eight countries of origin of the greatest numbers of asylum seekers – Afghanistan, Eritrea, Iraq, Iran, Nigeria, Pakistan, Somalia und Syria. The integration ratio in 2019 was higher than with other employable persons entitled to benefits.

Having temporarily slightly risen because of the influx of refugees in 2016, the number of long-term benefit claimants has successively declined again in 2019. The number of long-term benefit claimants fell by 15,800 persons from the previous year. The agreed target could thus be reached.

For many clients on basic income support, the chances of sustainably overcoming their need for assistance are impaired by lacking qualifications, health issues, age, and especially by long periods on benefits. Only around half of them prove able to secure their livelihood independently again by taking up a new employment.

## POSITIVE BUDGET RESULT DESPITE HIGHER FINANCIAL REQUIREMENTS FOR PASSIVE SERVICES

The BA concluded the 2019 financial year with a positive balance of € 2.13 billion. A surplus of € 0.54 billion had been planned. The labour market proved robust despite the economic slowdown. The funds budgeted in the active employment promotion did not need to be spent to the planned extent, unburdening the budget. Another reason for the positive result is the further growth of employment, which has markedly slowed down from the previous year, however.

The € 35.28 billion revenues generated in 2019 were counterbalanced by expenditures of € 33.15 billion. The revenues were thus € 206 million higher than budgeted, and the expenditure was € 1.39 billion lower.

## OPERATIVE RISK MANAGEMENT INTRODUCED

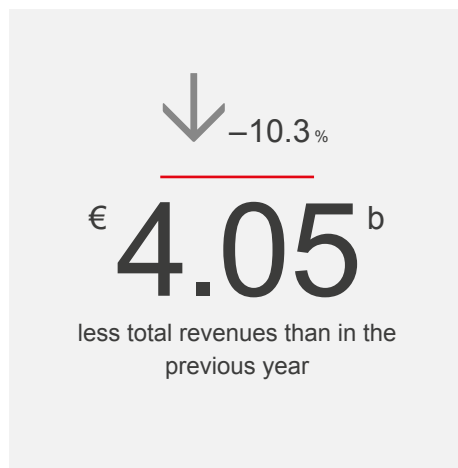
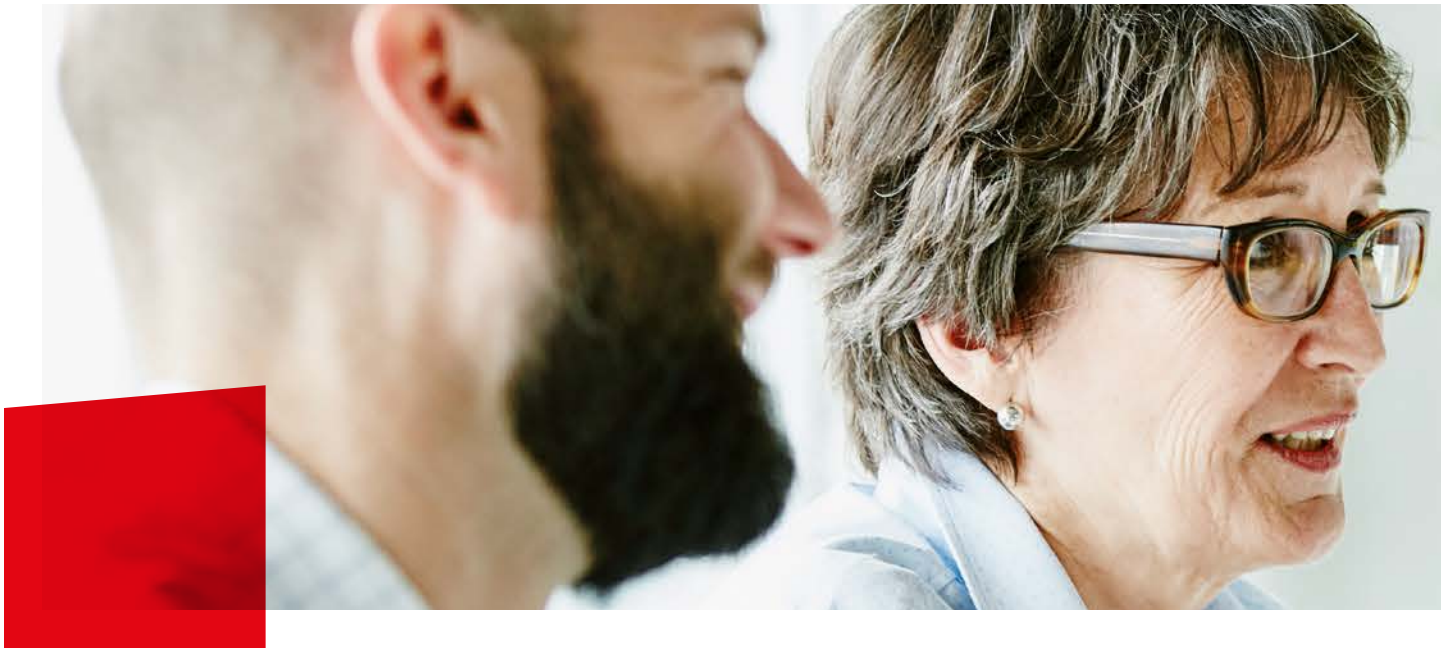
To continue improving the quality of the services for our clients, the BA has bindingly introduced a systematic quality management system. This is based on the method of operative risk management, which is especially designed to realise advancements in the process and service quality.

The operative risk management uses a wide range of sources of knowledge to review the existing service quality for the targeted detection of operative risks. An assessment and subsequent prioritisation of identified risks lead to a “quality assurance agenda” of topics where the initiation of quality assurance activities is most urgent.

The risk-oriented assessment thus caters to a successive approach that enables quality improvements to be brought about in the operative processes incrementally and sustainably by an intensive and comprehensive engagement with selected themes.

The aim of developing a systematic and comprehensive quality approach builds on this.





## REVENUES

The unemployment insurance contributions were lowered from 3.0 to 2.5 per cent on 1 January 2019. This led to a steep decline in contribution takings which, at € 29.85 billion, fell by 12.6 per cent from the previous year's € 34.17 billion.

The total revenues of € 35.28 billion were € 4.05 billion below the previous year's result.



## EXPENDITURE

The BA invested € 8.23 billion in active employment promotion in 2019. The expenditure exceeded that of the previous year by € 360 million. € 1,81 billion of the budgeted funds did not require disbursement.

The impact of the weakened economy made itself felt in unemployment, especially in the area of unemployment insurance. The number of unemployed on unemployment benefit has hence not declined to the extent hoped for at the time of budgeting. The funds of € 14.34 billion earmarked in the budget did not suffice for this service as a consequence, and the estimate had to be topped up by higher-than-budgeted outlays.



↑ +9.9 %  
€ 2.33<sup>b</sup>  
increase of the general reserve

## RESERVES

€ 14.98 billion were expended on the unemployment benefit until the end of 2019.

The funds of € 800 million budgeted for insolvency money were also topped up with higher-than-budgeted costs as it emerged in the course of the year that the calculated estimate would not suffice to cover the year's expenditure. € 842 million were required for the insolvency money altogether.

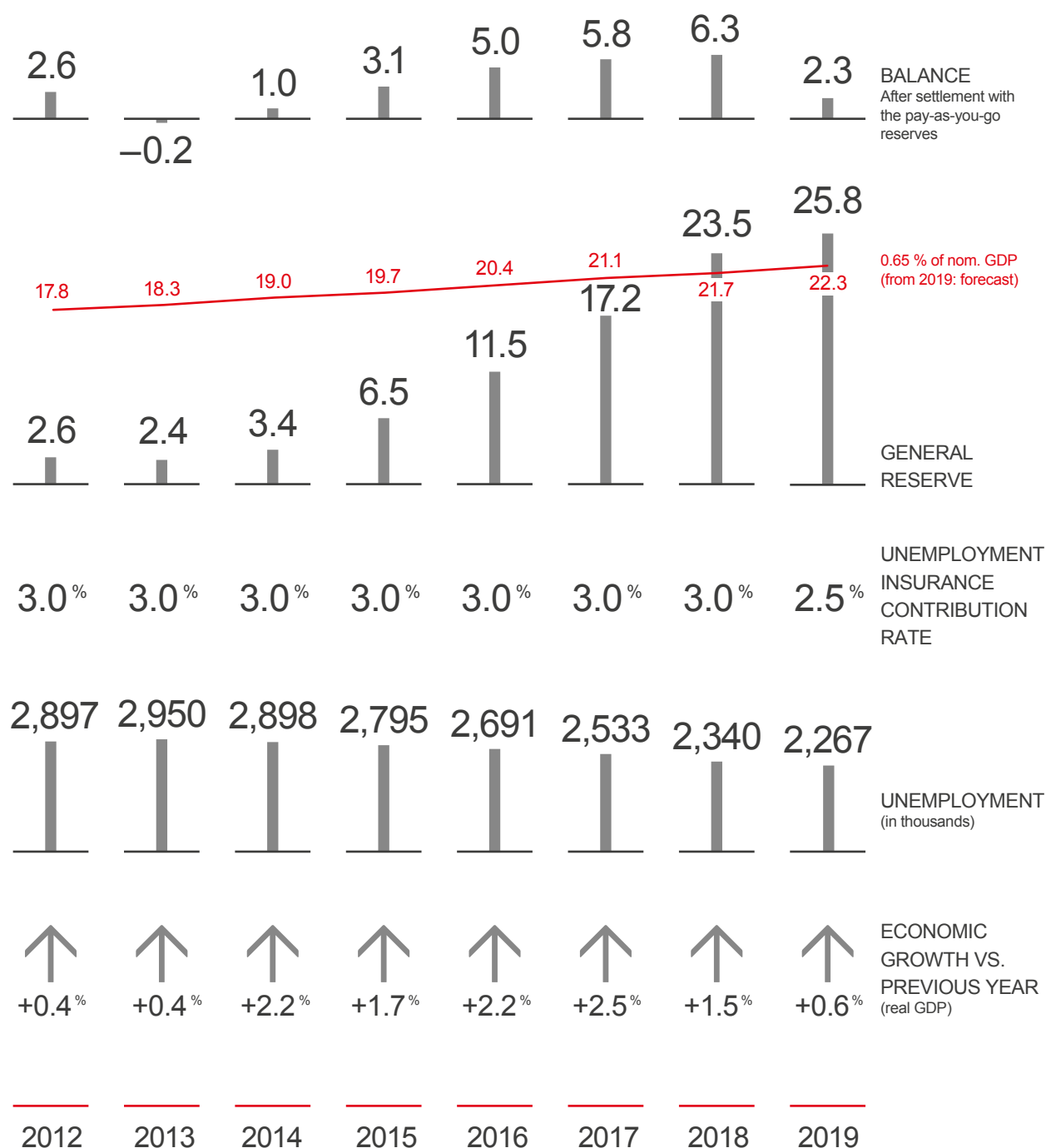
The € 9.17 billion budgeted for personnel, administration and encashment charge compensation were fallen short of by € 233 million.

The operative balance of € 2.13 billion was increased by € 251 million by a withdrawal from the insolvency money reserve and reduced by € 57 million by an allocation to the winter employment reserve. On the bottom line, € 2.33 billion could thus be added to the general reserve of the BA (including integration reserve), increasing it to € 25.82 billion.

The pay-as-you-go reserves for insolvency money and promotion of winter employment had reached a volume of € 1.94 billion at the end of the year.

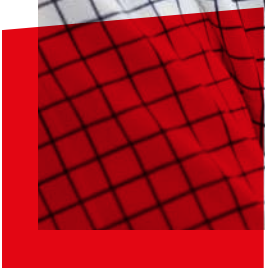
## FINANCIAL DEVELOPMENT IN THE UNEMPLOYMENT INSURANCE SCHEME

Amounts in EUR billions



Source: Federal Employment Agency





## NUMBER OF CONTRACT AWARDS IN PURCHASING ON A HIGH LEVEL

The positive order situation of the BA's purchasing division continues. Legal certainty continues to be ensured.

### Labour market services

The five regional purchasing centres provided labour market services with a 2019 measure start to an order volume of € 2.23 billion. This includes 516,300 participants and/or participant places. 48 per cent of them were (new) awards and 52 per cent contractual options and/or forms of flexibilisation.

94 per cent of the (new) awards were made in a competitive procedure.

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

### IT and infrastructure

Central Purchasing in Nuremberg ordered € 1.50 billion worth of goods and services in the IT and infrastructure product categories in 856 contract awards in 2019.

82 per cent of the order volume was awarded in competitive procedures.

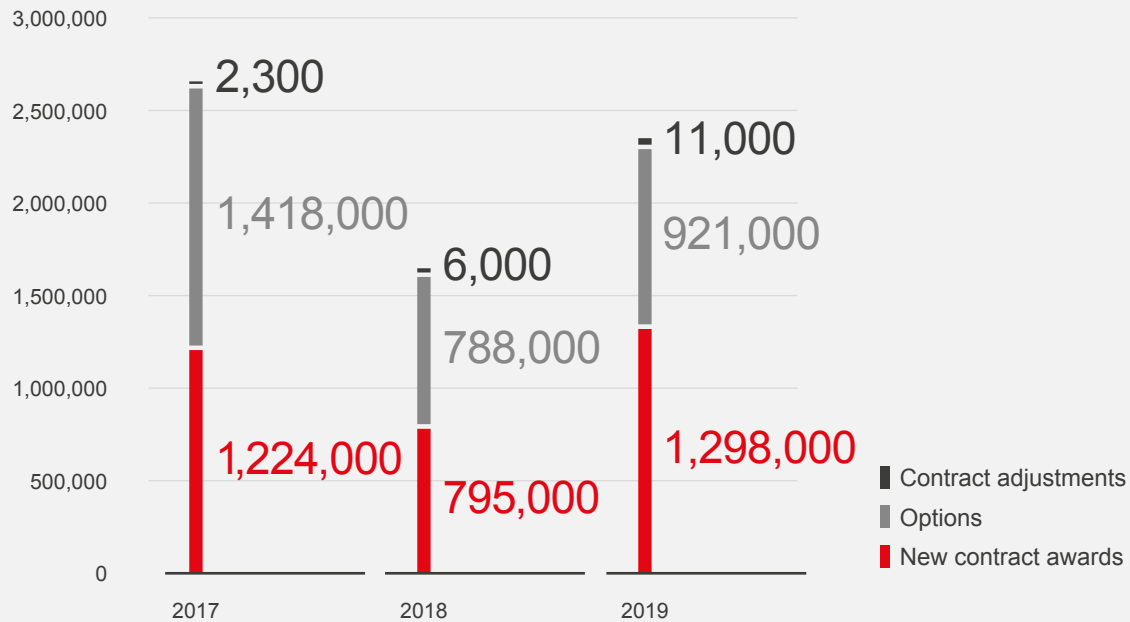
Two procedures were reviewed by market participants using the review procedure – with a violation of public procurement law confirmed in no case.



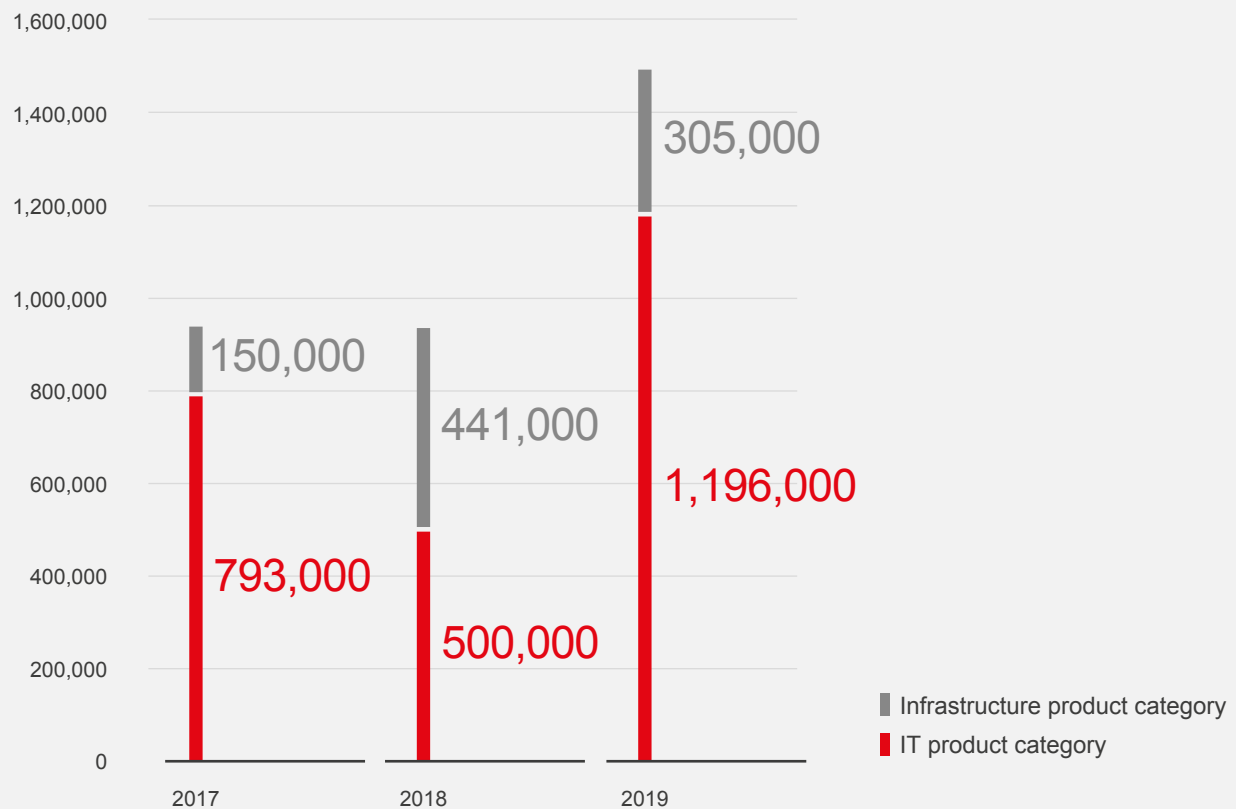


## DEVELOPMENT OF THE ORDER VOLUME IN PURCHASING

Labour market service purchasing: order volume in thousands of euros



Central Purchasing: order volumes in thousands of euros



## ANNUAL REPORT 2019

Sixty-eighth Annual Report of the Federal Employment Agency

For the period from 1 January to 31 December 2019, the Executive Board offers the following report, approved by the Board of Governors, pursuant to Section 393.2 of 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 leadership of these companies and organisations must, therefore, be guided by the ongoing development of modern governance structures. The Federal Ministry of Finance has created a “Public Corporate Governance Code” in connection with the Participation Policy set out by the Federal Government, offering a compilation of principles of good corporate governance. Based on this Public Corporate Governance Code, the BA would like to afford insights into its governance structures. The Corporate Governance Report is now in its tenth year.

## 1. PREAMBLE

The BA is presenting a Corporate Governance Report for the 2019 financial year, based on the Public Corporate Governance Code of the Federal Government. The aim is to ensure 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 be principally 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 the operational business and the control and advice by self-governance is enshrined in law.

## 2. EXECUTIVE BOARD (SGB III § 381)

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 insofar representing the Executive Board to the inside and outside. All members of the Executive Board are equal in carrying out these tasks. The BA is managed by the Executive Board as a “collegial body”. The Chairperson of the Executive Board represents the Executive Board to the inside and outside insofar.

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 issued to the members of the Executive Board or 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 to 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.

At the suggestion of 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 (SGB III § 382).

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 governmental approval (SGB III § 382.6).

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

#### 3.1 Organisation and tasks

The Board of Governors has 21 members and is made up of members representing employees, employers and public bodies in equal numbers. Each group can nominate up to five deputies. Deputies 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 (SGB IV 71a). The definition of the BA's strategic alignment and business objectives is 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 by the internal audit department and 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 (SGB III §§ 377 et seq.)

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. Personnel 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 wage agreements, and their associations, and for the groups of
- employers are employers' associations that have entered into 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 (SGB III § 375).

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 (SGB III § 371.6). 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 generally recommends that members disclose their concerns if experiencing a conflict of interest or fear partiality with regard to the pending session.

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) and, after the departure of Mr Raimund Becker in March and Ms Valerie Holsboer in September 2019, by the new board members Mr Daniel Terzenbach (since March 2019) and Ms Christiane Schönefeld (since October 2019). The total remuneration paid to the members of the Executive Board in 2019 amounted to approximately € 842,000.

### 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 deputies for their cash expenses and grants an allowance (Section 376 SGB III) that currently amounts to € 26 per 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 need to be followed (SGB IV § 77a).

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









# STATISTICAL INFORMATION

Statistical data on the application of labour market policy 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 admissions to labour market measures. Some of the detailed information (e.g. proportion of women) is based on flexible annual values for the months of October 2018 to September 2019 with the territorial and data status of December 2019. Subsidy data from the area of basic income support for job seekers are only reported for jobcentres in joint institutions as the corresponding budget data were also available here.

The claimant data are based on extrapolated results for 2019. In the process, flexible annual values for the months of November 2018 to October 2019 were used for some of the detailed information (e.g. proportion of women) in the unemployment insurance scheme, and on flexible annual

values for the months of October 2018 to September 2019 for the basic income support for job seekers.

The information on the funds invested only reflects the support programmes in the Employment Agencies and/or jobcentres in joint institutions and refers to the full year of 2019.

The unemployment data map the full year of 2019.

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](http://www.statistik.arbeitsagentur.de)**.



# AWARDS AND PRIZES

The BA is honoured with the **"ANNUAL MULTIMEDIA AWARD"** in the "Gold" category for its "WhatsMeBot"

The BA is honoured as a **"TOP4WOMEN" ORGANISATION** that welcomes women as employees and specifically supports "Women's Careers", this for the seventh time.

The BA is awarded the **"INNOVATION PRIZE"**, as one of ten prize winners, for its project "MYSKILLS – recognizing professional skills"

New entry of the BA in place 27 of the ranking of Germany's most popular employers and place 6 in the public service in the Trendence pupil barometer.

The BA is distinguished as one of **"GERMANY'S BEST TRAINERS"** and **"GERMANY'S BEST TRAINERS IN DUAL STUDIES"** by the magazine "Capital".



The BA comes third amongst public service employers and is awarded the bronze seal of the **"BEST RECRUITERS STUDY"** for the first time.

Awarded the **"COMENIUS EDUMEDIA SEAL"** in the category:

- "Technical, commercial and vocational education" for the media combination "Visual, multilingual, easy – into the (BA) training with [www.planet-beruf.de/](http://www.planet-beruf.de/)"
- "Personnel development" for the updated internet portal of the BA [www.studienwahl.de](http://www.studienwahl.de)
- "Native & foreign language and leisure time education" for the BA's "Official Heroes" games app

The BA takes first place in the audience award, and also first place as the **"BEST COOPERATION PROJECT"** in the jury selection, in the 18th eGovernment competition with its cooperative project with the Hamburg Senate Office, **"CHILD BENEFIT MADE EASY"**, which is also awarded the special prize of the Head of the Federal Chancellery.

The BA takes second place in the audience award of the 18th eGovernment competition with the **"CASHBA"** project

The BA comes third in the **"HR INNOVATION OF THE YEAR"** category of the **"TRENDENCE AWARD"** with its games app, "Official Heroes".

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