



ANNUAL REPORT 2015



Bundesagentur für Arbeit
bringt weiter.

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Date of going to press 11 March 2016

ANNUAL REPORT 2015

Sixty-fourth Annual Report of the Federal Employment Agency (BA)

In accordance with section 393(2) Book 3 of the Social Code (SGB III), the Executive Board submits the following Annual Report, approved by the Board of Governors, for the period 1 January to 31 December 2015.*

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

Frank-J. Weise

// Chair of the Executive Board

Frank-J. Weise



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Raimund Becker



Photos: Stefan Brending



We gain from consistency, we grow from change. Both elements have shaped our work in 2015.

In a stable economic environment we have succeeded in reducing unemployment to a record low while employment has risen to an all-time high. Under these positive conditions we have furthered the implementation of our BA 2020 action and development programme: introduced innovative IT solutions, developed our guidance competence in both legal bases for providing benefits and launched new programmes for those with special need for support.

And we have made preparations on many levels for accompanying the greatest challenge for the labour market and society: the integration of people seeking refuge in Germany in employment and training. With our adequate budget and the existing reserves, we are well equipped for the task of supporting domestic and immigrant jobseekers equally.





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Foreword from the Board of Governors

On the whole, the labour market experienced a positive development in 2015, employment in Germany is growing. The economic framework conditions continue to be favourable and the labour market is still receptive. This is a solid starting base for the forthcoming challenges of integrating the unemployed and immigrants into the labour market. The Board of Governors has campaigned intensively for establishing the unemployment insurance system organisationally and financially in such a way that both domestic and immigrant jobseekers can be supported equally well. However, the challenges facing the system of basic income support for jobseekers are incomparably greater.

Refugees: recognising potentials and developing occupational prospects

The BA has taken the strong influx of refugees in 2015 on board as an important topic. The Board of Governors addressed central needs for action at an early stage, both for the BA and for other players, so that the labour market integration of refugees with prospects of remaining can succeed. The Board of Governors explicitly supports the engagement of the BA and in particular of the Chair in managing the difficult tasks facing the 'Bundesamt für Migration und Flüchtlinge' (BAMF, Federal Office for Migration and Refugees).

Training and employment are the most effect forms of social integration. All persons who may remain in Germany in the long term must be given access to language and occupational support, and guidance and placement services, as early as possible. The BA's specialists have been trained in guidance specific to migrants. The task is to bring refugees to the German labour market and to prepare them for the challenges in a network with other players. Potentials must be recognised, individual integration strategies developed. A varied range of instruments is available for this. In addition, it is possible to build on the findings of the 'Early Intervention' project, which was initiated presciently.

Practical recording of the competences of refugees is the foundation for suitable training and employment. The BA has already gathered initial experiences in this field. These are to be evaluated and developed further with a practical orientation. Parallel to this, procedures for formal examination and recognition of qualifications and competences acquired in the country of origin must be simplified, accelerated and organised in close contact with companies. The Board of Governors has campaigned for this many times.

The Board of Governors appealed to the Federal Government as early as 2014 to make sufficient funds available for language promotion as a precondition for social and occupational integration. In spite of an increase in funds, financial gaps and waiting times for language courses occurred in 2015 as well.

In view of the great challenges, in autumn 2015 the Board of Governors decided to take part financially in language support on a one-off and short-term basis. This enabled initial language support for over 200,000 refugees with prospects of remaining. Unemployment insur-



Annelie Buntenbach

ance contributors have once again assumed responsibility for the whole of society, although this is a task that is to be financed by taxation. In addition, in July 2015 the Board of Governors released €50m in the area of unemployment insurance for advising and employment and training help for asylum seekers, those whose deportation has been suspended and recognised refugees.

In the BA's budget for the year 2016 the Board of Governors increased the budget for the support of domestic jobseekers and refugees equally. This is a signal that all jobseekers will receive the necessary support and this is a chance for permanent integration in the labour market.



Peter Clever

Creating smooth transitions on integration

The Board of Governors is committed to an integration process for all groups that is as free of friction as possible. Integration can only succeed if all local players develop a joint strategy, work hand-in-hand and if both systems are adequately financed. For this reason, the Board of Governors supports the removal or the better management of interfaces between contribution-financed unemployment insurance and the basic provision financed by the federal government, as well as intensive networking.

A further central concern of the Board of Governors is to improve tangibly the opportunities to participate of those with disabilities and a need for occupational rehabilitation. The Board has therefore initiated the development of a consistent rehabilitation strategy. The aim is to support disabled people individually and in accordance with their personal requirements more quickly and as precisely as possible. The approach for the further development ranges from reviewing processes and the organisation through to the training requirement for guidance personnel.

Improving training opportunities for young people

The Board of Governors is concerned to bring young people with a need for support in particular into in-company training wherever possible, and to prevent dropping out. They often need special support, but companies must also be supported in their training tasks. For this reason, the Board of Governors has great hopes for the new instrument known as 'assisted training', which the Board itself suggested.

Further training – a key to a successful career

In order to continue to enable young adults aged between 25 and 35 to acquire a vocational qualification, the Board of Governors has extended its initiative 'AusBILDUNG wird was – Spätstarter gesucht' ('Training is worth it – late starters wanted') until 2018 and decided to develop it further. In the last three years, this has enabled around 100,000 jobseekers to start vocational training leading to a qualification. In future, participants are to be supported on a more individual basis and accompanied during learning. The programme could also be a promising method for gradual training of refugees.

With further training guidance the BA intends to support the process of lifelong learning and in this way to make a contribution to securing skilled workers. This extended range of services with direct access for employed persons and those in the so-called hidden labour force is being tested in 15 pilot agencies.

The Board of Governors sees further potential in converting 'mini-jobs' into employment subject to social security contributions. To support integration specialists in advising employees and employers in this area, on the initiative of the Board of Governors the BA has launched the information platform 'Mini jobs' for placement specialists with numerous promising approaches for activities.

'World of Work 4.0' as subject for the future

The digital structural change is marching on, processes in companies and forms of employment are changing. The opportunities, risks and needs for action resulting from the World of Work 4.0 are covered in the dialogue in the framework of the process on the green paper 'Work 4.0', launched by the 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs). The BA can accompany these processes of change by orientating, advising and qualifying. The initiatives of the Board of Governors for strengthening qualification-based further training play a central role here.

Annelie Buntentbach

// Chair of the Board of Governors



Peter Clever

// Deputy Chair of the Board of Governors



Labour and training market

The labour market 2015

With strong private and state demand the German economy grew moderately in 2015. The labour market continued to develop positively and supported economic growth.

The number of employed persons increased again and in 2015 reached the highest level since German reunification. As in the previous year, economic activity was supported by the strong growth of employment subject to social security contributions.

Annual average unemployment fell in 2015. The last time it was lower was 1991. However, the unemployed benefited in part only from this employment trend. Frequently, their profiles were insufficient for the very high employee demand by companies. Instead, the growth in employment was fed above all from an increase in the potential labour force through migration and an increased trend to employment by Germans.

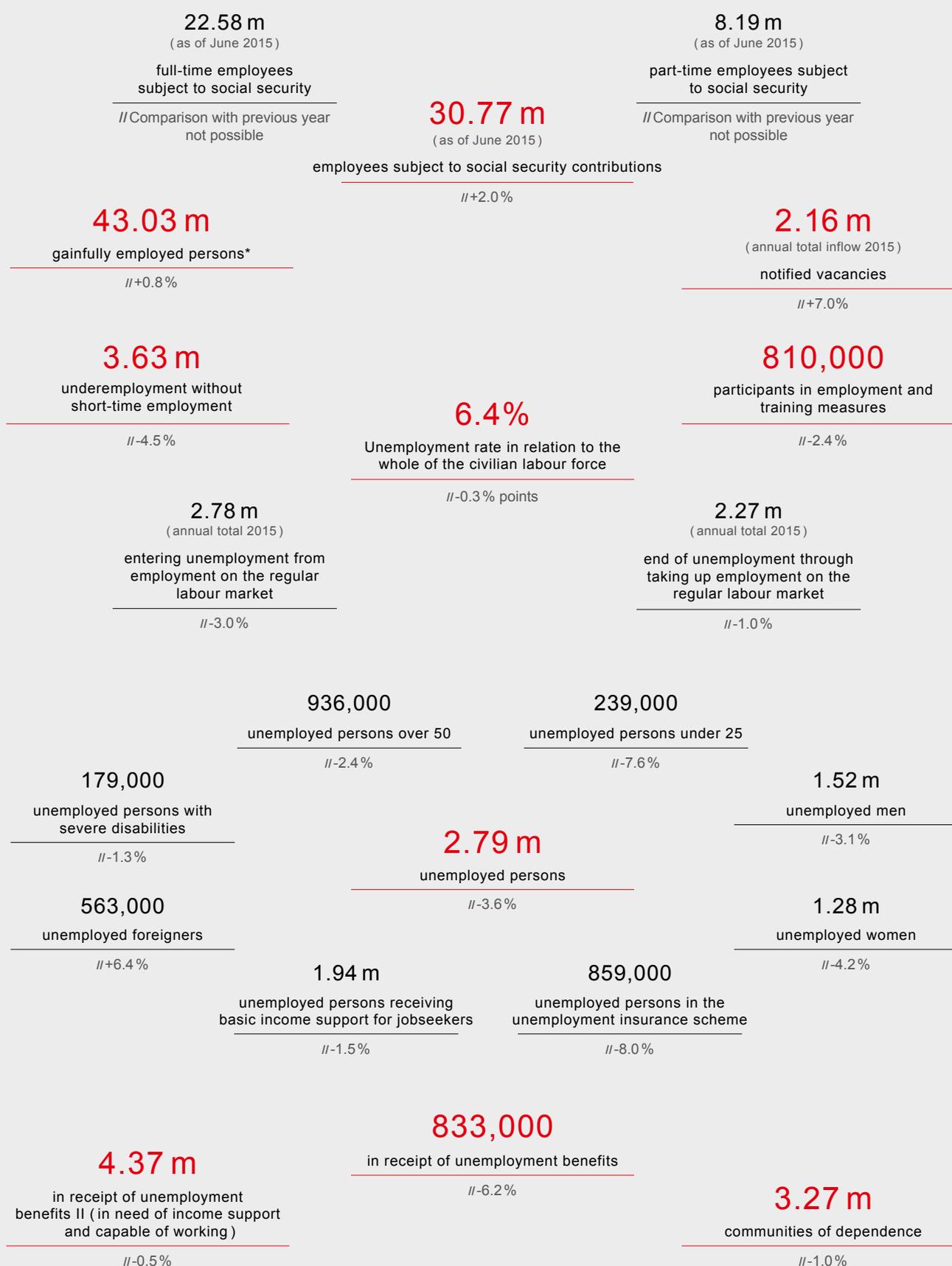
Link

Monthly report December or Annual Report 2015:

statistik.arbeitsagentur.de

Arbeitsmarktberichte | Monatliche Pressekonferenz





The training market 2014/15

In 2014/15 the situation on the training market for applicants was once again slightly more favourable than the previous year. The number of applicants fell in comparison with the previous year while the number of registered vocational training places increased slightly. Supply and demand on the training market were seen to be practically balanced. The number of candidates was only slightly greater than the number of training places.

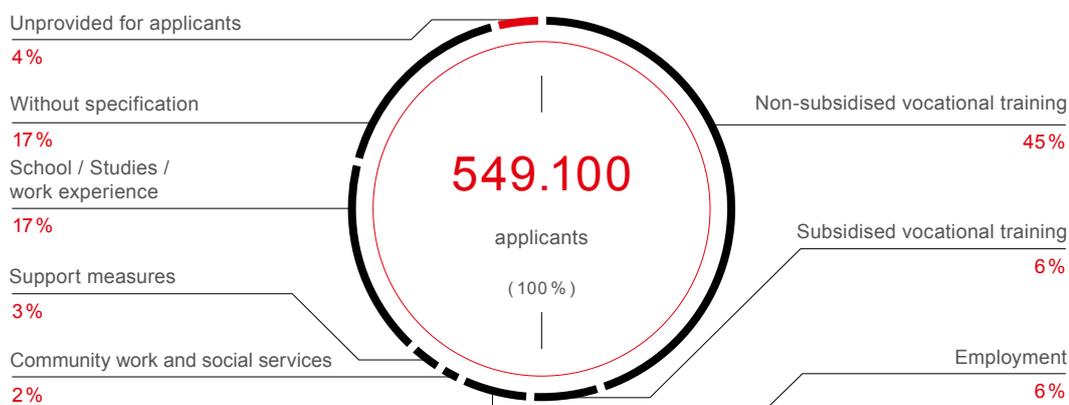
However, there are intensified regional, occupational and qualifications discrepancies that considerably impede balancing the training market. Regionally, training places are lacking above all in Berlin, North-Rhine Westphalia and Hesse. In contrast, in Bavaria, Thuringia, Mecklenburg-Western Pomerania, Hamburg and Baden-Württemberg there are more vacancies registered than candidates. Occupationally, filling training places is difficult above all in hotel and catering occupations, in building trades, in some craft trades, for example sales staff specialising in food, building cleaners and butchers, or professional drivers.

On the reporting date, 30 September 2015, a good half of the candidates were in vocational training. Over one in four young people decided on further schooling, employment or other alternatives. About one in six made use of the training placement service, without notifying their destination afterwards.

At the end of September, 20,700 young persons (4 per cent of all registered candidates) were not supported, that is, without a training place or alternatives. In addition, there were 60,100 registered young persons who maintained their search for a training place in spite of alternatives. Destinations were therefore similar to the previous years. The number of new concluded training contracts was stable with regard to the previous year. However, the number of unfilled training place vacancies registered with the BA was 41,000 and thus significantly higher than in the previous year.

Destination of registered applicants for vocational training places

30 September 2015, percentage shares



Source: BA Statistics, deviations may occur as a result of rounding



Outlook 2016: the labour market will remain robust

Germany's economy will continue its moderate upswing. For 2016 the Institute for Employment Research (IAB) expects growth of 1.8 per cent in the real gross domestic product. However, with fundamentally good economic framework conditions there are also risks for the German economy that relate above all to gn trade.

According to the IAB forecast, the number of unemployed will increase on an annual average for 2016 by 70,000 to 2.87 million, including as a result of high immigration, the effects of which are difficult to assess. This increase is driven by unemployment in the area of basic provision: this will increase by 60,000 persons, or 3.3 per cent, to 2.0 million. The hidden reserve is growing moderately by 30,000 persons.

A very favourable picture can be seen with regard to employment. The situation will continue to be positive on both the supply and the demand side of the employment market. Companies' demand for labour is still high. The labour force potential is increasing through migration in spite of the shrinkage of the German population by 380,000 persons. Employment will increase by 250,000 persons. The great increase in the number of employed persons subject to social security contributions compensates for falls in the numbers of self-employed and marginally employed persons. Average per capita working hours will increase slightly by 0.1 per cent.

The current inflow of refugees is not only a challenge but also an opportunity to face up to the risks of demographic change in Germany. A decisive prerequisite for this is successful integration in the labour market and society.

The IAB's focuses in 2015

- Development of research and guidance on migration and integration of refugees; training the task force 'Flight, asylum, migration and integration'
- Establishment of the new working group 'Work in the digitalised world'; 'Nuremberg discussions' with Federal Employment Minister Andrea Nahles on this subject
- Studies of long-term unemployment and long-term benefits receipt; conference 'Theory meets practice' on this topic
- Evaluation of the effects of minimum wages; organisation of an international conference on this subject
- Various analyses on securing skilled labour, education and further training
- Evaluations of instruments and programmes for active labour market policies
- Developing and piloting a concept for improving the quality of political advice





We give young people a perspective

Support in the transition from school to working life

The BA's occupational guidance service supports young people in many different ways on the transition from school to working life. Young people have important questions on this transition: which occupation might be fun, which occupations am I suited for, what are my employment prospects if I start vocational training or a specific degree?

Two things are necessary above all for a correct decision: valid, comprehensive information on possible occupations or degree courses, and sound advice. Friends, parents and family can help here to assess personal strengths and interests. But objective information on training contents, duration, further training and career opportunities, and labour market prospects and earnings opportunities, also make an essential contribution to making an individual decision for or against a specific career. Professional help is of great benefit in view of the variety of options, regional differences and labour market prospects.

Vocational guidance experts in the employment agencies support the process of choosing an occupation for young people. The services of the occupational guidance service are neutral, i.e. they are not interested, and there is no charge. The central starting point is always the personal ideas, interests and skills of the individual. It is also possible to explore personal interests and skills in the internet portal BERUFE-Universum ([LINK, http://portal.berufe-universum.de/](http://portal.berufe-universum.de/)) or through guidance tests based on study areas.

In addition, on agreement with the guidance experts in the employment agencies, the BA's specialist services (Occupational Psychology Service, Medical Service and Technical Advisory Service) can be called in to obtain expert opinions on personal preconditions.

In the search for the right in-company vocational training place, young people are supported by the personal and individual training placement service. In 2015, 73 per cent (220 of 303) of the joint institutions transferred training placement to the employment agencies to various extents; the figure was 28 per cent (29 of 105) in the case of approved local authority providers. Along with this, regional and national training offers can be found in the BA's 'JOBBOERSE'. 'KURSNET' provides an overview of the nationwide offer of in-school training courses, [LINK, www.studienwahl.de](http://www.studienwahl.de) provides comprehensive information in the higher education sector.

Expenditure by the BA for young people (under 25)

Volume of expenditure in billion euros, Germany, Report year 2015

Threshold 1	2015	
Transition from general education to vocational training	SGB III*	1,72
	SGB II**	0,14
	Total	1,86
Threshold 2	2015	
Transition from vocational training to employment	SGB III*	0,48
	SGB II**	0,10
	Total	0,57

* financed from contributions

** financed from federal funds

Source: Federal Employment Agency



The proof of the pudding is in the eating – 'Studienfeldbezogene Beratungstests' (SFBT, subject-related guidance tests)



Careers information smooths the path to working life

The complexity of the educational sector and the higher education landscape is considerable, as is the number of in-company and in-school vocational training offers. This turns educational opportunities into a challenge, and often places huge obstacles in the path of young people on the threshold from school to employment or studying. The challenge is to cope with the variety and to structure it, to discover the career path that comes into question, and the one that doesn't, and to find out what you actually want and where your personal strengths are. The development of workable decision options presupposes transparency of the possibilities of choice. To make sure that opportunities are not lost in this process, the BA starts its careers information at an early stage and systematically: in all general schools, vocational guidance experts from the local employment agency offer extensive careers information at the latest in the penultimate school year. The guidance specialists base their offer on the requirements of the schools and advise them on the preparation of a customised careers or study information concept that brings the numerous activities on a nationwide, regional and local level offered by schools, the employment agency's vocational guidance service and other providers together in a practical global concept.

Careers information in schools and careers information centres

The BA's experts for choosing an occupation and a degree course provide information on questions of work, studying, work experience, applications and admission, as well as on the specific training and study opportunities in the region. In doing this, they refer to the BA's varied media services.

To a great extent the events take place directly in schools, and partly in the 'Berufsinformationszentren' (BiZ, careers information centres) of the employment agencies as well, or on the occasion of nationwide/regional fairs. At present, efforts are being made to relocate events more and more into schools, e.g. through the use of tablets, and adapting them to the learning and media use habits of young people. The BA's events database provides an overview of its careers information offers and of external organisers.

The BiZ at the local employment agency is designed as the central contact point for questions dealing with training/education, studying, careers and the labour market. There are numerous terminals for users to research on the Internet themselves, to look for a training place or a job online, and to prepare professional applications.

Link

Access the central events data base at:

- [LINK, www.arbeitsagentur.de](http://www.arbeitsagentur.de)
- ↳ Bürgerinnen und Bürger
- ↳ Ausbildung
- ↳ Berufsberatung
- ↳ Vortragsveranstaltungen



Media variety is oriented towards the target groups

The portals [LINK, www.planet-beruf.de](http://www.planet-beruf.de) and [LINK, www.abi.de](http://www.abi.de) throw light on the questions that concern young people on the transition from school to working life or higher education. Specific subjects that occupy their parents or teachers are taken up in their own subportals. Regular user surveys flow into the further development of the portals, the latest technical developments are taken into account. In addition, the www.studienwahl.de portal, which is operated jointly by the BA and Conference of German Education Ministers, provides comprehensive information on, at present, 17,200 offers from 440 institutes of higher education in Germany. Print editions supplement the Internet portals in order to cover all user habits.



Further down the road towards gender- and migration-sensitive careers information

When choosing an occupation, young women and men frequently orient strongly towards the concepts of 'typical' female or male occupations. 'STEM' (science, technology, engineering and mathematics) events provide active educational work and supplement the offers in the careers information system. For example, workshops and other events focussing on 'social occupations' are offered for young men in STEM cafés. The annual nationwide 'Girls' Days' and 'Boys' Days' have long been established, with numerous regional activities and orientation offers from experts for choosing occupations and degree courses and representatives for equal opportunity on the labour market (BCA).

In a Facebook campaign with the same name, the BA's skilled worker campaign 'That brings me further' sensitises young people, especially those with a migration biography, for questions of choosing an occupation, including beyond gender stereotyping, so that they come to grips with the process of choosing an occupation at an early stage.

Practical careers information

The range of measures for intensified careers information and occupational choice preparation takes up the wish of young people and their parents and schools for as much practical relevance as possible in careers information: the central goal is mediating practical experiences and an examination of the own strengths-weaknesses profile, and making young people aware of their own competences. The activities of the vocational guidance experts in schools or in the BiZ are supplemented with these measures. In 2015, €33.4 m was spent on measures of this type throughout Germany.

Network partners in careers information

Young people have offers of support from many organisations and institutions on the transition from school to working life or higher education. In order to drive forward national standards for successful career and study information, the BA networks closely with the relevant players. For example, cooperation exists with the competence centre 'Technik-Diversity-Chancengleichheit e.V.' (Technics-Diversity-Equal opportunities), which organises the annual action days 'Girls' Days' and 'Boys' Days'.

The BA supports these activities for broadening the occupational spectrum beyond gender-specific occupational choice with its own events, financial aid and the preparation of teach-



ing materials for preparing for and following up 'Girls' Days' and 'Boys' Days'. Together with other nationally active institutions and associations, the BA is a member of the National STEM Forum. Members have set themselves the target of developing promotion of education in the STEM sectors along the whole of the education chain. The effect of the initiatives of individual players is to be enhanced by the networks and cooperation, synergies are to be created and further STEM education in Germany improved and supported in the long term.

There is close cooperation with the network SCHULEWIRTSCHAFT Germany as well: e.g. careers information tools are developed jointly – most recently a guideline entitled 'Handicap – na und? Berufs- und Studienorientierung inklusiv gestalten' (Disability – so what? Organising career and study information on an inclusive basis). In addition, subject-based specialised conferences are organised.

In addition, the BA supports quality management procedures, such as 'Starke Schule. Deutschlands beste Schulen, die zur Ausbildungsreife führen' (Strong school. Germany's best schools leading to apprenticeship entry maturity) and the 'Berufswahl-Siegel' (Occupational Choice SEAL) network. This takes place in the regions through the inclusion of the BA's specialist expertise in jury work and on a national level through collaboration in the further development of the projects.

— Satisfaction with the careers information and networking of the occupational guidance service in the employment agencies

In 2015, the BA carried out a poll of general schools in Germany on satisfaction with the careers information offer of its vocational guidance advisers. The findings reflect great satisfaction on the part of schools with the scope, time distribution and thematic preparation of careers information. Schools wish for more engagement in future in parent participation, an extension of the practical sides of careers information, as well as the expansion of the guidance offer in schools.

— Development of the youth employment agencies continued

In 2010, together with the 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs) and other relevant players, the BA initiated the project 'Arbeitsbündnisse Jugend und Beruf' (Working Alliances Youth and Work), on which the current youth employment agencies are based. The objective of the working alliances is improved integration of young people through intensive cooperation of the players employment agencies, jobcenters, youth welfare agencies and schools that come to an understanding on concrete implementation goals.

The basic idea of youth employment agencies was taken up both in the Federal Government's coalition agreement and in the alliance for training and further training. In the coalition agreement, the nationwide introduction of youth employment agencies was demanded that are intended to bundle benefits for young people in accordance with the various Social Security Codes.

The guiding principle behind the youth employment agencies is that working and organising are carried out with local responsibility. Specific action points are set along regional and local needs for action and framework conditions, for example joint employment and training measures, one-stop government approaches, or improvements to cross-provider communication and information.

Up to the end of July 2015, 218 youth employment agencies had been established. Four fifths of the employment agencies, two thirds of the joint institutions and one third of the approved local authority providers are involved.

The BA advocates that youth employment agencies are established as comprehensively as possible. Along with the quantitative development, in the near future the quality of youth employment agencies is to be developed further as well. The nationwide arrangement is accompanied technically by the regional directorates and characterised by voluntary cooperation with the local partner. What is important is that offers from the youth welfare service are adequately designed so that local authority partners as well are in a position to provide support here and to play a suitable part.

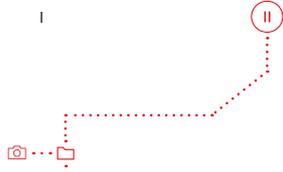
Youth employment agencies



Source: Federal employment agency



☐ We give young people a perspective



Our actions are based on the long term

Individual counselling as the basis for a successful career choice

Individual, neutral and independent vocational guidance for young people by the BA's occupational guidance service is an essential element for supporting young people in choosing an occupation. Regardless of customers' current life situations, it is possible in the framework of individual guidance to help young people individually in accordance with their occupational goals and ideas. The contents of the discussions can be requests for information, concerns about decisions, or request for support in looking for a training place.

The guidance concept helps the BA's guidance experts to make customised offers of support as well to young people with a difficult starting position, and to work out targeted solution strategies jointly with them.

Young people in particular who leave school without a school-leaving certificate, or who still have inadequate language skills, find it difficult to join vocational training. In order to enable those of them who are interested in vocational training to actually take part in training, specific support measures may be necessary along with qualified vocational guidance to ensure the transition to vocational training and its successful completion. In this way, the risk of unemployment is reduced for the customers of the occupational guidance service and long-term integration into the labour market is enabled.

The changed educational behaviour of young people is leading to an increase in the number of students, and consequently in the numbers of those dropping out who are looking for an alternative to studying. Developing this potential for dual vocational training not only helps industry to cope with future problems caused by the looming lack of skilled personnel, it can also give those affected new impulses and show them perspectives for an effective integration into the labour market. The task of vocational guidance is to list alternatives in order to place those seeking advice in a position to find a suitable professional training and thus to start their career.

● **The initiative of the BA's Board of Governors 'Betriebliche Ausbildung hat Vorfahrt!' (In-company training takes precedence) is being implemented.**

In July 2014 the BA's Board of Governors launched a broad initiative to intensify in-company training. The aim is to open up opportunities for as many young people as possible – in particular disadvantaged young people – to take part in this type of training.

In a public campaign that started at the beginning of 2015 companies are systematically approached to develop more training places for disadvantaged young people as well. An additional 160 training place acquirers are active nationwide for this purpose.

Stabilising training relationships and preventing final dropping out of training

With the demographic change and the associated reduction in the potential labour forces in mind, to cover the demand for skilled workers it is necessary to reduce the number of lower-qualified young people aged between 25 and 34 who do not have a vocational qualification and to enable as many of them as possible to obtain such a qualification.



A module for achieving this objective is support for young people on their career start, as well as aiding or accompanying them during vocational training.

Diversions on the road to a successful conclusion of vocational training are also possible with young people, for example if the original career goal is corrected at a later stage. Existing support measures, such as help parallel to training, or the new instrument 'Assisted Training', which provides for individual and continuous accompaniment and aid for young people with simultaneous support for training companies up to successful completion of training, can provide effective support here.

According to the Occupational Training Report 2015, in 2013 approx. 25 per cent of training contracts, or about 149,000, were terminated prematurely throughout Germany. Only about half of apprentices whose training contracts were terminated started another fully qualifying vocational training, the others leave the vocational training system, do not acquire a vocational qualification and therefore find it difficult to access a qualified, permanent participation in working life.

It is therefore important to prevent dropping out from training as well as the irrevocable departure from the vocational training system.

The BA is pursuing a new approach for promoting the sustainability of in-company training relationships: since 2012 the project 'Prävention von Lehrabbrüchen' (PraeLab, procedure for preventing training dropouts) has been tested by the BA's Management Academy in some employment agencies. 'PraeLab' is aligned towards apprentices who attend a specialist class at vocation school and its aim is to identify apprentices with an increased risk of dropping out with the help of a web-based competence analysis tool. In order to be able to initiate preventive measures in good time to prevent dropping out from training, guidance experts make an offer of counselling to apprentices for whom an increased risk of dropping out has been identified with the help of the competence diagnosis tool.

• **'Assisted Training' supports young people**

Following the suggestions of the Board of Governors, the legislator has included 'Assistierte Ausbildung' (assisted training) temporarily in SGB III as an independent regulation instrument and made assistance parallel to training accessible to a larger group of persons by an amendment to the law.

The BA has offered the new support programme 'Assistierte Ausbildung' (assisted training) since August 2015. Disadvantaged young persons are accompanied before the start and during the whole training period. At the same time, companies are provided with organisational and administrative support for training disadvantaged young persons.

Specialist services support the integration process

Occupational psychology service

With its differentiated range of services, the occupational psychology service (OPS) supports placement and integration experts in the integration of customers in training and in employment. In 2015, around 258,000 customers were assessed or advised. Around 55,500 services were provided in joint institutions on behalf of jobcenters.



A substantiated assessment of competences, potentials, occupational interests and of knowledge of German is essential for the occupational integration of asylum seekers and refugees. The occupational psychology service can provide support for this assessment. In order to meet the needs of people with little knowledge of German, the OPS has extended its range of services and modified both the diagnostic process and the instruments used. Accompanying persons may take part in discussions with the psychologists to facilitate understanding as interpreters. Non-verbal test methods are used to record intellectual skills and numeracy. Linguistically demanding test instructions are replaced by less language-based, self-explanatory notes with sequences of exercises. Visual material on occupations and activities supports the survey of occupational interests and previous experiences. A new services range enables early determination of oral German skills through the use of strip cartoons, even where writing skills have not yet been acquired.

Customers in the rehabilitation section profit from the further development of the diagnostic process in accordance with the 'Internationale Klassifikation der Funktionsfähigkeit, Behinderung und Gesundheit' (ICF, International Classification of Functioning, Disability and



Health) In addition, application of the ICF facilitates communication with the rehabilitation section and other providers of occupational rehabilitation, because use is made of a uniform language and structure. This process enables fast and exact assessment of resources and of the customers' individual need for help.

In 2015, the OPS developed its quality management system further and successfully completed the annual monitoring audit.

Medical service

The focus of the many tasks of the medical service was on medical reports to provide optimum support for the guidance, placement, rehabilitation and benefits sections in employment agencies and in joint institutions, as well as for the BA's customers on the road to integration into employment.

In 2015, the medical service provided around 520,000 medical reports or consultations for customers from both legal bases for providing benefits and support and continued to be able to provide its services throughout Germany.

In 2015, the technical focus of the medical service was on the development and use of ICF in sociomedical reports. The use of the nomenclature takes account of the complex interrelationships between health, the environment and work on an overlapping basis between providers. Relevant information was passed to clients in accordance with data protection provisions and integration strategies aligned even better to customers' potentials.

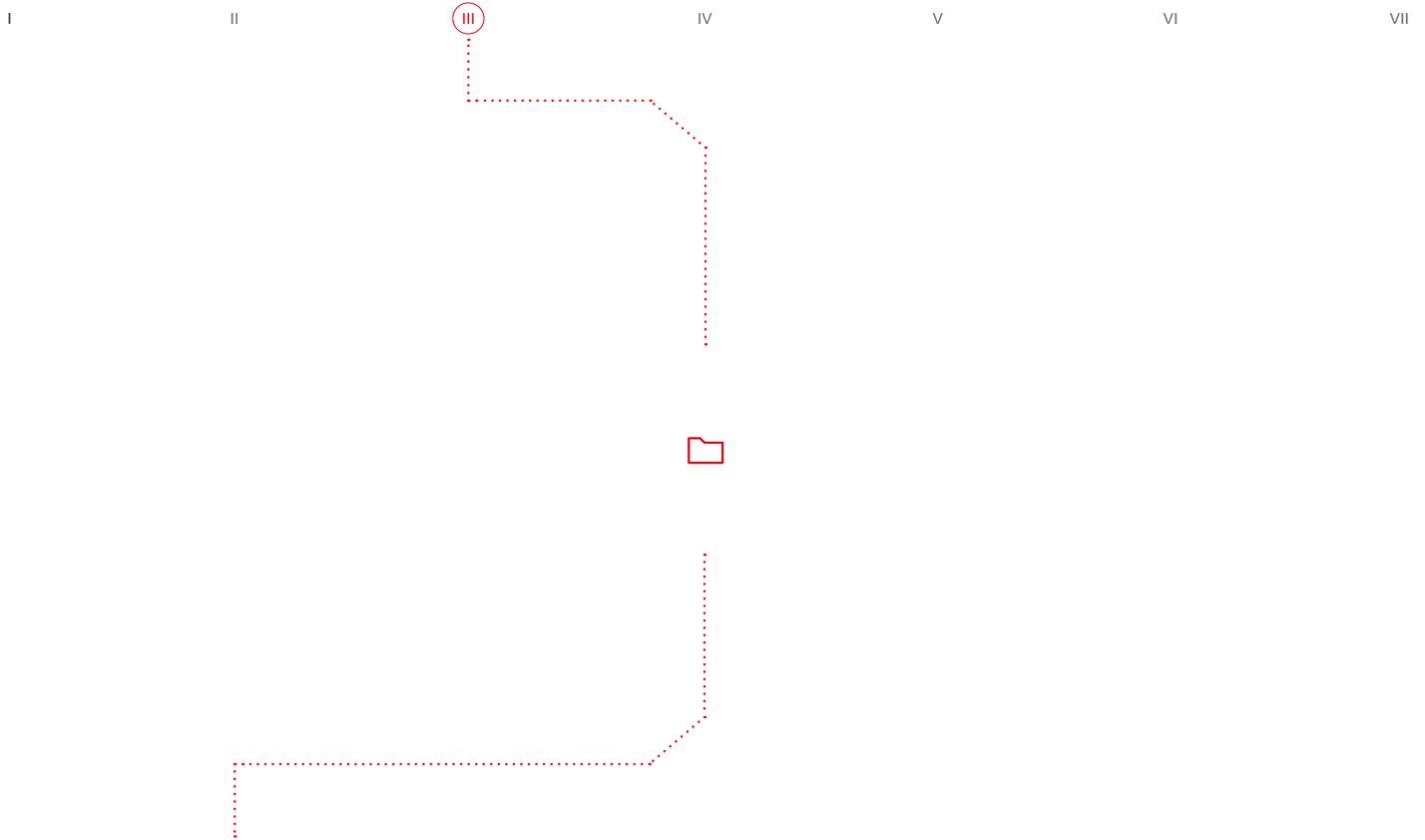
With regard to the emerging new challenges in connection with the current refugee situation the medical service has taken account of the expected extra expense in its planning.

Technical advisory service

The focus of the work of the BA's technical advisory service is the design of workplaces so that they are accessible to disabled persons, ensuring mobility and quality assurance for institutions for the occupational integration of disabled persons. In addition, technical advisers advise specialists and managers from employment agencies and joint institutions on technical, ergonomic and work-science related matters regarding the design of workplaces and training places. As safety engineers, experts from the technical advisory service, who work mainly in the field, advise those responsible for health and safety at work in the respective offices.

In 2015, the technical advisory service processed 15,560 orders. In the scope of operative services, 85 per cent of the orders were related to maintenance (prevention), 11 per cent to acquisition of jobs (integration) and 4 per cent concerned initial vocational integration. Those responsible for health and safety at work were provided with a total of 31,100 hours of consultation on issues of occupational safety.

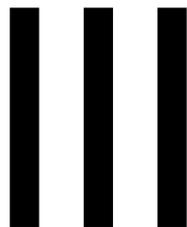
MOVES FORWARD:



Pro-active contribution to securing skilled labour

// Looking for, finding and supporting skilled labour

Germany's economy is looking for skilled workers and managers. A challenge here is to bring jobseekers and employers together successfully and to take account of the wishes and requirements of both sides. We look for suitable applicants for employers and we find the right job for jobseekers.





We acquire potentials

Developing potentials for the labour market through equality of opportunity for women and men

The return of skilled women to the labour market following a longer period of interrupted employment because of family responsibilities is frequently unsuccessful because of a lack of accompaniment in the reintegration phase. For this reason, the BA supports women returning to employment through numerous offers for advice and support that are oriented towards the demands of the regional labour market. These decentral activities are backed up by the BA's supraregional skilled worker campaign 'This brings me further'. The BA measure 'Prospects for reintegration' has been established as an offer; this is based on the success factors of the cooperation programme with the same name between the 'Bundesministerium für Familie, Senioren, Frauen und Jugend' (BMFSFJ, Federal Ministry for Family Affairs, Senior Citizens and Youth) and the BA.

The pilot portal www.perspektive-wiedereinstieg.de is still available from both partners in the cooperation, among other things with a new range of information for companies. The cooperation programme is being extended in the new grant phase (2014 to 2020) of the 'Europäischer Sozialfond' (ESF, European Social Fund). In the case of women and men with





pending long-term care tasks, leaving employment is to be avoided and quality-assured or standardised vocational training for taking up employment subject to social security contributions in the area of household-related services is to be created for persons with low qualifications. It is also important to accelerate the conversion of 'mini-jobs' into employment subject to social security contributions. In addition, the existing offers of integrated learning (blended learning) will be developed further.

Through close and targeted cooperation of the representatives for equal opportunity on the labour market (BCA) with network partners, for example multi-generation houses and pregnancy counselling services, low-threshold offers are realised for women and men (information and guidance offers, flexible childcare offers during school holidays and off-peak hours, as well as when children are ill). Pregnancy counselling services help to prevent dropping out of training on pregnancy by providing information in good time in the BA's counselling and support service ranges, in particular the BCA. In addition, in cooperation with the 'Stiftung Lesen' foundation, advice and information events by the BCA are held for parents in libraries. Childcare here is taken over here by 'Lesepaten' (reading monitors), which promotes children's reading skills and at the same time enables parents to attend information events without being disturbed.

People with disabilities as potentials for securing skilled workers

Although the employment situation of disabled people has improved in recent years, the situation is still not satisfactory. The BA's overriding target is still to integrate more disabled people into training and employment.

Many disabled people have good qualifications and special skills. The BA is therefore committed to guiding the focus of employers more and more towards the group of disabled people. For this purpose it campaigns for more openness around the subject of recruiting, training and employing disabled people. Uncertainties surrounding the employment and training of disabled people are to be removed through information and guidance, including on the underlying legal framework, and attitudes changed positively. In addition, the BA organises an annual 'Aktionswoche der Menschen mit Behinderung' (action week for disabled people) and campaigns in this framework among the public and employers for more inclusion in working life.

The BA will be paying greater attention to the subject of inclusion in the design and further development of its support products. The smoothest possible transition to employment is to be realised in particular through the use of workplace-related offers of support.

The BA provides occupational rehabilitation

The focus of the BA's tasks as a provider of occupational rehabilitation is on the initial integration of school-leavers with disabilities. Two thirds of the around 68,000 rehabilitants as defined in s. 19 SGB III (share of women: 40 per cent) looked after annually are to be assigned to initial integration.

For several years, the BA's financial commitment to benefits for the participation in working life of disabled people has been at a very high level. Including special support for severely disabled persons, a total of €2.49bn was invested for this. Expenditure on unemployment insurance financed by contributions amounted to €2.36bn; in contrast, expenditure on basic income support for jobseekers was €0.13bn.

In 2015, on an annual average a total of 92,000 rehabilitants (share of women: 39 per cent) were supported with employment promotion measures paid for from contributions. Of these, 14,000 participants (share of women: 39 per cent) were in measures for clarification of occupational aptitude and vocational preparation, 38,000 (share of women: 37 per cent) in training promotion measures with the aim of acquiring a vocational qualification, and 9,000 in measures for vocational further training (share of women: 43 per cent). Around 3,000 persons (share of women: 36 per cent) were provided with an opportunity for integration into the general labour market by means of supported employment. On average for the year, around 23,000 persons (share of women: 42 per cent) were supported in the entry process and the vocational training area of a workshop for the disabled.

In the vocational integration and training of disabled people, the BA focuses as far as possible on in-company or workplace-related support. Support offers in institutions for occupational rehabilitation in accordance with s. 35 SGB IX are only realised if they are essential because of the type of severity of the disability or to secure the success of the rehabilitation.

Since 1 August 2015, the cooperation of the BA with 'Berufsbildungswerke' (vocational training centres) has been based on a new framework agreement. This contains in particular binding minimum standards for service provision, new features on principles for payment, quality assurance and, for the first time, on audit rights.

The participation and inclusion of disabled people in working life is to be improved still further through the continuous further development of support products and services for occupational rehabilitation. Among other things, the BA has taken on the suggestions from the Federal Audit Office and reviewed the rules and processes. In future, a rehabilitation manual will take the place of the complicated system of instructions and contribute to simplification and improved transparency with regard to the essential provisions.

Support for the labour market participation of people with a migration background

Over 37 per cent of registered unemployed persons covered by both legal bases for providing benefits and support have a migration background. On average, they are twice as frequently affected by unemployment as persons without a migration background. Two thirds of migrants either do not have a vocational qualification, or their qualification is not recognised in Germany.

The BA works closely with the support programme 'Integration durch Qualifizierung' (IQ, Integration through Training), among other things in the area of the intercultural competence development of its staff, as well as on the recognition of vocational qualifications acquired abroad. The BA's activities and cooperative ventures are aimed on the whole at an increase in the participation in training of young people with a migration background. With formats such as JOBAKTIV, the vacancy and information exchange, with training exchanges in cooperation with consulates and migrant organisations of larger countries of origin, as well as with media campaigns aimed at groups that are difficult to reach, the BA is going down many new roads towards the realisation of recognised needs for action.

In view of the increasing numbers of asylum seekers, the BA is faced with special challenges. For this purpose, procedures, measures and instruments for labour market integration are adapted to better respond to the specific requirements of refugees.



Up to the end of the year, 5000 employees in employment agencies and jobcenters will be trained in joint institutions. Employment, personnel and administrative structures will be adapted to the necessary requirements.

Prospects for women migrants

In order to offer mothers with a migration background enhanced occupational and existence securing prospects, in cooperation with the 'Bundesministerium für Familie, Senioren, Frauen und Jugend' (BMFSFJ, Federal Ministry for Family Affairs, Senior Citizens and Youth), the BA supports the programme 'Strong at work – mothers with a migration background are joining in', which is subsidised by the 'Europäischer Sozialfond' (ESF, European Social Fund) at 89 locations throughout Germany. In the next few years, through the cooperation programme, and with the support of the BCA as well, the potentials of women migrants living in Germany are to be used better through intensive activation, guidance and support, and at the same time successful support services for women refugees will be tried out.

Support programme 'Integration durch Qualifizierung' (IQ, Integration through training)

The task of the nationwide programme for the occupational integration of migrants, which is supported by the 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs) and the 'Bundesministerium für Bildung und Forschung' (BMBF, Federal Ministry of Education and Research), is to support the standard institutions that are responsible for offers on integration into the labour market. The BA profits here from customised training measures for staff and the migration-specific expertise of the regional IQ state networks locally.



We help refugees

FOCUS



Early Intervention

The BA's model project 'Early Intervention' forms the basis for the development and nationwide implementation of new labour market products and processes for advising and placing refugees.

Special attention is placed here on the smoothest possible transition from the different legal bases for support (SGB III to SGB II) following recognition as a refugee.

Personnel – development and training

Increasing the personnel capacity in the area of basic income support for jobseekers by 2,800 and by 800 in the areas of unemployment insurance

Targeted deployment of the BA's staff with knowledge of foreign languages

Training guidance experts with the aim of migration-specific language-sensitive counselling

Introduction to the training and employment system in Germany

New practice-oriented measures 'Perspectives for refugees' (PerF) and 'Perspectives for young refugees', among other things for recording occupational skills

Reviewing all labour market products with regard to the need for adjustment regarding the integration of refugees and suggestions for amendments to the law

Cooperation with the Federal Office for Migration and Refugees (BAMF)

Personnel and organisational support for IT services, selecting personnel and optimising business processes, in particular through Mr Frank-J. Weise, the BA's chair as head of the BAMF



FLÜCHTLINGE



..... The Federal Employment Agency is preparing for the integration of refugees

Provision of funds

In July 2015 the Board of Governors made €50 m available from the BA's intervention reserves for the labour market integration of asylum seekers and those whose deportation has been suspended in the area of unemployment insurance.

Interpreter services and hotline of the International Placement Service (ZAV)

Accelerated and unbureaucratic decentral award of interpreter services through local offices

ZAV hotline for employment agency and jobcenter staff for, among other things, questions on labour market approval and recognition of qualifications

Cooperation with network partners

Harmonising and coordinating the contributions of all relevant players locally and in the regions, including by intensifying cooperation between the BA and the associations BDA and BDI, as well as company representatives

Non-recurring and temporary financing of language promotion by the BA

The resolution of the Board of Governors was the basis for the introductory courses that started in December 2015 for imparting initial language skills for over 230,000 refugees from Eritrea, Iraq, Iran and Syria.

The total costs for this will probably amount to between €320 m and €400 m.

Information media

Internet page for refugees on the BA's homepage at [LINK, www.arbeitsagentur.de](http://www.arbeitsagentur.de) [L](#) Arbeit und Ausbildung für Asylsuchende



Brochure 'Utilising potentials– employing refugees' from the BA, BDA and BAMF



BA's participation in the app 'Arrival' in five languages [LINK, www.ankommenapp.de](http://www.ankommenapp.de)





We support further training on a targeted group

Vocational further training improves chances in the labour market

In view of the growing demand for qualifications and the intensifying skills shortage, promotion of further training is an important labour market policy instrument. A significant aspect of the promotion of further training is the acquisition of vocational qualifications.

In 2015, 177,600 persons in receipt of unemployment benefit (share of women: 47 per cent) started further training (including among others in the special programmes 'WeGebAU' and 'IFlaS'). In the course of the year, on average 89,000 persons were supported (share of women: 53 per cent), around half of them, namely 47,000, with the aim of a vocational qualification (share of women: 52 per cent). Of those receiving basic provision for jobseekers, 116,000 persons (share of women: 43 per cent) started a further training measure. On an annual average this amounted to 55,300 participants (share of women: 51 per cent). The objective of further training was a vocational qualification for 22,800 persons (share of women: 52 per cent).



In 2015, expenditure on further training in the unemployment insurance system (including among others the special programmes 'WeGebAU' and 'IFlaS' and general measures for the further training of rehabilitants) amounted to around €2.10 bn. Of this, around €985.00 m came from the integration title, a further €1.11 bn was invested in payment of unemployment benefit during further training. Last year, total expenditure for basic income support for jobseekers amounted to €580.62 m.

The aim of the programme 'Weiterbildung Geringqualifizierter und beschäftigter älterer Arbeitnehmer in Unternehmen' (WeGebAU, Further training for lower-qualified and employed older persons in companies) is to intensify the further training mainly of older and lower qualified employees, in particular in SMEs.



In 2015, 24,100 persons receiving unemployment benefit were supported (share of women: 57 per cent), of these, companies received a wage allowance in the form of a wage payment subsidy in 5,400 cases (share of women: 63 per cent). In 2015, € 187.92m were spent on WeGebAU from the BA's budget

The 'Initiative zu Flankierung des Strukturwandels' (IFlaS, Initiative on supporting structural change) is intended to support the structural change that is taking place in some branches and regions through suitable, qualification-oriented training measures and thus to make a contribution to securing skilled workers. In 2015, IFlaS enabled 30,000 low-qualified unemployed persons and re-entrants from the area of unemployment insurance (share of women: 49 per cent) to acquire recognised vocational qualifications or part qualifications. A total of € 341.55m from the unemployment insurance budget was spent on IFlaS.

In 2013, training guidance was introduced as a supplementary service for placement for employer customers in order to identify potentials of employees in companies, to make better use of them and to develop them in the scope of in-company further training. Further training guidance is a specialised guidance instrument for employees supplementing the range of offers. Further training guidance has been tested since April 2015 in 15 employment agencies. Employees seeking advice, or women from the hidden labour force, are given direct access to further training advisers, and placement experts can use the offer in case of complicated further training concerns via intervention. The service is provided by experienced staff who combine thorough knowledge of occupations with high guidance competence. Additional training extends their range of methods and their knowledge of the labour market. Further training guidance is intended to supplement the existing service in the region in accordance with needs, improve targeted steering towards customised training measures and, in the ideal case, optimise the networking of players. First experiences show that the new service is widely accepted; in particular employees who have already experienced periods of unemployment make use of the guidance service in order to obtain information on sustainable employment or career alternatives. For the future, further training guidance can also become an indispensable building block for the successful integration of refugees who have come to Germany who initially often are only able to find employment below their potential because of a lack of language skills or a lack of vocational qualifications.

The 'Further training innovation group', which was set up by the 'Bundesministerium für Bildung und Forschung' (BMBF, Federal Ministry of Education and Research), stated already in 2008 that the guidance landscape in Germany was fragmented and nontransparent and that offers were unrelated to each other. To date, there is no service provider that offers a neutral, free and nationwide personal guidance service on questions of further training. This gap was closed through the introduction of further training guidance in the 156 employment agencies.

Training campaign for geriatric care

To secure the potential skilled workers and to reduce the skills shortage, at the end of 2012 the training campaign for geriatric care was started under the leadership of the 'Bundesministerium für Familie, Senioren, Frauen und Jugend' (BMFSFJ, Federal Ministry for Family Affairs, Senior Citizens and Youth). The BA is a strong partner in this joint initiative. In the course of the campaign, the three-year retraining promotion by the BA for geriatric care was reintroduced for a limited period, with a simultaneous extension of possibilities of reducing the training period in case of suitable existing knowledge in a caring profession.



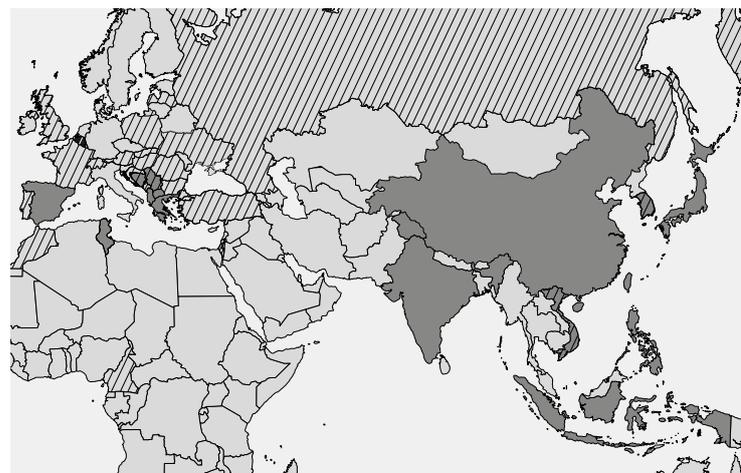
We are active internationally

Realignment of the BA's international work

The increasing challenges facing the labour market through the internationalisation of the world of work and demographic changes demand coordinated action by the BA in its international work. In order to meet these requirements, the BA has bundled its activities under the roof of the 'Internationalen Auslands- und Fachvermittlung' (ZAV, International Placement Service) since January 2015. In this way, areas of the BA's international business that were previously managed separately are brought together and room for manoeuvre for securing domestic skill needs is opened up. In addition, the ZAV's regional teams are now each responsible for one regional directorate district. These are responsible for all questions to do with recruiting skilled workers and with placing apprentices; they are the contact partners for employer services in individual employment agencies and have the regional labour market in view. In this way, recruiting personnel from abroad can take place in close dependence on the demands of the respective regional labour market. The reorganisation of the international work is embedded in the development programme BA 2020. The objective of the realignment is to guarantee management and control of the operative international business as well as the conceptual alignment under one roof and to position Germany better in the international competition for skilled workers.

Migration of highly qualified skilled workers is usually heavily self-organised. Here, an attractive and comprehensive range of information, guidance and placement services can represent a competitive factor for Germany and lead to a sound decision to move by potential immigrants. For this reason, in the reorganisation the ZAV's former Info-Center was developed further into the Virtual Welcome Center. This provides a wide range information and guidance on all questions

Further international engagements of the BA



-  Cooperation agreements
(Switzerland, Hungary: additional delegations)
-  Placement queries and special projects
-  Training queries

Further international engagements of the BA

- **PES-Network:** Institutionalised association of European public employment services (EU and EFTA)
- **EURES:** Cooperation network of public employment services, employers and trade unions to facilitate the movement of workers in Europe
- **WAPES:** World Association of Public Employment Services – with 95 member states
- **ILO:** Delegation to the International Labour Organization

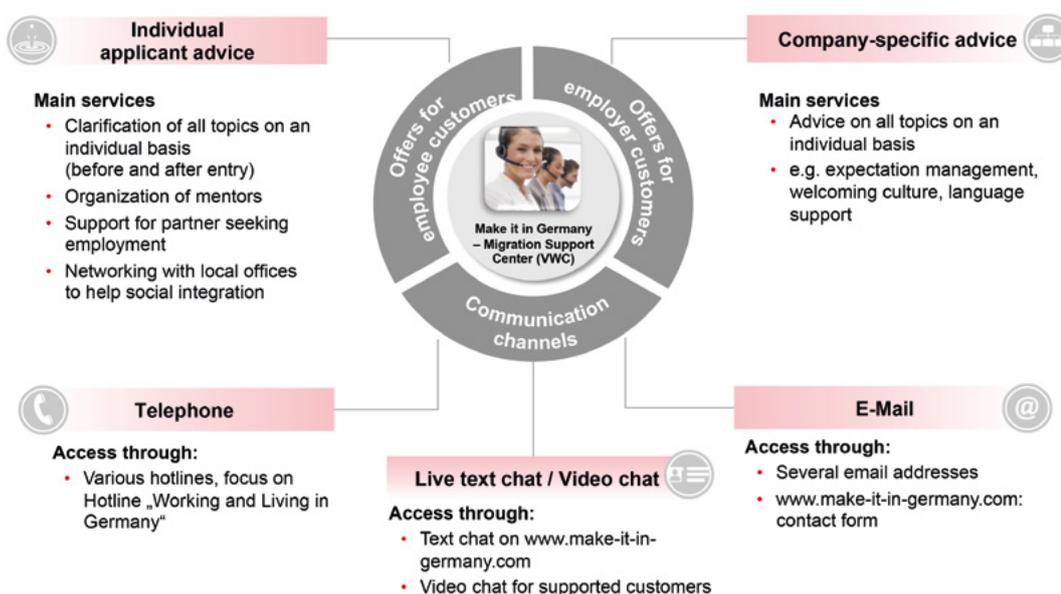
The Board's central fields of action for the next few years:

- Creating transparency
- Arranging fair mobility
- Learning from each other



concerning international labour market mobility and the BA's services portfolio. The Virtual Welcome Center is embedded at www.make-it-in-germany.de, the joint information website of the 'Bundesministerium für Wirtschaft und Energie' (BMWi, Federal Ministry for Economic Affairs and Energy), the 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs) and the BA. Around 9 million visitors have already obtained information on the website since it was launched in 2012.

Range of services provided by the ZAV's Virtual Welcome Centre



Fields of action in Europe

Intensified cooperation between public employment services in Europe is necessary in order to respond to the growing interdependence of labour markets in Europe and to combat youth unemployment. This is supported by the PES network, the association of public employment services that has been institutionalised since May 2014. Under the leadership of Frank-J. Weise, the BA's chair, the board of the PES networks, which consists of the directors of these services, agreed on two focal points: continuous improvement in performance is to be achieved with the continuous exchange of best practices experience ('bench learning').

The second focal point is the reaction of the public employment services to current employment and training challenges in Europe in the following fields:

- **European youth guarantee:** The objective of the youth guarantee is to bring all young people under the age of 25 into employment or education within four months. The public employment services of the Member States are the significant players in the realisation of the youth guarantee. The BA's areas of activity concern above all early careers information and vocational guidance, as well as measures for labour market integration.

- **Long-term unemployment in Europe:** In December 2015 the Member States agreed on a recommendation on measures to combat long-term unemployment. The aim is to increase the transition rates of long-term unemployed persons into employment, among other things by improving their registration, individual guidance and the conclusion of an integration agreement. The BA's professional expertise in this subject area is used for the implementation of these measures.
- **Fair mobility:** The concept of fair mobility focuses on a just and social organisation of employment mobility in Europe. Together with its partners in the PES network, the BA is committed on a European level to intensified fair mobility.
- **Refugees and asylum:** In the area of refugees and asylum significant parts of the framework for action are determined in Europe. For this reason, the BA contributes its knowledge, experience and concerns on a European level as well. The BA is working together with its partners in the PES network towards improved transparency, in particular for procedures in the areas of advice, benefits, placement, training, recognition (of qualifications), language development and claiming financial aid.



The German EURES network is controlled by the National Coordination Office (NCO) that the BA established. In addition, as a EURES member, the BA is also responsible for the provision of obligatory EURES services. EURES services are an integral component of the BA's range of services and are available nationwide.

At all points at which customers contact employees of the BA the latter should be aware of the EURES range of services, offer them, and be in a position to smooth the customers' path through the various competences and contact partners. In addition, in border regions the cooperation was developed further taking the structures in neighbouring countries into account.

• EURES reform strengthens cross-border placement

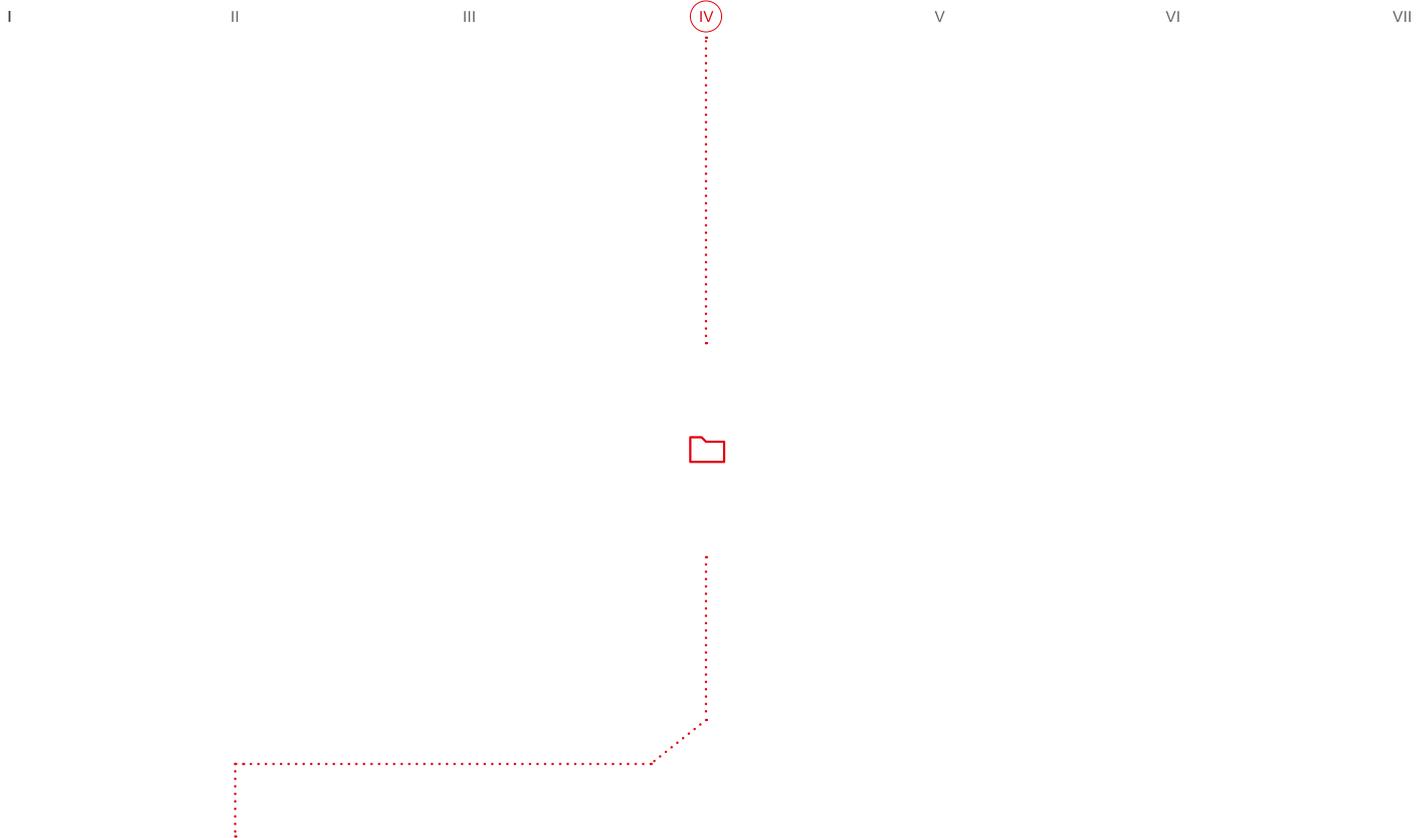
The EURES (European Employment Services) network, which consists of European public employment services and their partners, supports employee mobility in the EU and provides the BA with a reliable framework for cooperation with 31 public employment services in Europe.

EURES contributes to securing skill needs: in 2015, for example, over 2000 apprentices from other EU Member States were placed in Germany in the framework of the 'Förderung der beruflichen Mobilität von ausbildungsinteressierten Jugendlichen aus Europa' (MobiPro-EU, Promotion of the occupational mobility of young Europeans interested in vocational training)



☑ We are active internationally

MOVES FORWARD:



Opening up integration perspectives and securing existences

///Offering a perspective to all customers

All our customers are important to us. We pay special attention to those who are dependent on our support for a new occupational perspective. The proportion of unemployed customers with more than one obstacle to placement has increased in the past few years. To reach our objective of permanent employment for these people, they need individual encouragement and support, a 'one size fits all' approach is no help here. Because our task is to secure existences reliably.



IV



We support customers remote from the market intensively

Professional and individual counselling as the key to successful integration work – ‘Beratungskonzeption’ (Beko, counselling concept)

The demand for labour market guidance is growing. The further strengthening of guidance competence is the key to successful integration work. Individual, professional and technically grounded guidance offers individuals, in combination with further service ranges, approaches to solutions for long-lasting steps in the labour market. The BA's guidance concept was developed to take these aspects into account. It consists basically of three levels: the organisation of guidance as a process, the use of methods and techniques, and working out the basic principles that are required for guidance.

The guidance concept is oriented towards customers' resources, bolsters their own responsibility and integrates them actively and appreciatively in the work of integration.

For this purpose the methods repertoire is extended continually and in accordance with requirements, e.g. by means of 'explanatory videos', or by attendance at training modules. Systemic approaches benefit in particular customers with multiple placement obstacles. In the coming business year as well the challenge will be to widen and intensify the quality level that has been reached up to now. One important module here is the provision of demand-oriented indepth modules.

The guidance concept was introduced in the unemployment insurance scheme in 2009 and in 2012 it was then also brought into the basic income support for jobseekers scheme as well. The introduction is being carried out in waves up to the end of 2016. In contrast to the unemployment insurance scheme, it is not obligatory. In spite of this, around 90 per cent of the joint institutions have made use of it.

In the system of basic provision an innovative system of learning transfer support was created, and tried out in SGB III as well. In addition, since the middle of 2015 supervision for professionalising guidance has been offered in both legal bases for providing benefits. The BA's experts will be supported in this way in the transfer and application of what they have learned into their daily work.

Training module 'Interkulturelle Kompetenz in der Beratung' (Intercultural competence in counselling)

This module was developed to support integration experts in extending their counselling competence in an intercultural context and in successfully meeting intercultural challenges during counselling.

The knowledge acquired in this seminar supports experts in counselling asylum seekers and refugees as well.



'Interne ganzheitliche Integrationsberatung' (Inga, Internal holistic integration counselling) in the unemployment insurance system

Customers remote from the market have a disproportionately greater risk of unemployment than those who have only minor, or no, placement obstacles. The BA takes account of the particular support needs of this group of persons with the development programme 2020 by striving for even more intensive support for customers remote from the market.

One of the central offers for this customer group in the area of unemployment insurance is internal holistic integration counselling (Inga), which has been available to all 156 employment agencies since 2013. The aim here is to increase clearly the chances of integration of persons who have particular difficulties on the labour market through intensive individual support, to make a contribution to securing skilled personnel through the use of employment potentials and to prevent long-term unemployment. Customers have direct access to their counsellor who not only provides them with individual advice, but also offers guiding support, e.g. in the form of assisted placement and various group activities such as job application training or group guidance. In December 2015, 1,470 integration counsellors looked after around 93,600 customers.

Through the training for integration counsellors a uniform technical standard is ensured that is characterised both by the development of guidance competence and by the mediation of specific technical knowledge. The employees are given in-depth training in the areas of job hunting and applications, assisted placement work and developing perspectives, as well as in motivation and conflict handling. In addition, they are encouraged to carry out intensive self-reflection. The first training measures ended in 2015 and the participants received a certificate.

In order to integrate the team leaders of the Inga team better in the complex training process of their staff they were given training in 2015 as well.

Outcomes of 'internal holistic integration counselling (Inga)'

The results show that the integration chances of customers who are supported in this way can be clearly improved and the duration of their unemployment reduced. One in three Inga customers was integrated within 12 months. In December 2015, the average unemployment duration of Inga customers (benefits recipients) was 204 days.

Customers also assess the Inga service very positively with regard to counselling and placement. It can be seen here throughout that the investment in a holistic counselling approach is worthwhile from the customers' point of view and in addition is also reflected in better assessment results.

Sustainable integration of long-term unemployed persons

For the BA, reducing long-term unemployment is an important component of its business policies. In order to achieve a palpable quantitative, qualitative and sustainable improvement in the area of long-term unemployment, the great dynamics on the labour market are to be used for the integration of the long-term unemployed and successes are to be designed to be more sustainable. In the case of those persons who have largely lost contact with the labour market, employability is to be created through a gradual introduction to the labour market. Intensive networking is also required for this societal task.

The 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs) regards the 'Netzwerke für Aktivierung, Beratung und Chancen' (ABC, Networks für activating, guidance and chances) as a comprehensive activation approach with the aim of professionalising working with long-term unemployed persons still further and intensively integrating network partners. In the networks, those entitled to benefits are to





receive bundled support services tackling social, mental and health hindrances, as well as a lack of scholastic or vocational qualifications, or basic education deficits. The development of childcare structures is important as well, for example, to integrate single parents into the labour market.

The BA has developed a conceptual approach for reducing long-term unemployment with which jobcenters can be supported in the local organisation of the ABC networks. The approach supplements the BA's existing integration concept (4-phase model): on the basis of the local labour market and defined focal points, target groups are defined and resources oriented locally. Along with audience- and target-oriented communication, the concept contains recommendations for the particularly effective application of integration services and the inclusion of local network partners. Along with a practical trial in the Frankfurt am Main jobcenter (since July 2015), the concept is being tried out for the first time in the Duisburg and Rhein-Neckar-Kreis jobcenters. A decision on further procedure can be taken after the initial findings are available.

In addition, with two federal programmes jobcenters have additional opportunities to support long-term benefit recipients who are remote from the labour market:

- The focus of the ESF federal programme to reduce long-term unemployment is on promoting employment relationships subject to social security contributions. Jobs for the target group are to be acquired by targeted approaches and guidance for employers by company canvassers. Employees are supported by coaching and by training opportunities. In compensation for employees' initial reduced performance capability, employers received degressive wage cost subsidies. Canvassing employers is supported in many jobcenters with marketing activities and the inclusion of network partners, such as chambers of industry and commerce, and chambers of craft trades.
- The federal programme on social participation in the labour market is intended to open up opportunities for social participation for benefit recipients with health restrictions and persons who live with children in a benefit community. Around 10,000 workplaces subject to social security contributions (exception: no contribution for unemployment insurance) are subsidised for additional work that does not affect competition and is in the public interest. The BMAS has chosen 105 jobcenters for participation in the federal programme. The first vacancies were filled from autumn 2015.

We are striking out in a new direction

Support above and beyond placement – the BA strikes out in a new direction!

A significant number of people become unemployed again shortly after starting a job, which is why the sustainability of integration is regarded as highly important in the development programme BA 2020. With the project 'INA! – Integration nachhalten' (INA! – Sustainable integration) the BA developed a new action strategy for stabilising employment relationships.

If people have never been in employment, or not for a long time, they need someone to support them in this situation. A new job, no matter how much it was wished for, brings changes that some customers find it difficult to cope with by themselves. For them, it is good to know that familiar contact partners are still there for them, listen to them and offer help. Finding solutions to problems together, and not giving up too soon, this goal is to be achieved through back-up support.

For example, customers who take up employment subject to social security contributions continue to be supported for a period of six months. The aim here is to identify risks that endanger the employment relationship at an early stage and to find solutions together. A good base for successful backup support is in particular 'emotional' support for those with multiple hindrances to placement.

The new action strategy was tested from September 2013 to August 2014 in nine employment agencies and 18 joint institutions in the framework of an extended pilot phase over both legal bases for providing support. Reference points were acquired that show that active backup support can have a positive influence on sustainable successful integration. Customers see their placement expert as a competent contact partner who helps them with their problems. The majority of the pilot locations recommend introduction. The legal anchoring for backup support is being aimed for in SGB II – including where there is no longer any need for assistance.

Findings of the INA! project!

- Reference points for the positive influence of backup support in sustainable integration
- Over 70 per cent of customers who are given back-up support assess INA! positively
- Very suitable for (older) long-term unemployed persons, those with lower qualifications and people in atypical employment





‘AusBILDUNG wird was – Spätstarter gesucht’: (Training is worth it – late starters wanted): the focus is on future skilled workers from the group of young adults

Aus**BILDUNG** wird was [↑] **Spätstarter gesucht** In 2013, the initiative ‘AusBILDUNG wird was – Spätstarter gesucht’ was started in both legal bases for providing benefits and support. The background was that a large number (1,5 million) of young adults aged between 25 and 35 have no vocational qualifications and are therefore affected above the average by unemployment (329,000). During the term of the initiative (2013 to 2015), about 100,000 young adults in both legal bases for providing benefits and support are to be motivated to start qualification-oriented training. In this way, the initiative makes an important contribution to covering skill needs in Germany.

The initiative is implemented by the employment agencies and the joint institutions. The target of around 100,000 inflows was already practically achieved in autumn 2015. Over both legal bases, 92,400 customers have accepted the challenge to acquire a vocational qualification: 74,400 in the framework of supported qualification-oriented training and 18,000 in the framework of non-subsidised vocational training.

Because of the successful implementation, the Board of Governors and the BA’s Board have decided to continue the initiative beyond 2015. The aim is still to identify the existing potential in the age group and to acquire them for qualification-oriented training, without excluding other age groups from support.

Inflows into qualification-oriented training and non-subsidised training with regard to the objective ‘100,000 inflows!’

Report month September 2015



Source: Federal Employment Agency Statistics



We support with cash benefits

Unemployment benefits: insurance benefit on unemployment

In certain circumstances, e.g. completion of a qualifying period, persons who are unemployed are entitled to unemployment benefit. In 2015, the BA spent € 14.82 bn on unemployment benefit and partial unemployment benefit, including reimbursements to foreign insurance providers. This amount includes € 2.60 bn sickness insurance contributions, € 3.23 bn pensions insurance contributions and € 0.38 bn care insurance contributions. This means that in addition to the net amount of € 8.66 bn paid directly to 832,800 claimants, an additional amount of approx. 71 per cent was spent on social security for them.

Since 1 February 2006, carers, employed persons outside the EU and self-employed persons have had the possibility of compulsory insurance in the unemployment insurance system upon application. Periods of compulsory insurance upon application establish entitlement to unemployment benefit. A total of 21,500 applications for voluntary insurance upon application were submitted, of which 1,800 were rejected. Contribution income amounted to around € 87.03 m.

Short-time working allowance maintains jobs

Cyclical short-time working allowance can enable continuing employment of employees in the event of temporary loss of work and thus avoid redundancies. This means that employers have their familiarised workforce available immediately when the order situation improves. In 2015, claims for cyclical short-time working again fell in comparison with the previous year and is still on a very low level in a long-term comparison. Expenditure for cyclical short-time working allowances amounted to € 136.53 m.

The aim of seasonal short-time working allowance and supplementary benefits is to prevent construction industry employees from becoming

Online offers: application for unemployment benefit and BEA

An online form for applying for unemployment benefit has been available on the Internet since December 2013.

In the online application, customers are led through the form with specific questions and supported with appropriate information. Once completed in full, the application can be transmitted electronically. This ensures, among other things, that queries to customers on the facts are usually unnecessary. The number of users of the online application is steadily increasing (January 2015: 6,201, September 2015: 30,640).

Since January 2014, employers have been able to transmit certificates for unemployment benefit to the employment agencies electronically 'BEA – Bescheinigungen elektronisch annehmen' (accepting certificates electronically). This applies to the certificate of employment, the EU certificate of employment and certificates of additional income. Use of this offer is increasing steadily as well.

Notifications are checked for plausibility and completeness, acceptance is acknowledged. The high quality of the certificates avoids unnecessary queries by the BA to employers and therefore shortens the working processes. In addition, there is no risk of loss of certificates for employees and in many cases they profit from shorter processing times. In 2014, employers transmitted 118,000 certificates to the BA; at least 160,000 electronically transmitted certificates are expected for the current year.



unemployed during the seasonal stoppage of work in the bad weather season, but instead to keep them in the company and hence to stabilise employment relationships. In the months of January to March 2015, 313,500 persons received seasonal short-time working allowance. A total of €250.60m was spent in 2015 for the contributions-based benefit. Pay-as-you-go expenditure on cost increase winter allowance, additional winter allowance and the reimbursement of social security contributions to employers amounted to €321.52m.

Insolvency payments safeguard wages and salaries

If an employer is insolvent and for this reason his employees have not received their wages and salaries, or only part of them, in certain circumstances the outstanding wage and salary claims are paid to the affected employees for a period of up to three months in the form of in-solvency payments. Apart from this, the BA pays the total social security contributions to the health insurance scheme as the responsible collection office. In 2015, a total of €653.84m was spent on insolvency payments. A total of 176,000 applications for insolvency payments was submitted in 2015, of which 150,500 were approved.

Benefits under basic income support for job seekers

Members of the public in need of help are supported by a comprehensive range of continuous and non-recurring payments to cover the cost of living. Beneficiaries receive the following as continuous benefits:

- Unemployment benefit II for persons able to work, or social allowance for persons not able to work and children in a community of dependence (benefits for normal requirements, individual special requirements as well as communal payments for accommodation and heating),
- Contributions and subsidies for health and care insurance,
- Benefits for apprentices,
- Communal benefits for education and participation.

Non-recurring payments include the following:

- Communal benefits for the basic equipment of an apartment, for basic clothes requirements, in case of pregnancy and at childbirth,
- Benefits for purchasing and repairing orthopaedic shoes as well as the rent and repair of therapeutic devices.

ALLEGRO – new benefits software successfully introduced

By mid-2015, all joint institutions had successfully introduced ALLEGRO, the new software for processing benefits. In the months before this, joint institutions recorded about 3 million benefits cases and transferred them from the obsolescent predecessor system A2LL to the new system. This means that the 40,000 users now have a technologically future-proof IT procedure available that supports the joint institutions efficiently in their task of making benefits to cover the cost of living payable punctually and in accordance with the law. The new system has now established itself and is being developed further successively together with practitioners from joint institutions and representatives of local authority providers.

A large part of the expenditure goes on payments for accommodation

In 2015, on average for the year 4.59 million people of employable age received payments from the basic income support scheme for jobseekers. In 2015, a total of €26.41bn was spent on non-recurring and continuous payments in the basic income support scheme for job seekers. The greatest share of this, €15.34bn, was for benefits for normal requirements,

followed by payments for accommodation and heating, for which € 11.07bn was spent in the previous year.

Modern structures in the basic income support system – the SGB II electronic file

Following the nationwide introduction of the electronic file (eAkte) in 2012 for the SGB III system, the paper files used in the SGB II system that are used today are to be replaced by an electronic file management system (eAkte SGB II). For this reason, the eAkte SGB II was piloted from May 2015 to October 2015 in six joint institutions. These were selected in the framework of a procedure for expression of interest in coordination with the federal states, national local authority organisations and the BA.

In the framework of the evaluation of the pilot phase, the suitability of the eAkte SGB II for the area of basic provision for jobseekers was confirmed. The final report on the evaluation that was submitted at the end of 2015 was the foundation for the decision by the 'Bundesministerium für Arbeit und Soziales' (BMAS, Federal Ministry of Labour and Social Affairs) to introduce the eAkte SGB II nationwide in all joint institutions by the middle of 2018.

The eAkte SGB II is intended to make a sustainable, comprehensive and efficient IT offer available to the joint institutions and to drive the BA's eGovernment strategy forward consistently.

The performance of individual joint institutions is influenced essentially in that processes in all areas run in a legally correct and efficient manner. As an electronic image of today's paper file, the eAkte SGB II supports this objective in several respects. It increases the flexibility of working through fast, realtime and location-independent access to the required information and promotes the creation of clear

• Less red tape through simplification of laws

In the system of basic income support for jobseekers, the BA is aiming continuously, by reducing the complexity of legal provisions and simplifying processes,

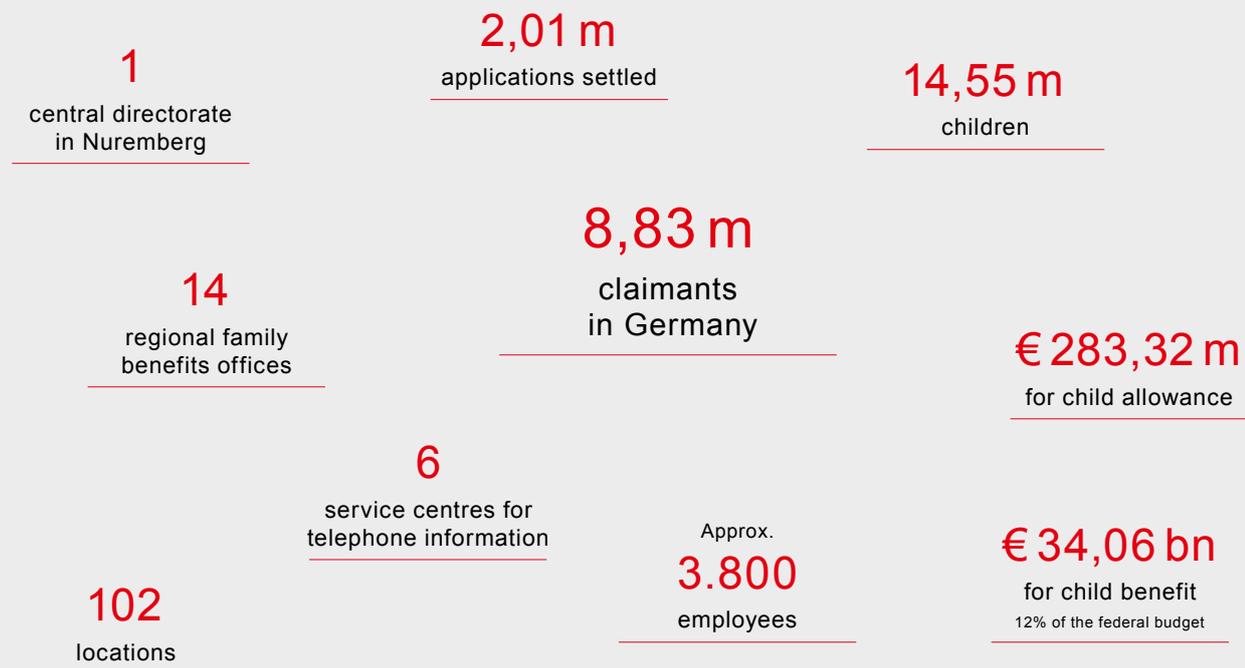
- to increase quality,
- to improve the understandability of decisions,
- to increase customer satisfaction,
- to relieve the stress on staff, and
- to reduce costs.

Many of the suggestions that the BA submitted in the past to the Federal Ministry of Labour and Social Affairs, including with the support of the staffs of joint institutions, can be found today in current legislation. However, the process of minimising complexity in the basic income support system is continuing. Probably around 35 (10 of which came from the BA) of the suggestions for amendments to the law agreed by the Federal Government-Länder working group 'Regulatory Simplification in the SGB II System' (B-L-AG) of the Conference of Ministers of Labour and Social Affairs (ASMK) will be integrated into SGB II. The BA will contribute further suggestions to the legislative procedure.

A major success is the achievement of legal simplification in the area of social security for claimants under SGB II with two essential contents: the implementation of obligatory insurance in the sickness and long-term nursing insurance scheme without the previous priority for family insurance, and the introduction of a monthly flatrate for payment of sickness and long-term nursing insurance. The suggestions were prepared in a joint working group consisting of the BMAS, the BA and practitioners from the joint institutions, and were included in the law on the further development of the financial structure and quality, which came into effect on 1 January 2016. This considerably simplifies work procedures in the field of social security, which will also lead to a significant increase in the quality of services.



FamKa 2020: New medium term development programme for the BA's Family Benefits Office



and transparent processes. In order to respond to customers' high demand, and also to the interests of the organisation's employees, the Family Benefits Office was strategically re-oriented in 2015 with the development programme FamKa 2020 and its ten fields of action.

Changes to the law regarding child benefit with effect from 1.9.2015

Child benefit was increased by €4 retroactively from January 2015. The family benefits offices paid the new child benefit out automatically from September 2015 to 8.83 million persons entitled to child benefit. Because immediate implementation was not technically possible in a great number of cases, this led at first to an increase in queries and also in the number of complaints. Great efforts were made with regard to around 500,000 individual cases that had to be converted manually, and the problems were solved by November 2015.

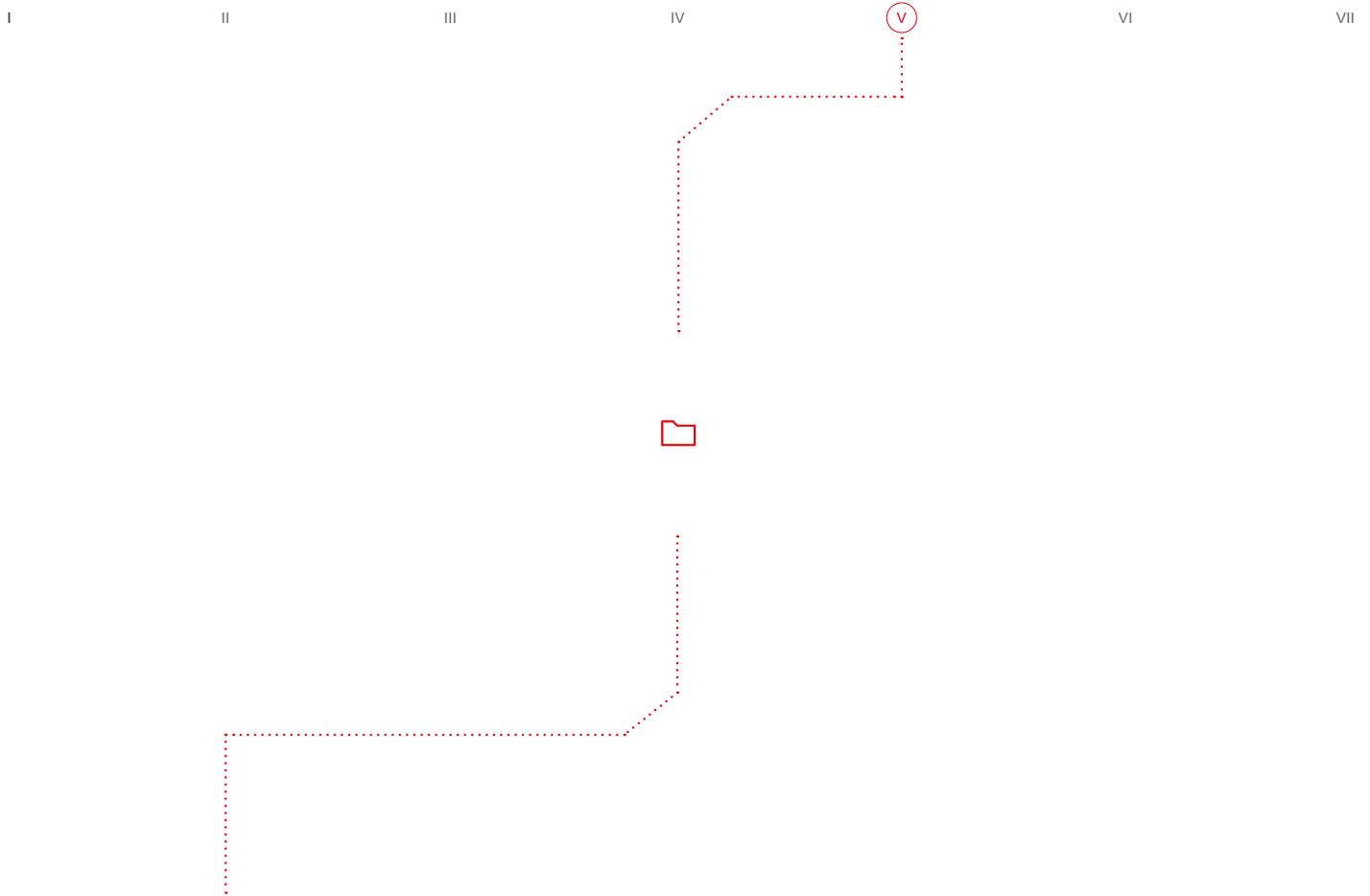
Child benefit and child allowance

Along with child benefit, which is granted upon application for all children up to the age of 18, and after this under certain circumstances, the family benefits office approves applications for child allowance to supplement child benefit, if this contributes to avoiding neediness.

Bundling the tasks in government service family benefits offices ('1-pillar mode')

A project group in the BA's family benefits office has started work in preparation for the intended takeover of the work of around 8400 government service family benefits offices. A well thought-out change scenario with all necessary steps has been prepared. The successive takeover can start as soon as the statutory basis has been created.

MOVES FORWARD:



Using all employment possibilities

/// Offer employers suitable solutions

We support employers who request our services in filling vacancies. Each registered vacancy means an opportunity to end the impending or existing unemployment of applicants. Our aim is satisfied employers – with regard to our guidance, our placement suggestions, to all our services.



V



We support employers

Providing needs-based service offers for employers

The labour market is still going through a phase of upheaval: the market situation is determined by the increase in the need for skilled personnel and the simultaneous reduction in the potential labour force. It is becoming more and more difficult for employers to cover their staff requirements, because well-qualified employees can choose more and more frequently between different employment opportunities.

Against this background, the BA is going along new, innovative paths and aligning its services portfolio to companies' changing needs for support.

Intensive personal customer support is offered to those companies that would like intensive support to cover their labour requirements, e.g. because of a lack of resources or insufficient know-how. Small and medium-sized companies (SMEs) in particular, which characterise the company landscape in Germany, are often even now at a disadvantage with regard to large companies in competition for skilled labour. Other companies, for example large-sized enterprises or temporary employment agencies, do not usually need this type of intensive support, because in most cases they have wide-ranging resources and suitable strategies for successful personnel work. For this reason, they are mainly supported by means of user-friendly online offers that enable efficient and resource-saving cooperation with the BA around the clock.

The priority service for the BA's employer service is the rapid filling of registered employment and training vacancies with suitable candidates. However, the fall in the number of applicants caused by demographics makes it increasingly impossible to fill vacancies through placement. Against this background, it is important to make use of all existing employment potentials comprehensively to cover companies' personnel requirements. The potentials and talents of customers remote from the market are systematically tapped as well and integrated even more intensively into the placement processes.

This aim is served as well by the ESF programme for the integration of long-term unemployed claimants covered by SGB II, which started in 2015, in which employment possibilities are identified and potential employers are acquired, advised and supported by company canvassers in the jobcenters.

On the whole, the changes to the labour market increases the demand from employers for guidance, above all on alternative recruitment strategies, on tapping employee potentials and developing them further, and on measures for long-term staff retention.





— Guidance on family-oriented personnel policies

Companies are shown among other things the opportunities for part-time vocational training or the rewarding conversion of 'mini-jobs' into employment subject to social security contributions. The advantages are obvious: employers acquire committed up-and-coming and skilled personnel who have a high degree of reliability, conscientiousness, time management, organisational skills and life experience thanks to their family responsibilities.

— Project 'Abschlussorientierte Qualifizierung in Zeitarbeitsunternehmen' (qualification-oriented training in temporary employment agencies)

The comprehensive development of employment potentials to secure skill needs is a central field of activity for the BA. More intensive use of the potential of low-skilled workers in the context of temporary work is the aim of the project 'Qualification-oriented training in temporary employment agencies'.

The project is implemented jointly by the BA and selected temporary employment agencies. Taking account of the special features of temporary work, possibilities are worked out and tested to see how low-skilled unemployed persons and low-skilled employees of temporary employment agencies can be guided towards a recognised vocational qualification. Training takes place in the framework of certified modular partial training in three occupational fields that were chosen on the basis of local skill needs. The project is being implemented at five locations.

Experience to date shows that the success of the projects depends essentially on the selection of the participants, on their individual support in the course of the project, as well as on the close cooperation of all those involved. The greatest challenge is to promote the motivation and staying power of the participants to prevent them from dropping out.



We are intensifying our advisory services

Professionalisation of the labour market advisory services for companies

The availability of qualified employees is a key factor for the competitiveness of the German economy. Companies are increasingly facing challenges caused by demographic change, globalisation, rapid technological progress and other development trends. Parallel to the forecast decline in the potential labour force, companies' skill needs will continue to intensify in the medium term. For companies, it will become more and more difficult to cover their staff requirements through external recruiting.

In this situation, labour market advisory services make an important contribution to securing skilled personnel by sensitising companies for strategies for the sustained securing of staff requirements. Operational action fields are identified jointly with companies while the employers' sole responsibility for personnel is retained. In the first place, this concerns

- alternative recruiting and vacancy filling strategies, e.g. recruiting skilled labour from abroad, or vocational training for young adults,
- strategic personnel development, i.e. the systematic identification, use and further development of the potentials of the employed, and
- measures that can contribute to acquiring staff and to the long-term retention of staff. These include, for example, family-oriented personnel policies, in-company health promotion or ageappropriate workplace design.

Training advice

One possible strategy for the sustained securing of staff requirements consists in identifying the potentials of employees in the company, making better use of them and developing them systematically in the framework of continuing training in the company.

Further training activities in companies are still too seldom, in particular in SMEs, and are still concentrated regardless of the company size on employees who are already well qualified, or on managers. One promising approach to increase in-company further training activities in general still further, and to pay more attention to frequently neglected groups of workers (e.g. semi-skilled workers, employees with a migration background or older workers), is provided by advisory service offers that sensitise companies to the necessity of internal personnel development and support them on its implementation professionally and in accordance with their requirements.

This is the target that is pursued by 'training advice', which is realised by the regional employers service. In the framework of this offer the BA intends to encourage systematic and forward-looking further training management and to place the focus on groups of employees that receive less attention. With its training advice, the BA is making a contribution to the up-ward mobility of employees, to sustainable employment, to the prevention of unemployment, to reducing employees' need for assistance, and to the development of access opportunities for the unemployed.



The employer service AG-S takes over the function of a pilot in the overall advisory process. Employers are shown opportunities for action and they themselves make the decision on realisation and on the use of specific instruments. Insofar, the advisory service is organised as 'Help for self-help'.

Internal and external interface and network partners

The BA's employers service cannot cover all individual advice and support requirements that are identified in the framework of labour market and training advice. In some cases they exceed the technical competences of the employers service staff, or their statutory remit. For this reason, with the aim of the most uniform advisory services possible, internal interface partners or external advisory service providers from the regional network are brought in on a subject-related basis.

Internal interface partners

The internal interface partners include above all the representatives for equal opportunity on the labour market. They advise employers in questions of family-oriented personnel policies and support in the development and realisation of measures on the compatibility of work and private life. In times of shortages of skilled workers, employers profit from this in two senses: the company becomes more attractive with regard to recruiting new staff on the one hand, and with regard to sustainable employee retention on the other.

One important partner is the technical advisory service. This provides support for companies with regard to the optimum design of workplaces, e.g. in case of employees with hindrances due to sickness or a disability. This advice contributes not only to enabling the employment of disabled people, but also to maintaining their capacity and willingness to work in the long term.

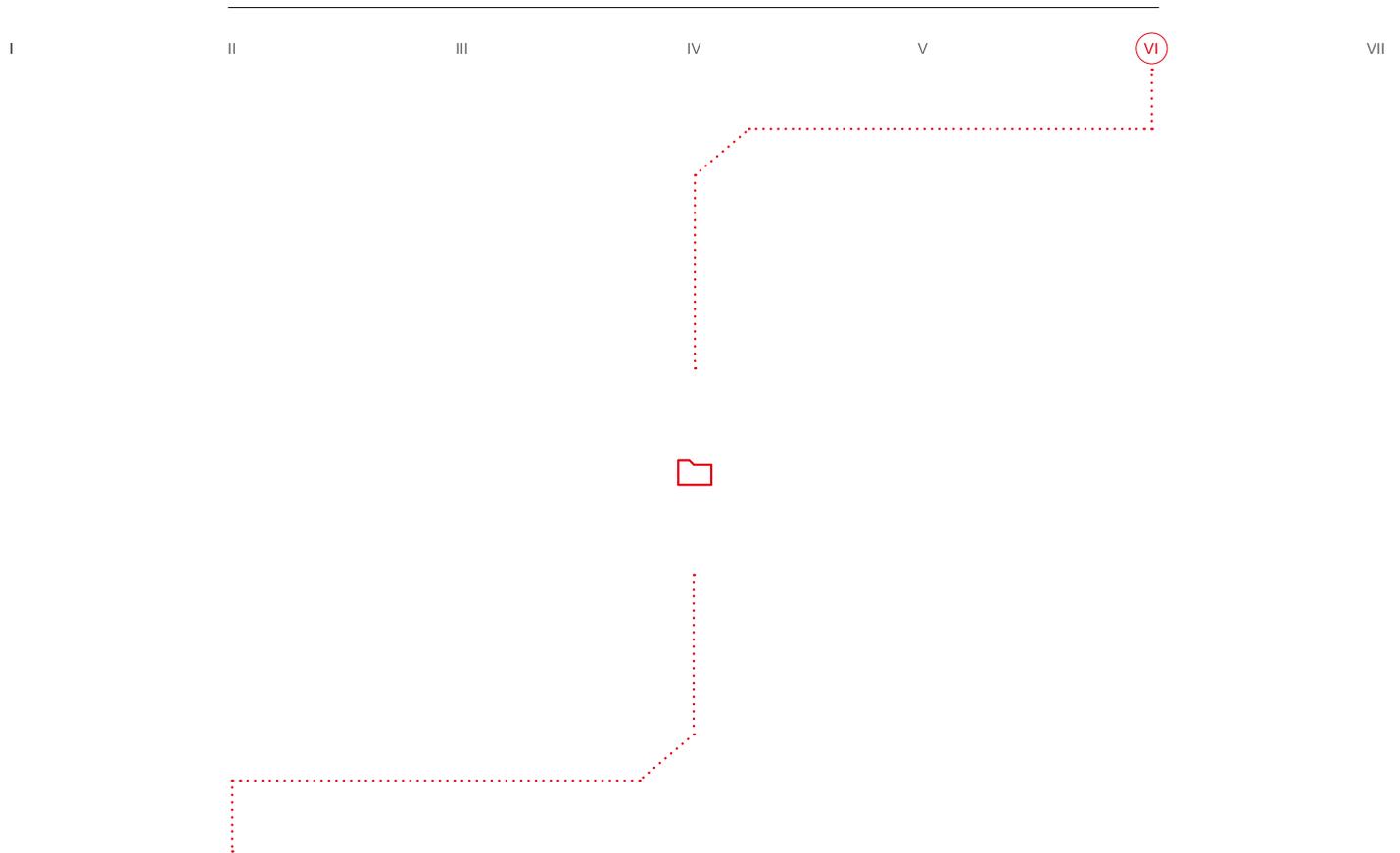
The international personnel service of the 'Zentralen Auslands- und Fachvermittlung' (ZAV, International Placement Service) also cooperates closely with the employers service in the matter of advising companies on acquiring personnel abroad. It is integrated in the employers advisory and support service if personnel requirements cannot be covered with domestic applicants.

External network partners

These include above all professional and trade associations, social insurance providers, employers' associations and business development associations, but also regional initiatives and charitable associations that have special advisory competences.

One important partner is the 'Initiative Neue Qualität der Arbeit' (Initiative new quality of work), which, as an overlapping network, brings companies, institutions, networks and associations together on the subject 'The future of work'. Under the motto: 'Securing the future, designing work', the initiative contributes to embedding the subjects of personnel management, equality of opportunity and diversity, health and knowledge and competence in society.

MOVES FORWARD:



Being an attractive employer and an efficient service provider

/// Trendsetting as an employer

The BA has set itself the target of being an attractive employer that offers interesting and multifaceted work to committed and motivated employees. The working environment should be appreciative, modern, health conscious and reliable.

For its customers, the BA wants to be an efficient service provider, offering individual solution approaches for different circumstances – and at the same time always friendly, competent and oriented towards the common good.



VI

We ensure attractive working conditions

Project 'Wissen sichern und fördern' (securing and promoting knowledge)

In the near future, more and more of the BA's employees will be retiring. For this reason, knowledge transfer, in the sense of passing on knowledge gained by experience and securing know-how, is important for the BA's future capabilities.

Work on the subject of knowledge transfer was carried out intensively for one year at ten operative services locations. Along with traditional transition models with transfer discussions, alternative procedures were tried out, e.g. for knowledge transfer in the teams and for the continuous exchange of knowledge in the framework of learning partnerships. It was seen that familiarisation is significantly facilitated by thematising experiences, reflecting consciously on knowledge and transferring it to successors. Mistakes and duplication of work can be avoided and efficiency ensured or increased. At present, a uniform structured procedure for knowledge transfer in the BA is being worked out based on the findings of the pilot project.

Diversity and gender check supports managers

As a reaction to the challenges of demographic change and to secure skilled workers the BA's personnel policy has focussed on the greater use of the potentials of women and extending the working life of employees. The so-called diversity and gender check that was made available in 2015 supports managers and project owners literally in taking account systematically of diversity and gender aspects (among others, women / men, family system, older people, severely disabled persons, employees with a migration background) in the content design of decisions, plans, measures and concepts.

Important ratios from personnel

Figures are rounded

10% Ratio of severely disabled persons	70% Proportion of women
47% Proportion of women in management	28% Ratio of part-time employees
41% Employees aged 50+	16% Employees with migration background ¹

¹ The data are based on voluntary information in the framework of an internal employee survey in 2013

Source: Federal employment agency

Compatibility of work and family on a partnership basis

With regard to being an attractive employer and retention of staff, as well as to the changing ideals of young people in particular, the BA focusses its life phase-oriented personnel policies on the 'compatibility of work and family on a partnership basis'. Flexible forms of working and working hours, and support for care obligations for children and relatives in need of care, are coordinated with the needs of the partnership-based family – in line with the demands of work. For this purpose, at the end of 2015 future workshops were held in selected family benefits offices for employees and managers with care obligations (children and / or care). In this way, those affected are converted into participants in the concept phase.



BA's employee capacity in full-time equivalents

	Total		Unemployment benefit and service basic income support ¹		Basic income support for jobseekers ²		Family benefits office	
	Previous year	Actual	Previous year	Actual	Previous year	Actual	Previous year	Actual
Total	95.600	96.300	53.900	54.100	38.200	38.400	3.500	3.800
Of whom permanently employed	84.400	84.600	47.600	47.700	33.900	33.800	2.900	3.100
Of whom temporarily employed	11.200	11.700	6.300	6.400	4.300	4.600	600	700
For reporting purposes only ³								
Students	1000	1.200						
Trainees	1000	1.100						

¹ Employment agencies, regional directorates, special agencies and head office, including internal service and services for basic income support for jobseekers, without administrative tasks to be carried out on a supralocal basis.

² Joint institutions and overlapping fulfilment of tasks for basic income support for jobseekers.

³ Junior staff are shown in the total numbers for reporting purposes only.

Source: Federal employment agency

Employees check their work processes with 'Kontinuierlicher Verbesserung' (continuous improvement)



CREATIV
IDEENMANAGEMENT

Specialists and managers from agencies, internal services, regional directorates and head office worked together in the framework of 'continuous improvement' on a cross-hierarchical basis on wide-ranging and nationally relevant business processes. For example, the ordering and purchasing process for measures was analysed and improved. The result was not only complete transparency for the first time on who actually worked in this relevant process, in addition it was changed in such a way that there were palpable beneficial effects for all process participants. In future, both smaller, local and larger, national business processes are to be developed further with 'continuous improvement'.



We provide our services efficiently

Targets – investments in training were intensified still further to improve customers' occupational prospects

In 2015 the labour market continued to offer favourable conditions for integration work in employment agencies and jobcenters, but the demands on customers increased and therefore the training requirement as well.

The target system of unemployment insurance intensified its focus on those customers who are dependent in particular on the BA's support services: young people with and without a lower secondary school leaving certificate, unemployed persons who have already been unemployed for some time, and SMEs. Integration-oriented targets were achieved on the whole in 2015. In almost one in three cases it was possible to prevent impending unemployment before it happened. In almost half the cases, unemployment, where it had already commenced, was ended again in the form of an employment measure. The results on the training market were improved slightly in comparison with the previous year.

Starting and retaining employment, maintaining, improving or restoring employability, and independent securing of a livelihood, are embedded in the target system of basic provision as a central concern. In 2015, on average 3.27 million persons of working age received basic provision benefits in the joint institutions. The number of benefit recipients remained practically the same as in the previous year, but the expenditure on securing a livelihood increased as a result of the adjustment of the standard rate. From the second half of the year an increased inflow of refugees was registered, but this has not yet affected the achievement of objectives. In 2015, slightly more than a quarter of claimants of working age started employment subject to social security contributions. This is a somewhat more favourable balance than in the previous year. However, because of a lack of formal qualifications, the chances for many customers of overcoming neediness remain limited. The stock of long-term benefit recipients fell slightly in 2015 as well.

Target reached – lower expenditure and higher contribution income as a consequence of record employment ease the strain on the budget

The positive development of the labour market caused among other things by the fact that employment was still increasing ensured a better budget result than planned. The BA ended the 2015 business year with income of €35.16 bn and expenditure of €31.44 bn. This resulted in a net working balance of €3.72 bn, which was significantly greater than the plus of €0.35 bn that was expected at the time the budget was prepared.

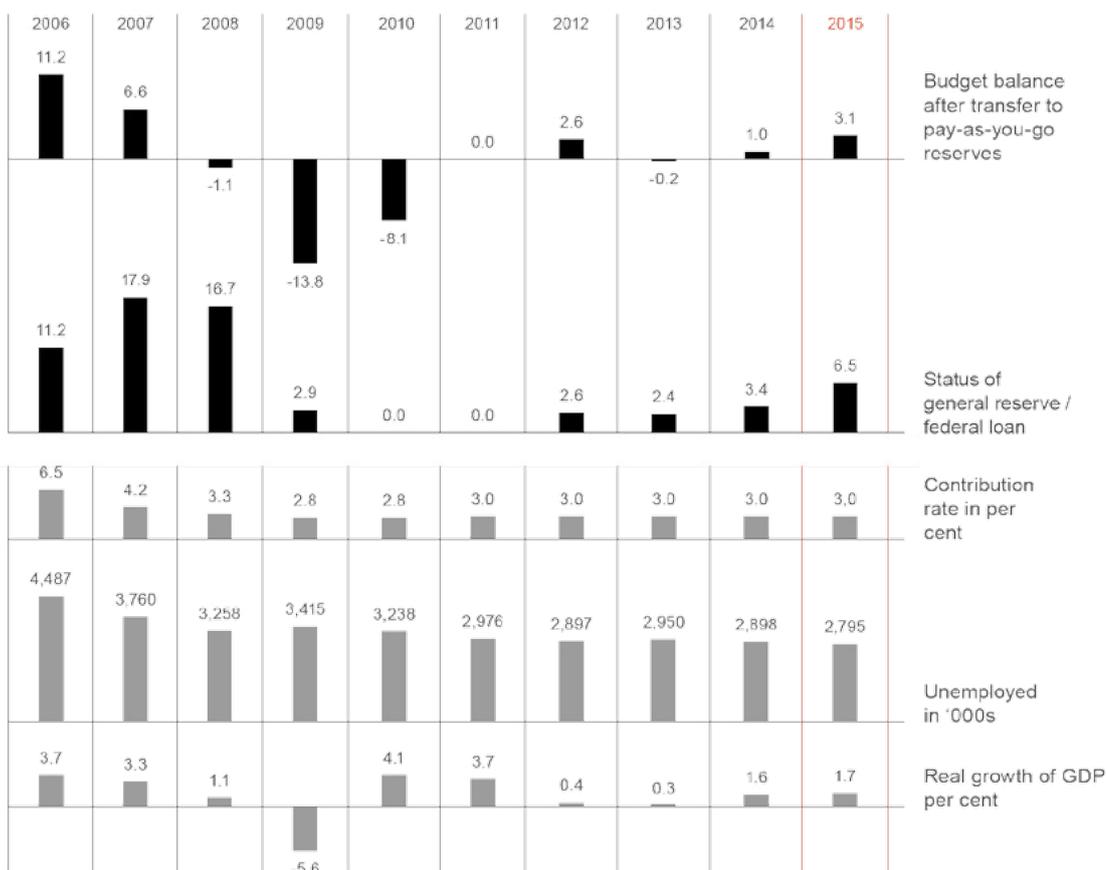
With this result, the BA's total reserves increased to €7.99 bn. Of this, €1.50 bn accrued to pay-as-you-go reserves for insolvency allowance and winter employment, and €6.49 bn on the BA's general reserve and the integration reserve. However, these achieved reserves are still not a sufficient financial buffer for the downturn phase of an economic cycle.

Contribution income, which totalled €29.94 bn as a result of the high level of employment, played a part in the positive balance sheet for the 2015 business year. This meant that the previous year's result was exceeded by €1.23 bn. The contribution income expected for 2015 was exceeded by €0.15 bn.



Financial development in the unemployment insurance scheme

Amounts shown in billion euros



Rounding differences possible. Source: Federal Employment Agency

The expense side also improved the net income. Expenditure was less than calculated in nearly all areas. With €31.44 bn for active employment support, continued payment of wages and for administrative costs, €0.71 bn less than in the previous year was spent. The target was undercut by €3.23 bn, with €1.69 bn less being spent on active employment support, and €1.29 bn less for continued payment of wages than was assumed when the budget was prepared.

The 2015 budget provided €8.18 bn for personnel and administration and for collection charge payments. At €7.93 bn, the outflow of funds was around €0.25 bn less than expected.

‘BA 2020 moves forward’ – continuation of the BA’s development programme

With a view to the development and action programme, the 2015 business year made unusually high demands of the BA. On the one hand, it was important to draw suitable conclusions from the megatrends ‘Industry 4.0’ and ‘World of Work 4.0’ described in the BA 2020 programme and to set the right course; on the other hand, the rapid inflow of refugees to Germany in the second half of the year was superimposed on the medium-term considerations on company development and demanded increasingly short-term crisis management.

In the framework of a cross-departmental ‘Future Workshop World of Work 4.0’ approaches were developed in the course of the year concerning how the BA will face up to the structural change on the labour market that was triggered by digitalisation. Among other things, digital technologies are to be used for further improvement of the BA’s services. Along with the development of the digital access channels to the BA’s service range, this increasingly means using digital technology in the area of guidance (e.g. video chats), training (e.g. eLearning) and job placement (e.g. big data analyses). Structures and processes in the BA must become more agile and adaptable, and personnel recruiting, personnel development and management culture in the BA developed further appropriately.

Alongside its digital agenda, the BA has already defined projects that take account of customers’ changed information needs on the one hand, and of the BA’s self-expectation of effective and efficient processes on the other. Examples that can be defined as new investments for customer concerns in the core business area are the further development of the online guidance offer into a ‘Berufsentwicklungsnavigator’ (BEN, vocational development navigator) and the introduction of an ‘Antragsportal für Leistungen Online’ (APOLLO, Online benefits application portal).

The BA has already triggered a series of measures and initiatives in 2015 in order to adapt the organisation and its services to the emerging World of Work 4.0. Examples of this are: the IT Strategy 2020 (among other things, expansion of digital services), the ‘BA vor Ort’ (BA on the spot) project for strengthening smaller agency offices for personal guidance locally, the ‘Mach es einfach’ (Keep it simple) project for simplifying placement processes and starting further training and training advice for SMEs and employees in SMEs.

Successful on behalf of jobcenters – SGB II internal advisory service

The SGB II internal advisory service is managed as an entrepreneurial cost centre and is thus taking the innovative path of a service aligned consistently to demand. Purchasing the advisory services by the managements of the joint institutions from their local administration budgets demands intensive cost-benefit considerations and promotes the sustained realisation of solutions that were worked out.

As a ‘pioneer’ of entrepreneurial thinking and action, the cost centre model of the SGB II internal advisory service certainly acts as a signal for other areas in the public sector. In the complex administration and management structure of the basic income support system, the SGB II internal advisory service offers a value-added contribution to achieving business goals to the joint institutions with their relatively wide room for manoeuvre through ‘advisory services on a level playing field’. The advisory teams develop customised local solutions with the involvement of specialists and managers from the jobcentres that they advise. Along with organisational and process advisory subjects, advisors are increasingly providing sup-



port on questions of the strategic alignment of the joint institutions, as well as on overlapping advisory subjects that are the responsibility of a manager in the joint institution, e.g. on the local labour market strategy or on the effective and efficient use of funds. In 2015, the SGB II internal advisory service achieved a turnover of €4.31 m. This conforms to a refinancing of around 90 per cent of the total costs.

Success story

The SGB II internal advisory service was introduced in 2006 as a services offer for the joint institutions. Since 2010 users have had to pay for the service, so that it covers most of its costs it-self.

Advancing with innovation – IT Strategy 2020

The IT Strategy 2020 takes a holistic approach and avoids a restriction to a purely technological perspective. This ensures strategic and balanced overall control of the IT.

The IT support takes account here of the principles of sound financial management, high flexibility and the highest level of information security.

IT as part of the core business

Today and looking towards the strategic alignment through the development programme BA 2020, the work of the BA is no longer conceivable without an efficient IT system. With the IT Strategy 2020, the IT system is aligned to making a maximum contribution to BA 2020. In the following three thematic fields it will be made clear for the sake of example how the IT system will support the BA's core business sustainably up to the year 2020:

- digitalisation of business processes
- attractive online offers for customers
- modern terminals and tools for employees.

The digitalisation of business processes and supply of online offers complement each other here: digitalised processes are necessary to make good online offers available efficiently. At the same time, digitalised processes are only really effective if they also include the interface to the customer.

Universal, customer-oriented digitalisation

The universal and customer-oriented digitalisation of business processes forms an important basis in 2020 on which the BA fulfils its promises of services to its customers. Automated processes, in particular for claims processing, e.g. for unemployment benefit, bring about a massive reduction in the susceptibility of errors in work that was previously carried out by hand.

Numbers, data, facts

9,000
servers

35 m
emails per
month

11 m
Postsendungen
monatlich

16 m
bank transfers
per month

160,000
networked
PCs

Customers receive an extremely reliable service in this way, as well as a nationally uniform evaluation of circumstances. Staff are better supported in their work and leeway is created for more intensive support of customers remote from the market. The complete digitalisation of processes builds here on two success factors: consistent simplification and standardising of business processes and universal automated mapping of all working steps in IT systems.

The BA's IT service operates 2020 digitalised business processes that comprise a significant volume of the administrative and benefits processes, and is therefore a model for other organisations in the public sector. The BA's IT service drives the design and continuous improvement of digitalised processes forward together with the specialist departments. The standardised, modularised structure of the IT processes enables efficient and high quality realisation of new requirements. These IT processes are operated in a stable, performant, scalable and safe infrastructure. Not only fully digitalised processes but also manual, IT-supported process steps are designed in this way as user-friendly as possible.

BA's digital agenda

Along with local employment agencies, attractive online offers provide customers with access to the BA's services portfolio 24/7. These are available independently of the location. Administrative, less guidance-intensive processes are carried out online, while employees in the agencies are able to concentrate to a greater extent on advising their customers, and in this way increase the quality of integration and placement in the labour market.

The BA's IT service designs varied online offers jointly with the specialist departments and takes account of the special challenges that arise through online applications.

New requirements are realised by the IT service quickly, flexibly and in close cooperation with the specialist departments. With online offers in particular new functionalities are made available for customers much sooner, namely in weeks instead of months. The BA's IT service enables access to online offers which customers can use with many types of terminals. The high security level of the IT systems is also guaranteed with new threat scenarios that can be created through opening to the outside.

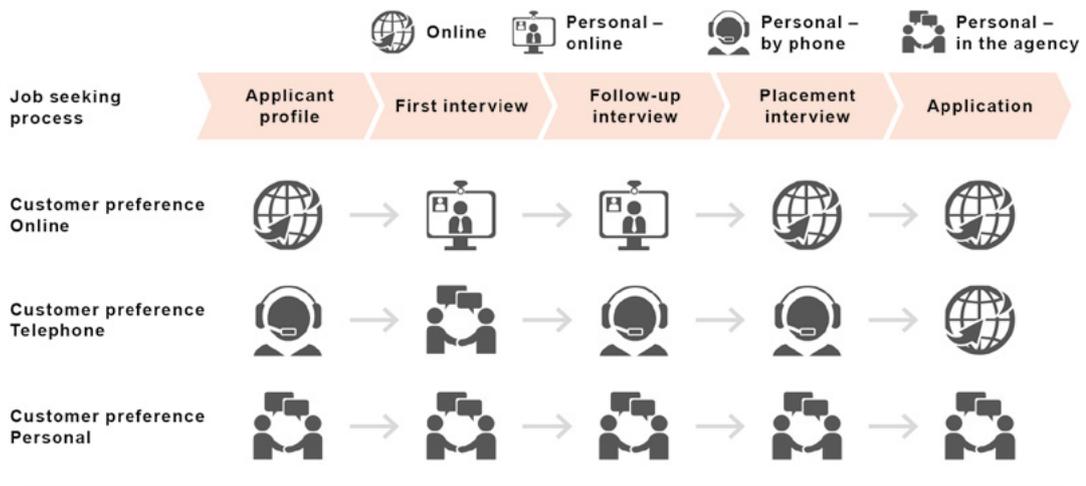
User-friendly tools

User-friendly tools and terminals support staff optimally in their daily work. They relieve them of routine work, enable them to concentrate on their actual tasks and create an attractive working environment. Employees have the possibility of communicating simply and securely with customers through many different channels. With mobile IT use, advisers who work outside the agencies in particular are supported flexibly and effectively with easy-to-use applications and terminals.

The BA offers its employees a selection of terminals tailored to their specific tasks and supports them with the latest tools, such as, for example, modern electronic collaboration tools and communications facilities. When choosing new terminals and electronic tools, the BA's IT service department is oriented consistently towards the needs of users.



Customer selects the interaction channel



Source: Federal Employment Agency

IT services for other authorities

The BA has become an in-demand IT service provider for other federal authorities as well and provides clearly defined services for them on the basis of statutory stipulations. At present, vehicle tax notices are printed, put in envelopes and sent. Negotiations with other federal authorities for the use of the services 'Digital service card' and 'Electronic archiving' are at a very concrete stage and will probably be concluded in 2016. IT services are only provided if this does not impact tasks under s. 368 (2) SGB III or other federal laws, or assigned on the basis of these laws.

In the framework of a joint staff for the 'Bundesamt für Migration und Flüchtlinge' (BAMF, Federal Office for Migration and Refugees), the BA's IT service department has provided the following support services:

- From October 2015 to December 2015 700 person days were provided for advisory services for stabilising and scaling the IT core applications for asylum proceedings. This included technology, architecture, project management as well as operation and rollout.
- For the development of the BAMF's IT infrastructure a parallel structure of the core systems was prepared in the BA's computer centre, including network connection.
- 500 IT workplaces were provided in BA properties.
- Training rooms and IT workplaces, including connection to the BAMF network, were put into operation at 53 BA locations. This guarantees the ability to work of BA employees in the framework of secondment.



Corporate Governance report

Good corporate management, greater efficiency and transparency are extremely important for public sector companies and organisations as well. For this reason, the management of these companies and organisations must be oriented to the further development of modern governance structures. In connection with the Federal Government's investment policy, the Federal Ministry of Finance has created the 'Public Corporate Governance Code', a compilation of the principles of good corporate management. The BA would like to inform about its governance structures on the basis of this Public Corporate Governance Code. The Corporate Governance report is now being published in its sixth year.



1. PREAMBLE

The BA submits its corporate governance report for the 2015 business year based on the Federal Government's Public Corporate Governance Code. The aim is to create transparency and traceability with respect to corporate management and monitoring.

According to Point 6.1 of the Public Corporate Governance Code, the BA's Managing Board and its Board of Governors declare that its recommendations have been and will be complied with as a basic principle. Deviations arise from the circumstance that legal regulations take precedence over the Public Corporate Governance Code.

The stringent separation of the responsibility for the operative business of corporate management and of control and advice from the self-government board is established legally.



2. MANAGING BOARD (s. 381 SGB III)

The Managing Board manages the BA, carries out its business and represents it in and out of court. It consists of a chair and two other members. In accordance with ss. 9 ff. of the rules of procedure of the BA's Managing Board, the chair of the Managing Board determines the guidelines of day-to-day management, taking account of the objectives set by the Managing Board with the consent of the Board of Governors, or agreed upon with the Federal Ministry of Labour and Social Affairs. He or she monitors the implementation of the Managing Board's resolutions and compliance with the key points of corporate management. Members of the Managing Board and managers report to the Chair for this purpose. Each member of the board is responsible for the business divisions assigned to him or her, carries out the duties assigned to them within the corporate management guidelines independently and in doing so represents the Managing Board internally and externally. All members of the Managing Board have equal rights in carrying out these tasks. The BA is managed by the Managing Board as a 'collegial body'. In this respect, the chair of the Managing Board represents the Managing Board internally and externally.

The BA has not in fact taken out pecuniary damage liability insurance for the members of the Managing Board – but D&O insurance with effect from 1 January 2013.

No loans were made to the members of the Managing Board or of the Board of Governors.

In the scope of corporate governance, the Managing Board has developed an institutionalised risk management system for the BA through which it obtains regular information about the risks that have occurred and about possible future risks. The objective is to plan preventive measures for safeguarding the organisation. The semi-annual information is passed on by the chair of the Managing Board to the steering committee of the Board of Governors. In accordance with the management principle described above, in this risk management system responsibility for identifying risks and the measures planning resulting from them continues to lie with the business divisions.

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

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

In addition, the legal status of the members of the Managing 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 Managing Board and that require the approval of the government (s. 382 (6) SGB III).

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

3.1 Organisation and tasks

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

The Board of Governors supervises the Managing Board and the administration and advises them in all questions relating to the labour market. It approves the budget prepared by the Managing Board (s. 71a SGB IV). The definition of the strategic alignment and the BA's business objectives are also subject to approval by the Board of Governors (Article 4 of the Charter of the BA).

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

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

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

To ensure continuous and prompt cooperation with the Managing Board, the Board of Governors has formed a presidium consisting of the Chair, the Deputy Chair and the spokesperson of the group of public corporations 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 check the quality and efficiency of their activity.

3.2 Appeals procedure (ss. 377 ff. SGB III)

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

The following are eligible to submit nominations for members of the groups

- employees: unions that have signed wage agreements and their associations,
- employers: employers' associations that have signed wage agreements and their federations that 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 corporations in the Board of Governors

- the Federal Government: three members
- the Federal Council: three members and
- the umbrella association of local authority self-regulatory corporations: one member.

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

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

In its recommendations to the administrative committees, the Board of Governors shows that a collision of interests is to be avoided. It generally recommends that members disclose their concerns if a conflict of interests exists or if partiality in view of the pending consultation is suspected.

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

4. REMUNERATION

4.1 Remuneration of the Managing Board

During the previous year, the business of the BA was conducted by Mr Frank-J. Weise (chair of the Managing Board), Mr Raimund Becker (member of the Managing Board) and, until 30 June 2015, Mr Heinrich Alt (member of the Managing Board). Mr Detlef Scheele was appointed to the Managing Board with effect from 15 October 2015. In 2015, salaries paid to the members of the Managing Board amounted to around €803,000.

4.2 Remuneration of the members of the Board of Governors

The members of the Board of Governors did not receive any remuneration. The BA reimburses members and representatives for their cash expenses and grants an allowance (s. 376 SGB III), which is currently €26 for each session day.

5. AUDITING

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

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

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



Statistical Information

Statistical data on the application of employment and training measures and on cash benefits (e.g. unemployment benefit, unemployment benefit II, short-time working allowance) is available only with a time delay and is extrapolated based on latest figures. Only the annual totals or the annual averages were taken into account for this report.

Annual values based on extrapolated results were used to show entries in employment and training measures. For some instruments (among others, WeGebAU, IFlaS, promotion of participation) and detailed information (e.g. share of women), flexible annual values of the months of October 2014 to September 2015 were taken into account with the territorial status of December 2015. Support data from the field of basic income support for job seekers were reported only for the job centres in the form of joint institutions, because corresponding budgetary data was also available here.

Extrapolated results for the year 2015 were used for the data of beneficiaries. In the process, flexible annual values for the months of November 2014 to October 2015 were used for some detailed information (e.g. share of women) for the area of unemployment insurance, and flexible annual values for the months of October 2014 to September 2015 were used for the area of basic income support for job seekers.

The information on the funds invested reflects only the support programmes in the employment agencies/job centres (joint institutions) and refers to the full year of 2015.

The data on unemployment map the full year of 2015.

The entire data on support through employment and training measures is mapped without non-recurring payments.

Employment and training measures not mentioned in this present business report and further data on the labour market and on basic income support for job seekers can be seen on the website of the BA's Statistical Service <http://statistik.arbeitsagentur.de>.



Awards and prizes

March

The BA's app 'BERUFE Entdecker' awarded the 'Deutscher Bildungsmedienpreis digita 2015' in the category 'Privates Lernen, über 16 Jahre' (private learning, over 16 years)

June

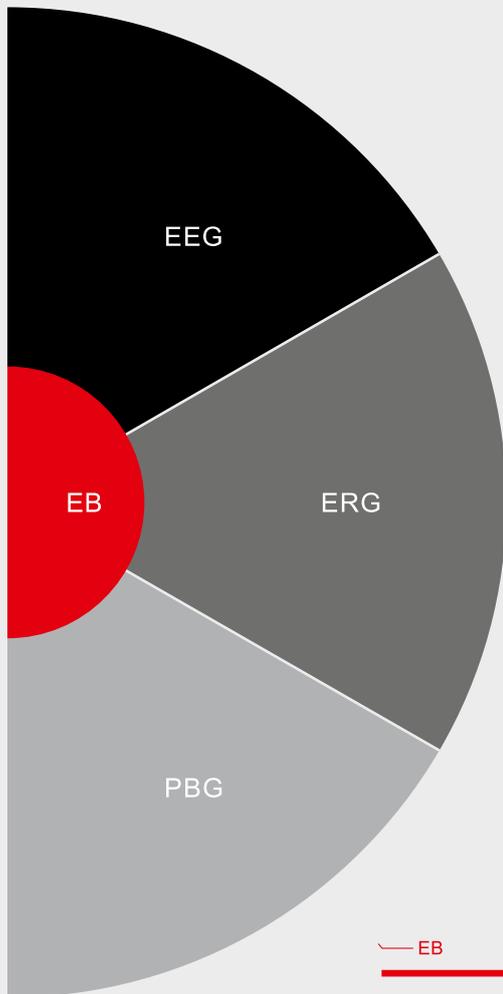
The BA awarded the eGovernment competition's first place in the category 'Best eProject from research, science and teaching 2015' for the realisation of the 'Berufsentwicklungsnavigator' (BEN, vocational development navigator)

The Comenius EduMedia Medal in the category 'Didactic Multimedia Products' awarded for the app 'BERUFE Entdecker' and the programm 'BERUFE-Universum'
[LINK](http://www.planet-beruf.de), www.planet-beruf.de

October

Award of the Inclusion Prize 2015 (patron: BMAS, initiators: UnternehmensForum, BDA, Charta der Vielfalt and the BA)

Board of Governors



— EB

Executive Board

Frank-J. Weise
Chair of the Executive Board

Detlef Scheele
Director Labour Market

Raimund Becker
Director Regions

Executive Board



— EEG

Employees Group

Members

Dr. Wilhelm Adamy
German Federation of Trade Unions

Annelie Buntenschach
German Federation of Trade Unions

Petra Reinbold-Knape
Mining, Chemical and Energy Union

Dietmar Schäfers
Construction, Farming,
and the Environment Union

Burkhard Siebert
Food and Catering Union

Dr. Hans-Jürgen Urban
Metalworkers Union

Eva Maria Welskop-Deffaa
United Services Union ver.di

Deputies

Dr. Stefanie Janczyk
Metalworkers Union

Matthias Jena
German Federation of Trade Unions
Bavaria

Ansgar Klinger
Education and Science Union

Isolde Kunkel-Weber
United Services Union ver.di

Uwe Polkaehn
German Federation of Trade Unions
Northern Region

— ERG

Employers Group

Bertram Brossardt

Bavarian Industry Association

Peter Clever

Federal Association of German
Employers' Association

Gunter Erb

Siemens AG

Gerhard Handke

Federal Association of Wholesale,
Foreign Trade, Services

Ingrid Hofmann

Federal Employers' Association
of Personnel Services Providers

Karl-Sebastian Schulte

Central Association of
German Craft Trades

Oliver Zander

Employers' Association in the Metal and
Electrical Industry (Gesamtmetall e.V.)

Valerie Holsboer

Federal Fast Food and Catering Association
Food and Catering Employers' Association

Dr. Lutz Mackebrandt

Federal Liberal Professions Association

Christina Ramb

Federal Association of German
Employers' Associations

Gabriele M. Walther

Alliance of German Film Producers –
Film and Television

Alexander Wilhelm

Federal Association of German
Employers' Associations

— PBG

Public Bodies Group

Daniela Behrens

Lower Saxony Ministry for Industry,
Labour and Transport

Stefan Brangs

State Ministry for
Industry, Labour and Transport, Saxony

Dr. Thomas Gerhardt

Federal Ministry of Finance

Petra Mackroth

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

Dr. Elisabeth Neifer-Porsch

Federal Ministry of Labour and Social Affairs

Dr. Wilhelm Schäffer

Ministry of Labour, Integration and Social
Affairs, North-Rhine Westphalia

Prof. Eberhard Trumpp

Landkreistag (District Assembly)
Baden-Württemberg

Ines Feierabend

Thuringian Ministry for Labour, Social Affairs,
Health, Women and Family

Verena Göppert

Deutscher Städtetag (Association of German
Cities and Towns)

Michael Höhenberger

Bavarian Ministry for Labour and Social Affairs,
Family and Integration

Christiane Voß-Gundlach

Federal Ministry of Labour and Social Affairs

Dr. Jeromin Zettelmeyer

Federal Ministry of Economics and Energy

Board of Governors



Publisher

Federal Employment Agency
Executive Board
March 2016

Design

IDEENHAUS GmbH
MARKEN.WERT.STIL
Nürnberg / München

Printer

MKL Druck GmbH & Co. KG
Ostbevern

The Annual Report is available here as a download:

[LINK](http://www.arbeitsagentur.de) www.arbeitsagentur.de

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