



PROGRESSIVE.  
FUTUTRE-ORIENTED.  
FOR PEOPLE.

Annual report 2013



**Bundesagentur für Arbeit**

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# ANNUAL REPORT 2013

## **Sixty-Second Annual Report of the Federal Employment Agency (BA)**

The Managing Board publishes the following annual report, approved by the Board of Governors, for the period 1 January to 31 December 2013 in accordance with section 393(2) Social Code Book Three (SGB III).\*

\* Statements on Social Code Book Two (SGB II) are not subject to approval by the Board of Governors of the BA. This annual report was printed on 100% recycled paper.



**Raimund Becker**  
Member of the Managing Board,  
responsible for unemployment insurance

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**Heinrich Alt**  
Member of the Managing Board,  
responsible for basic income support

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**Frank-J. Weise**  
Chair of the Managing Board

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*“ 2013 was characterised by low economic dynamics, growing employment and a slight increase in unemployment. However, even with low growth there were opportunities in the labour market with businesses finding skilled workers in the so-called ‘hidden labour force’ or from among well qualified immigrants. The unemployed benefitted less from demand by employers.*

*The Federal Employment Agency (Bundesagentur für Arbeit - BA) recognised these developments and responded to them with forward-looking programmes. To name but a few, these include qualification-oriented training programmes and measures for those returning to the labour market, initial training programmes for young adults without a vocational qualification and special measures for people with disabilities. The success of such programmes will to an extent only become evident in the next few years. However, we are confident that we are investing in people and their future prospects in a sensible and lasting way. ”*

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# FOREWORD AND REPORT OF THE BOARD OF GOVERNORS

The Board of Governors is the initiator, adviser, partner and the supervising body of the Managing Board and the administration. In 2013, strategic business policy discussions focussed on the enhancement of the internal objectives and control system for unemployment insurance, the implementation of large projects for improving the range of services as well as for promoting employment. The Board of Governors also dealt intensively with the development of the European labour market, migration of the workforce and securing skilled labour.

## SECURING SKILLED LABOUR HAS HIGH PRIORITY

The Board of Governors has drawn up the strategy programme 'BA 2020' with the Managing Board and shown the need for action in labour market policy. Along with supporting young people to secure the future demand for skilled labour, the Board of Governors also sees further need for action in increasing the labour force participation of women and older people.

The main reason for unemployment among young people is lack of vocational qualifications. Few employment opportunities and a high risk of long-term unemployment are the consequences. Giving young adults between the age of 25 and 35 years a second chance is the aim of the initiative 'AusBILDUNG wird was – Spätstarter gesucht' (Training is worth it – late starters wanted) started by the Board of Governors in 2013. With this initiative, a long-standing requirement of the Board of Governors has been taken up to focus more intensively on certification-related vocational training and further training to enable a better transition for young adults into vocational training and occupations.

The new initiative supplements the programme 'Weiterbildung Geringqualifizierter und beschäftigter älterer Arbeitnehmer in Unternehmen (WeGebAU)' (Further training of low qualified and employed older workers in companies) and the 'Initiative zur Flankierung des Strukturwandels (IFlaS)' (Initiative to accompany the restructuring) which promote the integration/the continuance in employment especially of low qualified employees. In view of the Board of Governors, the promoted further training measures have the potential to provide even more people with professional qualifications.



**Annelie Buntenbach**

The Board of Governors sees local and regional networking as an important approach for securing skilled labour locally and supports the BA's labour market monitor as the basis of this networking.

The Board of Governors has welcomed the realignment of the employer service with a focus on more intensive support for small and medium-sized companies and on better cooperation of the employee and employer-oriented placement officers. This is intended to expand and improve the range of services offered for employers and job seekers.

In this context, the Board of Governors would also like to emphasise the significance of 'Interne ganzheitliche Integrationsberatung (Inga)' (Internal holistic integration counselling), which was introduced in all employment agencies in the middle of 2013, in which customers who are even further from the labour market are supported more intensively by counsellors. Extending intensive personal counselling to other customer groups as well has been suggested.



## BUDGET 2014: MORE OPPORTUNITIES FOR THE UNEMPLOYED AND LIMITING THE BA'S EXPENSES FOR SOCIETY AS A WHOLE

In the budget of the BA for the year 2014, the Board of Governors has put the focus on investments in vocational support. In view of an increasing demand for skilled labour more people than before are to be enabled to acquire vocational qualifications. The Board of Governors has earmarked EUR 3.06bn for the year 2014 for this and for other measures that help to integrate people in the labour market.

Although the BA's income covers the requirement of actively organising employment promotion in 2014, there is no room for unexpected expenses, because the budget closes with a 'zero result' despite the good general conditions. It is not possible to keep provisions for economically more difficult times and to set up adequate reserves. The reserves remaining are insufficient for phases of greater economic weakness. The BA is thus structurally under-financed.

Burdening the budget of the BA with additional expenses for society as a whole, which are to be financed through taxes, therefore has to remain undone. Thus, the Board of Governors opposed the intention of financing the expenses of the integration allowance for disabled persons, which at present is paid by local authorities, from the contributions to the BA's unemployment insurance. It explicitly supports the initiative to develop further the content of the integration allowance in terms of the concept of inclusion of the UN Convention on the Rights of Persons with Disabilities in the interest of those affected. With regard to measures for advanced vocational guidance, the Managing Board was given the task of negotiating fair burden-sharing with the Bundesländer (federal states).



Peter Clever

## OBJECTIVES ARE INCREASINGLY BEING ALIGNED TO QUALITY AND SUSTAINABILITY

After a long and intensive discussion, the Board of Governors modified the objectives and control system of the unemployment insurance for the year 2014, extended it by additional qualitative elements and aligned it more strongly to sustained integration. In doing so, the results of the test report of the Federal Audit Office on target controls were also taken into account. The aim of revising the objectives system is that employment offices improve the quality of their integration work and that they support jobseekers with greater support requirements and small and medium-sized companies more intensively.

The responsibility and the leeway of the employment agencies in the target planning process were strengthened by asking employment agencies and local administrative committees to integrate their competence and knowledge of the local labour market in the employment agencies' business plans. With that, the Board of Governors hopes to achieve a more targeted regional orientation of labour market policy.

## RESTRUCTURING TO IMPROVE THE RANGE OF SERVICES

The reorganisation of the employment agencies, the introduction of electronic files (eAkte) and hiving off processing from the employment agencies and bundling it in operative services were enormous challenges in the years 2012 and 2013, which staff and managers had to tackle along with ongoing work. At the same time, the path to personnel consolidation was taken.

In the opinion of the Board of Governors, further development of the organisation must not be to the disadvantage of the BA's customers and employees, and a reduction in the employment opportunities must not lead to bottlenecks in the operative areas. During the nationwide introduction of the eAkte the aim should be for the planned downsizing in the employment agencies to be realised only when the effects of rationalisation have actually taken place.

Against this background, the Board of Governors accepted the suggestion worked out by the BA's Managing Board and the staff council in summer 2013 to stretch downsizing over a longer period of time. The Board of Governors has explicitly welcomed the commitment of the Managing Board to remain present on-site for jobseekers, the employed and employers.

## EUROPEAN DIMENSION OF THE LABOUR MARKET AND MIGRATION

In the year gone by, the Board of Governors dealt intensively with the topic of Europe and migration in view of the development of unemployment in Europe and against the background of the existing lack of skilled labour in the German labour market.

In view of the difficult labour market situation in some European countries, the Board of Governors argued that countries with a high unemployment rate needed growth impulses and functional education systems and should develop their public employment services further. To this extent, the Board of Governors endorses the commitment of the BA's Managing Board and administration of the BA at the European level, but rejects the suggestion of the EU Commission for creating a European unemployment insurance scheme for legal, social and distribution policy reasons, as well as for economic reasons. The Board of Governors supports the activities of the administration for promoting the inner-European mobility in order to make a contribution towards training unemployed persons from crisis-ridden countries and for meeting the demand for skilled labour in Germany through migration of workers.



**Annelie Buntentbach**  
Chair of the Board of Governors



**Peter Clever**  
Deputy chair of the Board of Governors

# LABOUR AND TRAINING MARKET

The economic framework conditions and the labour market situation are the decisive factors in determining the challenges for the BA and its action options. In 2013, it became difficult on the whole in the labour as well as the training market to bring the demand and supply in harmony.

## LABOUR MARKET 2013: UNAFFECTED BY WEAK ECONOMY TO A LARGE EXTENT

After a weak phase in the winter period of 2012/13, the German economy shifted back to growth in the course of 2013. The labour market remains largely unaffected by the weak economic growth. Employment and occupation subject to social security contributions increased further in 2013, even though the increase was weaker than a year ago. However, the unemployed benefitted only partly from the growth in employment, because their profiles often failed to match the demand for labour. The number of unemployed increased slightly on a yearly average, also because the relief provided by the labour market policy declined. On the other hand, under-employment, which takes into account the changes related to this, decreased slightly.

## FURTHER INCREASE IN EMPLOYMENT AND OCCUPATION SUBJECT TO SOCIAL SECURITY CONTRIBUTIONS

According to provisional information provided by the Federal Statistical Office, employment<sup>1</sup> reached a new peak since reunification of 41.84 million. In comparison with the previous year, the number of persons in employment increased again, but less than in the two previous years. The rise in employment can be traced back to more people employed subject to social security contributions. The number of self-employed and of exclusively 'marginal' part-time workers, on the other hand, was lower than in the previous year.

In June 2013, there were 29.27m employees subject to social security contributions, as many as in the beginning of the 1990s. The growth in employment of previous years continued in 2013, but turned out to be weaker. Almost all the Bundesländer (federal states) recorded an increase in employment. A slight decrease was seen only in Saxony-Anhalt, while employment stagnated in Saarland. The strongest contributions towards the growth in employment were made by commercial services (without the supply of temporary workers), the health-care and social system, transportation and logistics, and the manufacturing sector. There were reductions in particular in temporary employment, but this stabilised during the course of the year. The trend towards more employment in the service sector continued in 2013, also because jobs were outsourced from industry to legally independent service companies. This structural displacement is reflected, on the one hand, in growing employment of women, and on the other in part-time employment, which increased more strongly in 2013 than full-time employment.

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<sup>1</sup> According to the German concept. Persons in employment are persons aged 15 years or older who are in a working relationship for at least one hour per week, run a business or farm independently or are freelancers.

## SLIGHT INCREASE IN UNEMPLOYMENT

On average, 2.95 million persons were unemployed in 2013, 53,000 more than the previous year. The unemployment rate (with respect to the whole of the civilian labour force) increased from 6.8 to 6.9 per cent. This means that yearly average unemployment increased again for the first time since the crisis year of 2009. However, the fall in relief provided by employment and training measures played a role in this increase. Underemployment – which, along with the unemployed, also takes into account persons taking part in labour market policy relief measures, or are temporarily not working because of illness and are therefore not counted as unemployed – decreased slightly in comparison with the previous year.

The rise of unemployment and the only slight decrease in underemployment with a simultaneous clear build-up of employment subject to social security contributions indicate that there are structural problems in the labour market: often, the profiles of the unemployed do not match the demand for labour in occupational, qualification or regional aspects. Instead, the growth in employment can be traced in large part to an increase in the potential labour force owing to migration and higher propensity to work as well as persons from the hidden labour force taking up employment.

Even when the figures change only slightly, there is a lot of movement in the labour market. During 2013, 7.78 million people registered as unemployed, whereas at the same time 7.74 million persons ended their unemployment. The numbers of entries and exits were thus roughly the same as in 2012. There are different reasons for a person becoming unemployed or employed again. Along with the immediate exchange with the regular labour market, these also include interruptions of unemployment, for example on account of inability to work or participation in an employment and training measure. In the year 2013, 2.70 million people registered for unemployment from the regular labour market, 2.20 million were able to end their unemployment again because they had taken up an occupation subject to social security contributions.

The relatively low participation of the unemployed in the growth in employment is also seen in the opportunities of taking up an employment in the regular labour market. These reduced again insignificantly vis-à-vis the previous year. On the other hand, the risk of becoming unemployed again from an occupation subject to social security contributions was reduced further. In absolute terms, in 2013 eight out of 1,000 employees subject to social security contributions became jobless each month, lightly fewer than in 2012 (nine out of 1,000).

On average in 2013, unemployment increased in all west German Bundesländer (federal states) and decreased in all east German Bundesländer (federal states). The changes in the labour supply, which decreased in east and increased in west Germany, also play a role here. The annual average rate of unemployment (based on the whole civilian labour force) was much higher in east Germany (10.3 per cent) than in west Germany (6.0 per cent). However, the gap has reduced noticeably in recent years.

The rise in unemployment affected men more strongly than women. The number of male unemployed increased by 3 per cent in comparison with 2012, that of female unemployed increased by 0.5 per cent. However, because the number of female employed persons also increased, the unemployment rate (based on the whole civilian labour force) of women fell by 0.1 per cent to 6.7 per cent and is therefore still below the rate for men of 7.0 per cent.

A similar effect was seen in case of the older people as a consequence of an increase in labour participation. The group of unemployed aged 55 years and above showed one of the strongest increases of all the age groups with +5 per cent. The unemployment rate of the age group of 55 to below 65 years, however, fell slightly to 8.1 per cent in 2013. It is however, thus a good percentage point above the average of all age groups. It can be seen here that it is more difficult for older people than younger ones to end unemployment, once it starts, by taking up a job.

On the other hand, in 2013 youth unemployment increased only marginally. In the long-term comparison, it was at a relatively low level with 276,000 unemployed persons below 25 years and an unemployment rate of 6.0 per cent. In the European context as well, Germany had the lowest youth unemployment. The reasons for low youth unemployment are, on the one hand, the stable labour market situation, and on the other the dual system of vocational education and training.

The yearly average number of severely disabled unemployed persons increased by 1 per cent in 2013. The proportion of severely disabled persons of all unemployed persons remained unchanged. When interpreting this development, it must be kept in mind that the number of severely disabled persons is increasing because of the ageing of the working population.

Unemployment of foreigners increased more clearly than that of Germans on a yearly average in 2013. Owing to the lack of formal training or because their training is not recognised as well, foreigners are affected significantly more strongly by unemployment than Germans, their unemployment rate of 14.4 per cent (based on the complete civilian labour force) was double that of Germans. However, in comparison with 2012, in contrast to the absolute number it increased only slightly. As in case of women and older people, the increase in the number of employed persons, which has increased clearly for foreigners following strong migration, plays a role here.



According to a first estimate, underemployment (including short-term work) is 3.95 million on a yearly average and has thus fallen slightly in comparison with last year. In the long-term comparison, this is the lowest value for underemployment since records have been available for it (1992). The reductions in comparison with the previous year, with a simultaneous increase in unemployment, are related to a fall in relief provided by employment and training measures. Promotion of self-employment in particular was reduced considerably in comparison with the last year, and the number of persons who were assisted by employment-creating measures or fell under the special regulations for older people concerning their unemployment status, was also lower than the previous year.

## DEMAND FOR LABOUR IS STABILISING

On a yearly average, 434,000 vacancies were reported to the BA in the year 2013, 9 per cent less than a year before. This decline is connected with reductions up to the middle of 2013; in the second half of the year the number of job vacancies showed a tendency to increase. The BA job index BA-X was at 152 points at the end of the year and was therefore approximately at the same level as at the end of 2012. Compared to the all-time high of November 2011, it had lost 28 points. On the whole, however, the demand of the companies for labour moved towards a good level. The increasing number of employed also contributes towards the demand for labour, the consequence of which is the rise in replacement requirement caused by fluctuations. Moreover, businesses are not always successful in filling vacancies promptly. The longer search is reflected in the level of the demand for labour and in the increase in the time in which a position remains vacant, which increased in 2013 again by two days.

The number of vacancies is turned over relatively quickly. In 2013, however, the dynamics were weaker than in the previous year. During the course of the year, a total of 1.82 million vacancies were registered and de-registered again, far fewer than in the previous year. Along with temporary work, there was a great demand from the retail trade, building installation, health-care and social system and from catering.

Securing the supply of skilled labour represents one of the greatest challenges in the labour market. However, up to now there has not been an extensive lack of skilled labour in Germany. Only in individual technical occupational fields, in occupations in railway traffic and in health care and nursing, can a deficit be seen nationwide. Along with bottlenecks in academic professions, non-academic occupational groups are also increasingly coming to the fore. As a result of moderate economic development in 2013, the bottleneck situation in individual shortage occupation groups was relieved slightly. However, the shortage continues to exist, in particular because in some shortage occupations an increase in the number of young entrants cannot be foreseen.

## CYCLICAL SHORT-TIME WORK ON LONG-TERM BELOW AVERAGE LEVEL

Claims in 2013 showed a tendency to be slightly higher than in the previous year. However, in the long-term comparison, they are on a below-average level. They had fallen up to the summer, interrupted for a short period by a rise in June, which has to be seen in the context of the effects of the floods caused by the river systems of the Danube and the Elbe.

## SOCIAL SECURITY DURING UNEMPLOYMENT: NUMBER OF BENEFICIARIES INCREASED SLIGHTLY

On a yearly average in 2013, 915,000 people received the insurance benefit of unemployment benefit (share of women: 44 per cent). In 2.55 million cases unemployment benefit was granted, claims for unemployment benefit were ended on 2.52 million occasions, including by claimants taking up a job in 1.41 million cases. In case of 540,000 people, the claim for unemployment benefit was exhausted. The average monthly earnings replacement benefit was €835 nationwide (without contributions towards retirement, medical and care insurance). Differentiated according to gender and family status, the range was on average between €678 for married women with one child to €1,166 for married men with one child.



In the basic income support for job seekers financed by taxes, 4.43 million persons capable of working and entitled to the receipt of benefits between 15 and 65 years (share of women: 51 per cent) and 1.70 million persons not capable of working and entitled to the receipt of benefits – mainly children below 15 years – received benefits in 2013. Thus, 8.2 per cent of persons living in Germany between the ages of 15 and 65 needed help. Of the 4.43 million persons capable of working and entitled to the receipt of benefits, a good two fifths were registered as unemployed (share of women: 46 per cent). 2.54 million people received benefits from the basic income support for job seekers without being unemployed. The reason why a large number of beneficiaries receiving unemployment benefit II are not unemployed is that these persons are employed, participate in employment and training measures, look after small children, take care of family members or are still undergoing vocational training.

1.32 million of persons capable of working and entitled to the receipt of benefits (as of: August 2013) were employed, but could not attain a (family) income that secures the existence and hence received supplementary benefits from basic income support for job seekers. Almost half of them were employed only marginally and a good two fifths were employed subject to social security contributions – of these, almost two fifths on a full-time basis. One in ten was self-employed.

In 2013, an average benefit community with 1.8 persons received €836 in monthly cash benefits, including the cost of accommodation, from basic income support for job seekers. If social security contributions or grants and non-recurring payments are deducted, a benefit community received €697 per month on average. Total gross cash benefits differed depending on the form of the household: they ranged from a monthly average of €728 for single persons to €1,153 for couples with one or more children.

On the whole, 5.24 million people able to work received unemployment benefit or unemployment benefit II on average for the year in 2013 (share of women: 51 per cent). In comparison with 2012, almost 1 per cent more people received benefits from both insurance systems.

## PROSPECTS FOR 2014: ONLY SLIGHT DECREASE IN UNEMPLOYMENT DESPITE RECORD EMPLOYMENT

After the German economy was able to recover from a weak phase during 2013, the economy is gathering speed again. The Institut für Arbeitsmarkt- und Berufsforschung (Institute for Employment Research – IAB) forecasts an increase of 1.8 per cent in economic performance for the year 2014. However, it is not to be expected that the labour market can build on the upward trend of the past years in the foreseeable future.

On a yearly average in 2014, the number of unemployed will fall again slightly according to the estimate of the Institute for Employment Research, especially in unemployment insurance. According to this forecast, employment should continue its flattened upward trend and increase by 240,000 persons. The forecast for employment subject to social security contributions is an even stronger plus with an increase of 370,000 so that it may reach a new all-time high. This is also enabled by the fact that the potential labour force will increase further owing to strong migration and a slight increase in labour participation, while the hidden labour force would be reduced. Average working hours per capita will increase by 0.4 per cent.

In the estimation of the Institute for Employment Research, a strong reduction of unemployment is not to be expected for now, structural problems are making themselves more noticeable. Through the focus of labour market policy on an effective training strategy, employment opportunities for persons who are hard to place can be increased and hence a contribution could be made towards reducing the hard core of unemployment.

## TRAINING MARKET 2012/2013

The challenges in the training market are becoming bigger. It has become more difficult to balance the market, i.e. bringing young people and businesses together regionally and with respect to occupational skills and training. The situation in the training market in Germany thus developed less favourably in 2013 than in both the two earlier years. While the number of applicants remained constant, the result as well of double school-leaving cohorts, the number of registered vocational training places decreased. On the whole, there were more applicants than training places and the discrepancy was greater than in the previous year.

By 30 September 2013, a good half of applicants had found a training place, slightly fewer than in the previous year. Forty-five per cent of all applicants entered non-subsidised vocational training, 7 per cent started external vocational training subsidised for example by the BA. Over one fourth decided to continue attending school, to study for a degree, to take up voluntary service, a pre-training incentive measure, entry-level training or start a job. By the cut-off date at the end of September, 21,000 young people (4 per cent of all applicants) were not provided for, that is, were still without a training place or an alternative, far more than in 2012. Added to this were 62,500 applicants who continued looking for a training place despite alternatives. At the same time, companies also faced problems, at least partly, in filling their training places successfully. The number of unfilled vocational training places was at the previous year's level of 33,500 and exceeded the number of applicants that were not placed – but to a significantly lesser degree than in 2011 or 2012.

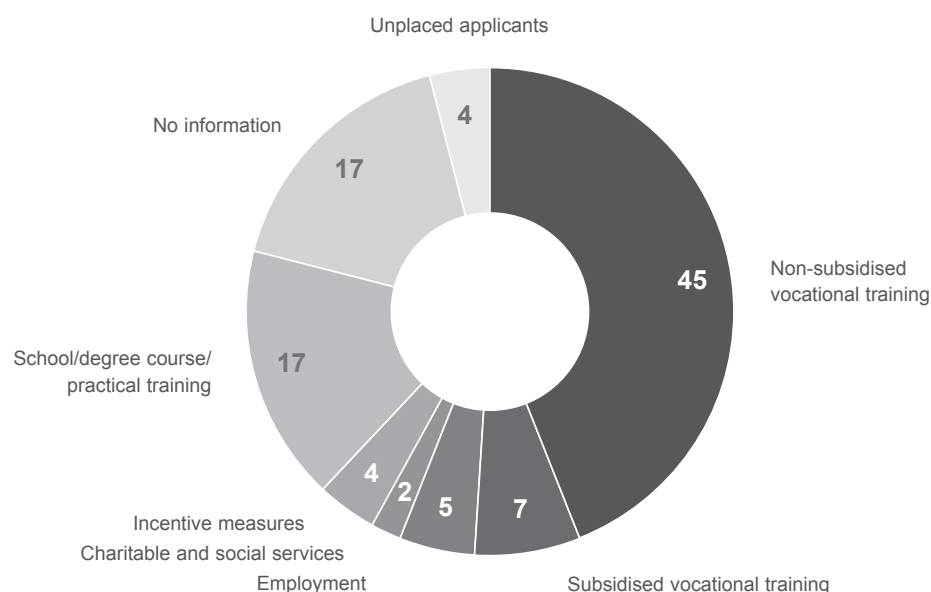
In case of the signed training contracts, there was again a minus of 4 per cent in comparison with the previous year. In addition, not every young person succeeds in completing training successfully. As experience shows, more than one fifth of training contracts are revoked, because the selected occupation did not correspond to the perceptions of the young people or they and the companies were not compatible.

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### Destination of the registered applicants for vocational training places

September 30, 2013, figures in per cent

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Source: Federal Employment Agency, Statistics



# LABOUR MARKET SERVICES

Apart from social security, an important task of the BA is to stop or to avoid unemployment. There are different possibilities available for this. Targeted information and counselling provide orientation in the labour and training market to those looking for employment and training, and to the unemployed, and thereby indicate the vocational alternatives, among other things. In the scope of placement, intensive counselling is also offered and is supported by services tailored to the respective requirements. The BA's counsellors can fall back on a wide range of employment and training measures in doing so.

## INFORMATION

In the digital age with ever shorter innovation cycles, information and media competences are becoming important key qualifications for success in vocational training, education and work. Modern communication technologies and pathways are being used more and more intensively. The BA's information and media range provides orientation in dynamic and increasingly confusing markets.

### progressive

*In order to do justice to the statutory mandate to provide vocational guidance and information, the BA offers an extensive, public and free information and media portfolio on the topic of work and occupation on a nation-wide uniform knowledge base. The diverse and up-to-date products are oriented in the form they are offered towards the personal circumstances of customers. The high quality and the acceptance of the media portfolio*

*are proved by the many awards and positive ratings given by external institutions. Along with BERUFENET, the extensive network for more than 3,200 occupations, KURSNET with over 450,000 training offers, the largest database in Europe, is part of the basic information system of the BA. STIFTUNG WARENTEST evaluated KURSNET as test winner with a rating of 1.6 among national further training databases. 'LERNBÖRSE exklusiv' has also been recommended on several occasions by external agencies.*

*The career-related film portal BERUFETV offers latest information on occupations, training and study courses in HD quality. This offer can also be used as an app for Smartphones or tablets. Every year over 130 million visits to the web pages prove the great demand for the BA's online offers. The inclusion of these media offers by organisations and cooperation partners shows that external experts as well set store on the media portfolio.*

The careers information centres that were modernised in 89 employment agencies by 2013 offer free Internet workstations / application PCs with topic-related print media, along with an extensive media offer. Experts are available for help and support in case of queries.

The idea of the programme 'BA online 2020' arose on the basis of the central action fields of the strategy 'BA 2020', the rising expectations of customers in view of new approaches and e-government law. With this programme, the BA is showing the way to the online world of tomorrow. In future, the possibilities of retrieving occupation-related information online will become more and more important. However, the BA considers the Internet not just as an information platform, but also as an additional communication and interaction channel. Last, but not least, the work of personal counselling and placement can become more effective if customers can acquaint themselves beforehand in a better way through the new online offers.



*The media offer is available at  
[www.arbeitsagentur.de](http://www.arbeitsagentur.de)  
> Members of the public  
> Training  
> Careers information centres  
> Additional information  
> Information media*

## COUNSELLING

### INDIVIDUAL SUPPORT ON THE TRANSITION FROM SCHOOL TO WORKING LIFE

Before entering working life, young people have to make a choice whether to choose a training occupation or whether to go in for a study course. Along with personal interests, strengths and skills, prospects in the labour market are the central aspects. With its range of services, the BA supports young people on their way to their desired training occupation or course of study.

### VOCATIONAL GUIDANCE PAVES THE WAY TO WORKING LIFE

Vocational guidance must start early and independently of interests, in order to make the wide range of training options transparent and to build a sound basis for choosing a career. It is important here to work in networks and to include the parents as the most important contact persons for their children in the guidance process.

#### **Vocational guidance in schools and in careers information centres**

The BA has an extensive offer of careers information in printed form as well as online and organises many events on the topic of choosing a career or a study course in schools, careers information centres and in fairs. An event database provides a quick overview of the current offers of the employment agencies and other providers.

#### **Print and online media**

The BA has set up the portals [www.abi.de](http://www.abi.de), [www.planet-beruf.de](http://www.planet-beruf.de) and [www.studienwahl.de](http://www.studienwahl.de) for all questions related to the subject of choosing a career or a study course. These are updated on a regular basis with the latest information and contributions and are also improved with the help of user feedback. For instance, the portals have a roadmap for career choice, a programme for determining personal strengths and interests, application trainings, videos and chats. Along with a portal for students, there are separate pages on which teachers and the parents can obtain specific information.

In addition to the online offer, printed editions come out regularly with focus on different topics.

#### **Measures for a deeper vocational guidance**

In addition to the classical vocational guidance, students from general-educational schools can also make use of measures for more in-depth vocational guidance and career choice that are conducted by education providers and are co-financed by the BA. The central aim of these measures is the provision of practical insights and the career-related examination of the strengths, skills and interests of the young people. In 2013, €49.16m from contributions were spent on vocational guidance measures.

#### **Vocational guidance in the network**

In order to enhance the range of career choices for girls and boys, to open up worlds of work previously unknown to them and to increase their occupational development options, the BA supports the competence centre 'Technik-Diversity-Chancengleichheit e.V.' (Technical Diversity Equal Opportunities Regd.) as the organiser of the two future career days Girls' Day and Boys' Day. On a national level, it is involved in the steering committees, promotes individual projects, such as the Girls' Day course and the Boys' Day touring exhibition, and annually updates publications like the special issue of [planet-beruf.de](http://planet-beruf.de) 'MINT & SOZIAL for you' or the [abi.de](http://abi.de) special issue 'Typisch Frau, typisch Mann?' (Typical woman, typical man?). Regionally, it supports the corresponding study groups and organises numerous topic-related campaigns



*The central events database is available at*

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

*> General public*

*> Vocational training*

*> Careers information centres*

*> Additional information*

*> Links*

*> Central event database*



With the Federal Association 'SCHULEWIRTSCHAFT', the BA has already published a number of resources, the most recent one being the guideline 'Eltern erwünscht!? Wie Zusammenarbeit in der Berufs- und Studienorientierung gelingen kann' (Parents required!? How cooperation can succeed in vocational and studies guidance), published in September 2013. The guideline is meant for teaching and counselling experts, multipliers, networking partners as well as persons working in school social pedagogy and career entry assistance. With the help of practical examples, it gives tips and suggestions on what parents find relevant when their children choose a career or a study course, how parents can be addressed successfully, motivated for active participation and how the contents can be conveyed effectively to them.

### for people

*The BA supports the Hertie Foundation's project 'Starke Schule' (Strong School), which awards prizes*

*to Germany's best schools that ensure that prepare young people for the transition to vocational training. It is also an active member of the National Pact for Women in MINT professions,*

*in the Federal Association 'Berufs-Wahlpass' ('Passport to a career choice') and in the network 'Wege ins Studium' ('Paths to studying.')*

Since 2004, the BA has cooperated in the national pact for training and the new generation of skilled employees. This pact was signed by the central associations of German industry, the Federal Government and the standing committee of the German ministers of education and the arts, in order to make a vocational training offer to every young person willing and capable of training and to secure the new generation of skilled employees. An important aim here as well is optimising the transition from school to working life. In an exchange with the pact partners, the BA provides information on the training market, its services for young people and employers and participates in the development of joint projects.

## INDIVIDUAL COUNSELLING AS THE BASIS FOR A SUCCESSFUL CAREER CHOICE

The individual counselling meeting is the core of support for young people choosing a career. It offers the possibility of working with every young person on their specific questions. In recent years, the BA has developed a counselling concept tailor-made for the requirements of the various customer groups. At the same time, the skills of its employees in this core competency are also promoted. Following the employment agencies, a large number of job centres will also be introducing this counselling concept in 2014.

Help with problems related to orientation and decision-making can also be the object of the counselling just as the need for more information or the desire for support in looking for a job. As required, personal profiles and individual ideas are set off against the requirements and the possibilities in the training and labour market during counselling. While doing so, the counsellor evaluates the results obtained by the young persons in the self-information offers and combines these with the personal decision criteria. Here, the new communication paths and forms that young people are using increasingly should be taken into account and actively involved. If required, the BA's occupational psychology service or medical service can also be called upon for clarifying the question of aptitude. The BA's counselling experts are available for its customers in all matters related to vocational education even after they have made the transition to vocational training or studies.



## SUPPORT DURING TRAINING PLACEMENT

Young persons who aspire to find an in-company training place in the 'dual system' are supported by the employment agencies in their search for a suitable training place. While doing so, it is possible for the young persons to search for a training place themselves via the BA's JOBBÖRSE (JOB EXCHANGE), and on the other hand, their counselling expert also gives them suitable training place offers specifically matching their career wishes and regional notions. Applicants are closely accompanied until training starts or – if training is necessary in the scope of vocational preparation training measures or entry-level training – even beyond that.

## TRAINING COUNSELLING FOR COMPANIES IN THE CONTEXT OF LABOUR MARKET COUNSELLING

More and more frequently the increasing demand of companies for skilled labour cannot be covered by placing qualified applicants owing to the reduction in potential applicants.

Along with creating awareness for the development of the labour market and the consequences resulting from this for their own company, the BA also advises employers alternative strategies for securing skilled labour. In doing so, industrial fields of action are identified jointly and solutions are derived. The focus is mainly on alternative possibilities for securing human resources, developing hitherto unused employee potentials and on issues of long-term employee retention.



Training counselling – a branch of labour market counselling – provides suitable instruments for implementing a sustained personnel planning and development strategy mainly to small and medium-sized companies which often lack personnel and financial resources for systematic HR measures.

If the individual counselling and support demands of companies exceed the counselling expertise of the employer services or the legal mandate of the BA, competent counsellors are called upon from the regional networks of the employment agencies. Holistic counselling for customers is ensured by pooling the expertise of different service providers.

## PLACEMENT

### ‘JOB OFFENSIVE’ EXTENDED TO REGIONS IN LOWER SAXONY-BREMEN AND NORTH RHINE-WESTPHALIA

The ‘Berliner Job offensive’ project run by the Berlin-Brandenburg regional directorate, which was carried out in the twelve Berlin job centres, ended on 31 May 2013 after a two-year term. The overall result of the project was far beyond expectations: A placement expert looked after a maximum of 100 customers in specialised teams. In this way, the opportunities of the labour market could be utilised better and more than 21,800 customers were integrated in employment subject to social security contributions. At the same time, there were savings of over €22m.

Based on the encouraging intermediate results, the ‘Job offensive’ was extended to other model regions in order to verify its effect in different labour market contexts. For this purpose, in the period from the end of 2012 to July 2013 a total of 16 job centres –three in Lower Saxony-Bremen and 13 in North Rhine-Westphalia – started the operative implementation of ‘Job offensive’. As in Berlin-Brandenburg, the effect is evaluated by an external research institute.

### ‘INA! – INTEGRATION NACHHALTEN’ (SUSTAIN INTEGRATION): PILOT PHASE EXTENDED

From May 2012 to May 2013, the pilot project ‘INA! – Integration nachhalten’ (Sustain Integration) was tested in the job centres in Aachen and Erfurt. Customers who had already found a job were offered support for another six months after getting a job. In this way, risks that can endanger the employment relationship can be detected at an early stage and solutions found jointly. Experience from the pilot phase has shown that customers that receive back-up support remain in employment more frequently and for a longer period than those without back-up support.

In September 2013, the pilot phase was extended to 18 job centres and nine employment agencies in order to validate the results on a broader basis.

### WORKING ALLIANCE YOUNG PEOPLE AND WORK – CLOSING BALANCE

The improvement of the cooperation between job centres, career counselling and youth welfare services was taken up all over Germany. Effective networks are to be established by pooling expertise and resources in order to be able to show a concrete perspective to disadvantaged young people in particular. A total of 104 working alliances were created from 2010 to 2013. The activities of the regional directorate emphasised on the promotion of the project idea in the scope of dialogues as well as events at the regional level and with the youth welfare service. Exchange of experience and practical visits were organised and contact persons were appointed for providing counselling to develop working alliances. In the scope of the content-related design, monthly meetings for structured case studies were organised along with concepts for creating a single contact point, cooperation in schools and ranges of measures were harmonised, youth conferences were conducted, educational guides were prepared and a cooperation agreement with specific objectives was concluded. The diversity of local implementation variants and the wide distribution of the working alliances demonstrate the significance and the appropriateness of the project approach.



The brochure ‘Chancen ergreifen im Arbeitsbündnis Jugend und Beruf’ (Seizing opportunities in the work alliance Youth and Profession) is available at [www.arbeitsagentur.de](http://www.arbeitsagentur.de)  
 > Institutions  
 > Authorities  
 > Additional information  
 > Brochures



## COOPERATION WITH THE FEDERAL ARMED FORCES

Cooperation with the Federal Armed Forces continued intensively in 2013. Along with many joint activities and events in the scope of a campaign to find volunteers for military service and temporary career soldiers for a service period of four years, recruitment of personnel for the Federal Armed Forces was supported intensively in the second half of the year. By means of close cooperation between the vocational and career counselling service of the Federal Armed Forces and the placement officers of the BA, it was possible to reduce the requirement for additional staff – especially for the navy – by a coordinated range of information and counselling. In the field of cooperation of personnel procurement, the main activities were further integration of the vocational training service of the Federal Armed Forces and the BA, which was expressed in a joint technical concept for cooperation. The transfer of personnel, which is about the dissolution of garrisons in the framework of restructuring the Federal Armed Forces, was not so much in focus in 2013, because most of the personnel changes had not yet been implemented.

## JOBBÖRSE (JOB EXCHANGE): INTERNATIONAL ALIGNMENT

The JOBBÖRSE makes an important contribution towards a fast equilibrium in the labour market and continues to be the most visited job portal in the German language Internet. This is shown impressively by the number of visitors: approx. 950,000 visitors and 17 million hits were registered every day in 2013. An additional group of users is added through the new offer of mobile interfaces and the JOBBÖRSE app. To date, this app has been downloaded on 240,000 Smartphones or other mobile devices.



*The mobile  
JOBBÖRSE is  
available at  
[jobboerse.mobil.  
arbeitsagentur.de](http://jobboerse.mobil.arbeitsagentur.de)*



And the functions are convincing, too: In January 2013, the JOBBÖRSE was awarded the quality seal 'good' as a result of the industry-wide analysis of online job exchanges. The clarity, the navigation and the search function and the telephone and virtual ranger of customer counselling were tested.

Because of the unbalanced conditions in the European labour market, the JOBBÖRSE was aligned further to an international audience. In the course of this, the JOBBÖRSE's interface can now be viewed in six languages.

## THE ZAV EXTENDS THE RECRUITMENT OF SKILLED LABOUR ABROAD

The Zentrale Auslands- und Fachvermittlung (International Placement Services - ZAV) is the contact point in the BA for the international labour market and for placing special occupational groups within and outside Germany. It contributes towards closing the bottlenecks in the German labour market by recruiting skilled labour from abroad that is not available in adequate numbers in Germany. In 2013, it continued with this activity and intensified it further.

The search is currently on for mechanical and electrical engineers, information and communication technology experts, technical and IT specialists, and doctors and nursing staff. In doing so, the ZAV concentrates on those countries that currently have a large reserve of well-qualified skilled labour because of high unemployment. Activities within Europe are carried out in close cooperation with partner administrations in the respective countries.

On the whole in 2013, the ZAV was successfully able to support about 1,200 workers in finding employment in Germany. Most of them came from Spain, whereby in 2013 alone about 350 employees were recruited from there. The ZAV achieved particular growth in recruiting nursing staff, which is reflected by a quadrupling of the number of employees who migrated with the help of the ZAV in comparison with the previous year.

In order to expand further the securing of skilled labour from abroad, trainees from the Member States of the European Union, as well as skilled workers from non-EC countries, were recruited for employers in Germany for the first time in 2013. The ZAV initiated projects for recruiting general nurses with Serbia, Bosnia-Herzegovina, the Philippines and Tunisia, and with China and Vietnam for recruiting geriatric nurses.

Last year, the Federal Ministry for Employment and Social Affairs gave the ZAV the task of implementing the special programme for 'Förderung der beruflichen Mobilität von ausbildungsinteressierten Jugendlichen und arbeitslosen jungen Fachkräften aus Europa' (Promoting the occupational mobility of young people interested in training and of unemployed young skilled workers from Europe) in the scope of the campaign 'The Job of my Life'. A total of 4,100 persons were supported here in 2013 and submitted a total of around 17,000 grant applications for individual benefits, such as financial support for German language courses in their home countries or for the assumption of travel and relocation costs.

Along with procuring skilled labour from abroad, the ZAV's tasks also include the work permit process for persons from non-EC countries. In 2013, the ZAV issued 57,000 approvals for residence permits of citizens of non-EC countries and approved 54,000 EU work permits for citizens of Bulgaria, Romania and Croatia who had partly restricted access to the German labour market in 2013. The ZAV took over the responsibility of conducting the work permit process from the employment agencies in May 2011.

## TECHNICAL SERVICES SUPPORT INTEGRATION IN THE LABOUR MARKET

### **Medical service: New service for the customers**

The medical service of the BA supports the experts from the counselling, placement and rehabilitation fields of the employment agencies and the joint institutions. On the basis of medical assessments, decisions are made about the measures necessary for the BA's customers for determining ability to work and for integration in the labour market, among others. In 2013, the medical service carried out around 510,000 assessments or counselling for customers (out of these, just about half were receiving basic income support for job seekers). In addition, the medical service also provided private medical services.

The concept test for the new service 'Fallbesprechung Plus' (Case Review Plus) was initiated in Saarbrücken and Bielefeld with the approval of the responsible bodies. By using this service, customers in receipt of the basic income support for job seekers should be able to discuss their health situation in detail with integration experts and the medical service. The result, on the one hand, is a socio-medical assessment, and on the other a recommendation for the customer whose implementation is intended to improve their chances of integration in the labour market. This service has already been included in the service portfolio of 2014 so that the product can be offered to the joint institutions with immediate effect after a positive test phase.

for people

### **Towards a healthy life-style with 'Fit for Life'**

*Unemployment is a profound event in life and is accompanied by exceptional physical and mental stresses for those affected. In this case, specific offers can help that are oriented to the needs and requirements of*

*the unemployed. The measure 'Fit for Life' was conceived for this. The offer is meant for the customers in receipt of basic income support for job seekers who wish to engage in health-related topics. They get tips for implementing appropriate life-styles in their daily routine and for becoming involved actively with their health. The programme is designed*

*by a trainer team made up of doctors and of psychologists from the BA. Accompanying fitness programmes from external cooperation partners contribute towards stabilisation and support the development of health-conscious behaviour. The concept was tested in the Cologne job centre.*

### **Occupational psychology service: On the way to a certified service provider for placement experts**

With its differentiated range of services the occupational psychology service supports placement experts in their daily work with customers. In 2013, around 250,000 customers were assessed or counselled; in around 57,000 cases, job centres commissioned the occupational psychology service directly.

The introduction of the new competence services (K-DL) for ascertaining personal strengths was continued in 2013 in 29 more job centres. By the end of 2013, all employment agencies and 235 job centres were able to use these services in order to identify the interdisciplinary expertise of their customers. In a systematic evaluation comprising several modules, both customers who participated in a competence service and placement and integration experts in employment agencies and job centres that had commissioned the occupational psychology service to diagnose competences, were interviewed on a cross-case and case-specific basis. The complete evaluation approach aimed at evaluating both the provision of the service and the perceived support of the placement and integration process through the competence services. After the evaluation, the evaluation results were integrated in possible offers for stabilising the use of the competency services.

### **Technical advisory service: advises on questions related to workplace design**

The main tasks of the technical advisory service of the BA include the design of workplaces suitable for disabled persons, ensuring mobility as well as the quality assurance of facilities for vocational integration of disabled persons. Furthermore, technical advisors are involved in the quality assurance of labour market services and advise on technical, ergonomic and work-science related matters regarding the design of work and training areas as well as on health and safety at work.

In 2013, the technical advisory service processed 15,000 orders. In the scope of the service 'Erhaltung und Schaffung von Arbeitsplätzen' (Maintenance and creation of jobs), 82 per cent of the orders were related to the maintenance of jobs (prevention) and 13 per cent to the acquisition of jobs (integration). About 5 per cent concerned the initial vocational integration. Those responsible for health and safety at work were provided with a total of 28,000 hours of consultation on issues of occupational safety.

The quality management system of the technical advisory service has been certified according to DIN EN ISO 9001:2008 since 2011, and the monitoring audit was completed in 2013 once again without any issues. Since 2013, the medical service and the occupational psychology service have also been establishing a quality management system of this kind. Certification of the medical service and the occupational psychology service by an external company is planned for the end of 2014.



## EQUAL OPPORTUNITIES

### LABOUR MARKET SITUATION OF WOMEN

Family circumstances continue to be a challenge for women in their labour participation. The upbringing of children or taking care of family members causes women, more frequently than men, to restrict their participation in working life; for this reason they are found more often than men in part-time work or a mini-job. Four out of five part-time workers and two out of three 'marginal' part-time workers are women. The increasing tendency of women to take up employment is also associated with a clear growth of employment contracts with shorter working hours in recent years.

As in 2012, the growth in employment in comparison with the previous year involved both women and men. The increase in the employment of women was stronger here and was traced back mainly to health and social services, business-oriented services and to the field of early years teaching and training. Among men, employment increased mainly in business-oriented services, manufacturing industry, transportation and logistics, and in information and communication.

The growth in employment in 2013 did not lead to a decline in unemployment, but is traced back to an increase in the potential labour force. The number of unemployed men and women increased in 2013 on a yearly average. The increase can be traced back predominantly to more unemployed men and is also related to the fact that fewer employment and training measures were deployed. Under-employment hardly changed.

### MORE WOMEN IN MINT OCCUPATIONS

Occupations in the field of mathematics, information technology, natural sciences and technology (MINT occupations) normally offer good career options and higher salaries than traditional 'female' occupations, but are still relatively rarely taken up by women. To facilitate the contact between young women and businesses, the BA offers various activities as a partner of the 'Nationaler Pakt für Frauen in MINT-Berufen' (National Pact for Women in MINT Professions), such as the publication of special MINT editions or the organisation of MINT cafés. In the process, equal opportunities representatives support the employment agencies' vocational guidance service in careers information activities and careers counselling, among other things with the Girls' Day Akademie (Girls' Day Academy). To improve the presentation of the topic in the Internet, a special MINT page was set up in addition for girls and young women. In this way, the employment potential of women can be tapped in particular for securing skilled labour.



You can access  
the MINT-page at  
[www.mint.arbeitsagentur.de](http://www.mint.arbeitsagentur.de)

### FAMILY-ORIENTED PERSONNEL POLICY COMES TO THE FORE

An important topic for both choosing a career and re-entering the labour market after a family phase is the reconciliation of work and family life. This topic is increasingly coming to the fore not just for women, but for men as well.

Companies with family-friendly offers have a clear advantage in the competition to recruit well-trained employees: it becomes easier to retain skilled employees or to acquire new employees. The BA's brochure 'Zeit für die Familie. Zeit für das Unternehmen' (Time for the family, time for the company) shows what family-oriented personnel policy can look like and why it is important for companies. Furthermore, in accordance with their legal mandate equal opportunities representatives advise and inform companies on-site about measures and strategies for the implementation of family-friendly workplaces jointly with the employer service of local employment agencies.



The brochure 'Zeit für die Familie. Zeit für das Unternehmen' (Time for the family, time for the company) is available at  
[www.arbeitsagentur.de](http://www.arbeitsagentur.de)  
> Companies  
> Labour market information  
> Modern personnel policy  
> Additional information  
> Further information

## CONTRIBUTION TO TRAINING MADE BY EQUAL OPPORTUNITIES REPRESENTATIVES

In order to promote the reconciliation of family and vocational training, the BA has signed a declaration on 'Möglichkeit der dualen Teilzeitberufsausbildung für junge Mütter und Väter starker nutzen' (Increasing use of the possibility of part-time dual vocational training for young parents) together with the partners of the national pact for vocational training and the next generation of skilled workers.

Equal opportunities representatives advise and support the different projects and initiatives for promoting part-time vocational training. This is done in close cooperation with various players on-site and in local networks. Small and medium-sized companies are approached specifically and advised to enhance the potential of part-time vocational training places.

### for people

*In the framework of the initiative 'AusBILDUNG wird was – Spätstarter gesucht' (Training is worth it – late*

*starters wanted), equal opportunities representatives specifically address re-entrants and young people in the age group of 25 to 35 years at information events or via their networks,*

*in order to interest them in vocational training or in-company re-training on a full-time or part-time basis.*

## PERSPECTIVE RE-ENTRY CONTINUED AT TEN LOCATIONS

The action programme 'Perspektive Wiedereinstieg' (Perspective Re-entry), in cooperation with the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth, offers important starting points for enabling prompt re-entry in line with skills for women after a family or a caring phase. The successful elements from the promotion programme of the European Social Fund were converted by the BA into a standardised measure that has been available nationwide to all employment agencies and joint institutions since 2013. The central element of the measures catalogue is continuous coaching from taking decisions through to integration in the labour market.

The second phase of the action programme 'Perspektive Wiedereinstieg' (Perspective Re-entry) was continued in parallel at ten project locations. Concepts for an extended offer of so-called blended learning possibilities were developed as an essential innovation in 2013 in close cooperation between the BA, the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth and providers. As a combination of self-learning modules and interactive learning sequences in a virtual classroom, this online offer has decisive advantages especially for re-entrants: The range of learning modules is greater as participation is possible across regions and the respective modules can be completed at home.

## EMPLOYMENT OPPORTUNITIES FOR SINGLE PARENTS

When taking up employment, single parents are generally dependent on flexible working hour models and child care offers. Equal opportunities representatives in the employment agencies and joint institutions work in close cooperation with the employer service and integration experts to improve the framework conditions and in this way to increase employment opportunities for single parents.

In 2013 as well, among the most important fields of action of the joint institutions was support for single parents in taking up employment. The interest of single parents in re-entering working life at an early stage could be increased by means of early support during parental leave itself and accompanying offers from network partners such as local authorities, prenatal clinics, multi-generation houses and family centres.

The competition 'Beschäftigungschancen für Alleinerziehende erschließen' (Opening up employment opportunities for single parents) of the Federal Ministry for Employment and Social Affairs and the BA, which was started in June 2012 in the scope of the skilled labour offensive, contributed towards awakening the interest of companies in qualified skilled single parents. There were 20 project locations throughout the country. The most successful project ideas were awarded a prize on 28 May 2013 in Berlin. On this occasion, five project locations received an award. Hanover emerged as the overall winner with a coherent concept and top positions in all individual categories. Cologne, Weilheim/Landsberg, Lübeck and Stendal were also winners in individual categories, such as addressing employers or press relations/marketing.

#### COOPERATION WITH THE DEUTSCHE TELEKOM AG SUPPORTS SINGLE PARENTS

The Deutsche Telekom AG and the BA jointly started the project 'Teilzeit-Ausbildung/-Studium für junge Alleinerziehende in der Grundsicherung für Arbeitsuchende' (Part-time vocational training/studies for young single parents in receipt of basic income support for job seekers) for the first time in 2011. The initiative was tested in 2011 und 2012 in Hanover, Leipzig, Munich, Berlin and Frankfurt am Main. For the current training year, the cooperation was successfully extended to all the Telekom group's training locations. In the course of this, all 48 part-time training positions made available by the Deutsche Telekom AG in commercial and technical sectors were successfully filled with committed single parents in receipt of basic income support for job seekers.



## ASSISTANCE<sup>2</sup>

To meet the increasing demand for skilled labour and also to counteract adequately potentially threatening unemployment, it is important on the one hand to extend employment opportunities for the unemployed and, on the other, to maintain and improve the employability of customers. Employment and training measures aim at this objective and thus safeguard permanent employment as far as possible.

In 2013, employment agencies and job centres in the joint institutions assisted 733,000 customers on an annual average (share of women: 43 per cent) by means of employment and training measures. In the area of unemployment benefits, a total of 409,000 participants (share of women: 42 per cent) were assisted. 324,000 persons (share of women: 44 per cent) took part in measures financed by means of basic income support for job seekers. In the course of 2013, 935,000 customers in receipt of unemployment benefits (share of women: 43 per cent) and 966,000 customers of joint institutions (share of women: 42 per cent) started an employment or training measure. From the budget of the unemployment insurance, €8.63bn were spent in 2013 on employment and training measures; spending from the funds of the tax-financed basic income support for job seekers amounted to €2.12bn in the same period.

### PLACEMENT BUDGET: SUPPORT ON TAKING UP EMPLOYMENT

Funds from the placement budget can be used to provide support to customers on initiating and starting a career or on taking up employment subject to social security contributions or in-company training. In the unemployment insurance sector, this possibility was used for 569,000 customers (share of women: 52 per cent), in the joint institutions a total of 745,000 persons (share of women: 46 per cent) were supported again with the placement budget. In 2013, spending in the unemployment insurance sector amounted to €67.54m and €101.82m in basic income support for job seekers.

### ACTIVATION AND VOCATIONAL INTEGRATION

Measures for activation and vocational integration can be carried out by a provider, an employer or a private placement officer. In this way, those looking for vocational training, unemployed persons and job seekers threatened by unemployment are offered individual assistance that supports their exact vocational integration.

In the course of the past year, 411,000 new customers from the unemployment insurance sector (share of women: 44 per cent) started measures for activation and vocational integration, including 197,000 in measures on an employer's premises (share of women: 40 per cent). Customers of joint institutions started an activation measure in 532,000 cases (share of women: 42 per cent), of which 128,000 were carried out in a business establishment (share of women: 40 per cent). In 2013, €119.31m were spent on measures of activation and integration from the unemployment insurance budget and €465.94m from the budget for basic income support for job seekers.

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<sup>2</sup> The data on assistance from the area of basic income support for job seekers are reported only for job centres in the form of joint institutions, because corresponding budget data is only available here; cf. p. 57 of the Annex as well.

## INTEGRATION ALLOWANCE: HELP IN CASE OF MORE DIFFICULT PLACEMENT

In 2013, the BA contributed towards taking up an employment with integration allowances in case of 78,000 customers in the unemployment insurance sector (share of women: 41 per cent) and 55,000 customers in joint institutions (share of women: 37 per cent). Employers can obtain these fixed-term wage subsidies if at the start of the employment an employee does not (yet) satisfy the requirements of the position – for instance, owing to health restrictions, long-term unemployment or even a lack of qualifications. In 2013 the support amounted to €280.00m in the unemployment insurance sector and to €208.80m in the sector of basic income support for job seekers.

## PROMOTION OF SELF-EMPLOYMENT

Unemployed persons ending their unemployment through self-employment can also receive support in the form of a new enterprise allowance in the framework of unemployment insurance or with a job-finders grant in the framework of basic income support for job seekers. In 2013, 28,000 persons (share of women: 40 per cent) started self-employment supported by a new enterprise allowance. Spending amounted to €221.76m. In order to overcome their need for help, 4,900 customers in joint institutions (share of women: 42 per cent) were assisted with a job-finders grant. In 2013, €10.53m were spent on job-finders grants.

## PART-TIME WORK FOR OLDER EMPLOYEES COMING TO AN END

The BA can provide assistance for part-time work for older employees only if this commenced by 31 December 2009 at the latest and if the employee had reached the age of 55 years by this date. In 2013, around 26,000 applications for recognition of the requirements for assistance were approved (share of women: 45 per cent). The BA spent €1.38bn on providing assistance for part-time work for older employees. Because the assistance is coming to an end, the number of persons supported in part-time work for older employees and the related expenses will go down as of 2014.

## COMBATTING LONG-TERM UNEMPLOYMENT: THE BA'S APPROACHES

### **Combination of measures of activation and vocational integration with community service jobs**

The reform of measures in 2012 intensified the original purpose of community service jobs, i.e. maintaining or re-establishing the employability of a group of persons furthest away from the labour market. Discretionary measures for integration, which aim at direct integration in the general labour market, such as imparting knowledge, should be preferred over others. Contents of measures such as profiling, application training and low-threshold training are thus no longer part of community service jobs starting from 2013, but can be combined as measures for activation and vocational integration with community service jobs and, in this way, implemented during or directly after community service jobs. In 2013, 204,000 customers (share of women: 39 per cent) took up a work opportunity. €302.91m were spent for community service jobs from the budget of basic income support for job seekers.

future-oriented

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### **Offers for long-term unemployed – perspectives in businesses**

With the model 'Perspektiven in Betrieben' (Perspectives in Businesses), the BA intends to create new opportunities for persons very distant from the labour market. For this purpose, companies conclude permanent employment contracts, as far as possible, with long-term unemployed persons in order to integrate them in the labour market through employment subject to social security contributions. Employees are given intensive support, specialised and trained on re-entry into

working life. Employers are provided with advice on workplace design, are accompanied closely, if desired, and are given financial assistance for balancing the employees' performance-based limitations. These benefits can be financed from the jobcentres' integration budget. Nevertheless, in addition to assistance from the BA, the support of third parties, such as the Bundesländer (federal states), local authorities and employers, is an important element in giving long-term unemployed persons access to the labour market.

In 2013, the BA started with the testing of 'Perspektiven in Betrie-

ben' (Perspectives in Businesses) in selected job centres in Saarland and North Rhine-Westphalia. Here, private employers were found who offered employment subject to social security contributions to long-term unemployed, mainly in helping occupations – for instance, as kitchen porter or plumber's assistant – but also as painters. In order to explore the chances of a working life-oriented assistance for people with various barriers to integration in the labour market, a low number of participants was deliberately selected for the test phase.

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## **DISABLED PERSONS**

### **Benefits for participating in working life in the basic income support for job seekers**

Many unemployed persons capable of working and entitled to the receipt of benefits suffer from health restrictions that frequently hamper their placement prospects significantly. For this reason, job centres must identify a possible demand for benefits for participation in working life at an early stage. People undergoing rehabilitation from the basic income support for job seekers receive benefits for participating in working life to which they are entitled so that they can be successfully integrated in the labour market and can thus end their need for help.

Under the auspices of the BA as the responsible rehabilitation provider, job centres look after about one-third of all those undergoing rehabilitation. Along with this, those undergoing rehabilitation with other providers (e.g. German Pension Fund) are also customers of job centres. The shared responsibility between rehabilitation providers and job centres and the interest in a quick and sustained vocational integration require close cooperation. In doing so, designing processes and interfaces purposefully for disabled persons remains a challenge. With the revised practical help for the vocational rehabilitation of persons capable of working and entitled to the receipt of benefits, new support for experts and managers has become available to the joint institutions in order to improve the process of vocational rehabilitation.

### **Promoting participation**

For unemployment insurance as the rehabilitation provider, the focus lies on initial integration of disabled school-leavers into occupational life. Of the approximate 64,000 persons undergoing rehabilitation supported every year (share of women: 41 per cent), two thirds can be assigned to the system for finding a first job.



From the funds of contributors in 2013, a total of 94,000 persons undergoing rehabilitation (share of women: 39 per cent) were supported with vocational promotion measures on a yearly average. These included 15,000 participants (share of women: 40 per cent) in measures to clarify occupation aptitude and for vocational preparation, 43,000 in vocational promotion measures with the aim of a vocational qualification (share of women: 37 per cent), and 5,000 in measures for further vocational training (share of women: 42 per cent).

On a yearly average, around 24,000 persons (share of women: 42 per cent) who were unable owing to their capability to take up employment in the labour market (yet) were supported in the introductory process and in vocational training offered by sheltered workshops. An employment alternative to sheltered workshops was realised with 'Unterstützte Beschäftigung' (assisted employment). In this way, around 3,000 persons (share of women: 38 per cent) for whom participation in working life could not be realised with conventional services were given an opportunity of integration in the regular labour market.

For many years now, the financial aid of the BA for benefits for the participation of disabled persons in working life is at a high level. Including special support for severely disabled persons, a total of €2.43bn was invested here. Spending by unemployment insurance financed by contributions amounted to €2.31bn, and €119.73m by basic income support for job seekers were spent.



### **National action plan and inclusion initiative for training and employment**

Increasing awareness and openness are the central requirements for entry into an inclusive working environment. This is a challenge to be mastered by all players in the labour market. By means of its participation in the national action plan of the Federal Government, the BA orients itself closely to the aims of the UN Convention on the Rights of Persons with Disabilities and in fulfilling its tasks works towards an inclusion of disabled persons in the labour and training market. During the vocational integration and training of disabled people, the focus is kept as far as possible on support in close cooperation with companies. This is also reflected in the design and enhancement of measures. Individual, flexible and high-quality training or further education in or in close cooperation with enterprises is intended to make the transition to the employment as smooth as possible.

On the part of employers, the BA tries to dispel the reservations with respect to hiring and employing people with disabilities. To do this, the BA provides information and raises public awareness of the topics of rehabilitation and severe disability in the annual 'Aktionswoche der Menschen mit Behinderung' (Action week of people with disabilities). The focus of employers – especially for securing skilled labour – is to be directed more strongly towards the group of disabled persons and their employment potentials.

In addition, the Federal Ministry of Labour and Social Affairs started the campaign 'Inklusionsinitiative für Ausbildung und Beschäftigung' (Inclusions initiative for training and employment) for more inclusion and more training and employment in the regular labour market of disabled persons, in which the BA also participates.

## TRAINING

### future-oriented

*The consequence of the demographic development is that the potential labour force, i.e. the number of people who can, are permitted and want to work, will decrease considerably in the next years.*

*At the same time, the industry's need for skilled workers will increase. To prevent a shortage of skilled labour in Germany, the available potentials, even those of, for instance, low skilled or older persons, must be used in the best way possible.*

*The BA supports the increasing demand of companies for well-trained skilled employees by counselling its customers intensively, training them specifically and in this way enhancing their skills.*

### FURTHER TRAINING IMPROVES PROSPECTS IN THE LABOUR MARKET

In view of the increasing qualification requirements for employees as well as the increasing bottlenecks in procuring skilled labour, support for further training is an important instrument of labour market policy. An important aspect of supporting further training is the acquisition of vocational qualifications or partial qualifications enabling continuation with vocational training that improve the employment prospects of the unemployed. In this context, a qualification in a recognised occupation not only leads to a more stable course of employment, but also supports the increasing demand of companies for well-trained skilled employees.

In 2013, 174,000 customers in receipt of unemployment insurance (share of women: 47 per cent) started further training (including the special programmes 'WeGebAU' and 'IFlaS', among others) – 30 per cent more than in 2012. During the course of the year, 75,000 persons were supported on average (share of women: 53 per cent), of these 33,000 with the aim of acquiring a vocational qualification (share of women: 51 per cent). From the field of basic income support for job seekers, 115,000 persons (share of women: 44 per cent) were supported through further training. There were 53,000 participants (share of women: 51 per cent) on a yearly average. For 18,000 persons (share of women: 54 per cent), a vocational qualification was the aim of the measure.

In the framework of the unemployment insurance, spending on further training in 2013 amounted to €1.79bn. Of this, €856.55m came from the integration budget, another €935.40m were invested in grants of unemployment benefit during further training. Total spending from basic income support for job seekers was €558.20m in the previous year.

### 'AusBILDUNG WIRD WAS – SPÄTSTARTER GESUCHT' (TRAINING IS WORTH IT – LATE STARTERS WANTED) IS DIRECTED AT YOUNG ADULTS WITHOUT A VOCATIONAL QUALIFICATION

In Germany, on average there are 1.5 million young adults between the age of 25 and 35 who do not have a vocational qualification; of these, a higher than average number – namely 329,000 – were affected by unemployment in 2013. The aim of the initiative 'AusBILDUNG wird was – Spätstarter gesucht' (Training is worth it – late starters wanted) launched by the Board of Governors of the BA jointly with the Federal Ministry of Labour and Social Affairs is to mobilise the available skills potential in this group of persons. On the whole, during the period of the initiative from 2013 to 2015, about 100,000 young adults without a vocational qualification are to be motivated to start qualification-oriented training. Up to September 2013, a total of 21,000 young adults (of whom 12,000 in the framework of unemployment insurance) were able to take up qualification-oriented training. In addition, across all statutory bases for the provision of benefits, 5,200 young adults entered non-subsidised training.

**AusBILDUNG wird was**   
**Spätstarter gesucht**





This aim can only be achieved if all those involved are aware that it is worthwhile to invest in training. For this reason, the BA campaigns for support in politics and among all players in the labour market. In addition, in the fourth quarter of 2013 a media campaign was conducted to raise public awareness of the initiative.

#### ASSISTANCE FOR VOCATIONAL TRAINING IN HEALTH, PRE-SCHOOL TEACHING AND CARE

In order to cover the demand for skilled labour in geriatric care, in 2012 the Federal Government started the campaign 'Ausbildungs- und Qualifizierungsoffensive Altenpflege' (Training and qualification in geriatric care) together with the Bundesländer (federal states) and associations, in order to cater to the increasing demand

for qualified persons in this area caused by demographic developments. This campaign provides for a comprehensive measures catalogue for securing skilled labour in geriatric care. Thus, the number of students is to be increased by 10 per cent by 2015; furthermore, healthcare assistants are to be re-trained to become qualified geriatric nurses. The BA participates especially by tapping additional potentials, counselling and by subsequent training for identified applicants. Moreover, it also counsels care facilities, conducts information events and forms regional networks. Furthermore, on the one hand the BA temporarily reintroduced the three-year geriatric care retraining assistance and on the other hand enabled a shortening of the training period in case of appropriate knowledge in a care profession.

In 2013, over 7,000 persons started a qualification-oriented measure in the field of geriatric care, which corresponds to an increase of 88 per cent. More than 1,400 participants were able to start shortened training. Men and women who wanted to return to work after a period of parental leave displayed great interest here.

The statutory right to a child care place for children below the age of three starting from 1 August 2013 has created new framework conditions for families. Well-trained staff are needed to provide a high-quality offer of flexible child care places. To secure the demand for skilled employees in child day care facilities, the BA continued the initiative 'Zusätzliche Qualifizierung von Erzieherinnen und Erziehern' (Additional training for early years teachers) started in 2012. In 2013, over 2,000 persons – some on a part-time basis as well – started qualification-oriented training in a childcare occupation, almost twice as many in comparison with the previous year. Recruiting male early years teachers was also supported in addition by the Federal Government with the programme 'Mehr Männer in Kindertagesstätten' (More men in day-care centres).

The equal opportunities representatives in employment agencies and job centres supported the recruitment of applicants for this training through information events, networking and the development of family-friendly training offers.

## PROGRAMME 'WEGEBAU': TRAINING FOR THE EMPLOYED

The programme 'Weiterbildung Geringqualifizierter und beschäftigter älterer Arbeitnehmer in Unternehmen' (WeGebAU) (Further training of low qualified and employed older workers in companies) is intended to intensify the further training mainly of older and low-skilled employees, in particular in small and medium-sized companies. In this way, the programme makes a contribution towards meeting the need for skilled labour and helps in ensuring and improving the competitiveness of the companies. In 2013, support was provided in 19,000 cases in the field of unemployment insurance (share of women: 50 per cent); of these, in 6,900 cases (share of women: 55 per cent) companies received support for wage costs in the form of a wage subsidy. Spending for WeGebAU in 2013 amounted to €124.87m from the BA budget.

## INITIATIVE TO ACCOMPANY THE RESTRUCTURING AGAINST SHORTAGE OF SKILLED LABOUR

The 'Initiative zur Flankierung des Strukturwandels (IFlaS)' (Initiative to accompany the restructuring) will help in supporting the structural change taking place in individual branches and regions through suitable qualification-oriented training measures and hence prevent a shortage of skilled labour. In 2013, IFlaS enabled 35,000 low qualified unemployed persons from the area of unemployment insurance (share of women: 51 per cent) to acquire recognised vocational qualifications or partial qualifications. A total of €302.70m was spent for IFlaS from the unemployment insurance budget.

## EUROPEAN SOCIAL FUND / EUROPEAN GLOBALISATION FUND

In 2013, 2,900 employees (share of women: 25 per cent) were able to take part in training while in receipt of transfer short-time working allowance. €3.23m from the European Social Fund were invested in this. Support is possible for entries up to 30 June 2014.

About 1,900 employees of an automotive component supplier were supported through the European Globalisation Adjustment Fund in 2013, and in the same year an internationally active photo-voltaic company submitted an application for funds from the European Globalisation Adjustment Fund for around 800 employees in Germany.



## CASH BENEFITS

### UNEMPLOYMENT INSURANCE BENEFITS

#### Unemployment benefit: Insurance benefit in case of unemployment

Persons who are unemployed have a right to the insurance benefit of unemployment benefit under certain conditions, e.g. completion of a qualifying period. In 2013, the BA spent €15.41bn on unemployment benefit and the partial unemployment benefit, including refunds paid to foreign insurance companies. This includes €2.65bn health insurance contributions, €3.36bn pension fund contributions and €0.35bn care insurance contributions. This means that in addition to the net amount of €9.03bn paid directly to beneficiaries, approx. 41.3 per cent was paid for their social insurance.

#### progressive

*At the suggestion of the BA, the legislature permitted the submission of electronic certificates for certifying earned and additional incomes for unemployment benefit. By January*

*2014, the technical requirements for this had been put in place through the project 'BEA – Bescheinigungen elektronisch annehmen' (Accept certifications electronically). Employers submit the certificates electronically. These are transferred to the eAkte*

*as PDF files and are printed and sent to employees fully automatically. On the whole, this clearly helps to dismantle bureaucracy.*

#### Short-time working allowance provided support during floods

Through cyclical short-time working allowance, the continued employment of workers can be enabled during a temporary stoppage of work and hence redundancies can be avoided. Once the order situation has improved, employers thus can fall back immediately upon experienced workers. In 2013, expenditure for cyclical short-time working allowances amounted to €228.86m.

Even during the flood catastrophe in the summer of 2013, the prerequisites for a continued employment of workers were created with the help of short-time working allowance. In this way, from June 2013, thanks to a special programme limited for three months companies affected by the floods could receive compensation for the lost time caused by the floods and for contributions for health, pension and care insurance. About 3,400 companies made use of this option for almost 18,000 employees.

The aim of seasonal short-time working allowance and supplementary benefits is to prevent construction industry employees from becoming 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 2013, 357,000 persons received seasonal short-time working allowance. A total of €386.27m was spent in 2013 for the contributions-based benefit. The pay-as-you-go expenditure on cost-increase winter allowance, additional winter allowance and the reimbursement of social security contributions to employers amounted to €403.48m.

#### Bankruptcy compensation safeguard wages and salaries

If an employer is insolvent and his employees have, for this reason, not received their wages and salaries, or only part of them, in certain circumstances the outstanding salary payments are made to the affected employees for a period of up to three months in the form of insolvency payments. Apart from this, the BA pays the total social security contributions to the health insurance as the responsible collection office. In 2013, a total of €912.37m was spent for bankruptcy compensation. A total of 220,000 applications for bankruptcy compensation were submitted in 2013, of which 199,000 were approved.

### **Application for compulsory insurance**

The possibility of applying for compulsory insurance in the unemployment insurance scheme has existed for care workers, employees outside the EU and the self-employed since 1 February 2006. The periods of compulsory insurance on application establish entitlement to unemployment benefit. A total of 23,000 applications for compulsory insurance were filed, of which 2,000 were rejected. The contribution income totalled to around €100.79m.

## **BENEFITS OF THE BASIC INCOME SUPPORT FOR JOB SEEKERS**

### **Broad range of benefits for members of the public**

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.

The 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 benefit community (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 trainees,
- Communal benefits for education and participation.

Lump-sum 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.

### **A large part of the expenditure goes on payments for accommodation**

A total of €25.41bn was paid out in 2013 for non-recurring and continuous payments in the basic income support scheme for job seekers. Payments for accommodation and heating make up the largest part of this sum with €10.58bn, closely followed by the benefits for normal requirements, on which €9.96bn were spent in the previous year.

## **CHILD ALLOWANCE AND SPECIAL CHILD ALLOWANCE: SERVICES FOR FAMILIES**

The family benefits office of the BA supports 8.79 million persons entitled to the receipt of benefits in Germany. Along with child allowance, which is granted upon application for all children up to the age of 18 and subject to specific conditions beyond this age as well, the family benefits office also approves applications for special child allowance, if this contributes towards prevention of the need for help. By the end of 2013, €33.16bn had been paid out towards fiscal child allowance and child allowance pursuant to the Federal Child Benefit Act and €352.04m special child allowance had been paid to persons entitled to the receipt.

The family benefits office was able to prove its efficiency in 2013 as well. Ninety-eight per cent of all customers polled rated the service of their family benefits office, in comparison with other authorities, at least as good or better and gave the grade 1.8.



# OBJECTIVES, TRANSPARENCY AND NETWORKS

## OBJECTIVES AND THEIR ACHIEVEMENT

In order to comprehensively meet its business objectives, which are derived from the legal mandate defined in the Social Security Codes, the BA controls its operative business with the help of an interdisciplinary CPI catalogue. Important core elements of this catalogue are effect and economic efficiency, as well as transparency and local responsibility. The higher-level business objectives in the BA's unemployment insurance scheme were carried forward in 2013 analogous to previous years. The individual strategic business fields of labour market, training market, vocational integration of persons undergoing rehabilitation, as well as customer satisfaction with the services of the employment agencies, were framed by the objectives 'sustained improvement in counselling and integration', 'working in an effect-oriented and economic way' and 'achieving high customer satisfaction'.

## THE DISCREPANCY BETWEEN THE ABILITIES OF EMPLOYEES AND THE EXPECTATIONS OF EMPLOYERS IS WIDENING

In 2013, the labour market was in a good basic condition. The number of persons in employment rose to a record level, but the unemployed benefitted only partly from this growth in employment. The most frequent reason for this was that applicants' profiles often did not match the skills demanded by employers and, as a result, search and hiring processes became more complex and lasted longer.

Against this background, the integration-oriented objectives in the unemployment insurance represented the biggest challenge in the 2013 business year. The intensive support of the unemployed who are dependent on benefits paid by the BA, as well as the use of labour market services oriented to the market and customer requirements were of top priority in 2013. In this way, threatening unemployment could be prevented in one case in four even before it started. In over four out of ten cases, unemployment, if it had already occurred, could be ended by taking up a job again. Since, in comparison with the previous year, companies had registered fewer jobs, it became difficult to fill these vacancies quickly and successfully. In the field of 'Berufliche Rehabilitation' (Vocational Rehabilitation), the focus was on the early counselling and integration of persons who had completed employment or training measures. Within six months after completing a main measure in the rehabilitation process, one in two persons undergoing rehabilitation who were capable of integration was able to take up a job. It was not possible to achieve the integration-oriented objectives in full in 2013.

With regard to the training market, it was not possible to improve the results of the previous year in the 2013 business year. Neither the objectives relating to the entry rate nor the number of successfully filled training places could be achieved. In comparison with the previous year, exactly the same number of young people called in employment agencies in their search for an apprenticeship place in 2013. In contrast, the services of employment agencies were demanded for filling fewer training places.



Customer satisfaction remained constantly 'good' in 2013. Employees evaluated the services of the employment agencies with an average grade of 2.2, employers gave the BA an average grade of 2.0. On average, young people were the most satisfied, awarding a grade of 1.8.

The objectives system modified for the 2014 business year is intended to identify regionally different market requirements and needs of the unemployed more quickly and to make use of the available opportunities more effectively. In doing so, a stronger focus is placed on those customers who are especially dependent on the support services of the BA: young people with or without a lower-secondary school-leaving certificate, persons who have been unemployed for a longer period, and small and medium-sized companies. Effective use of labour market services oriented towards integration and aligned with the market and customer needs is required to be able to achieve these demanding quality objectives.

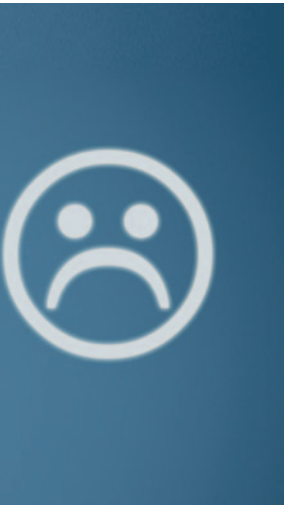


#### BASIC INCOME SUPPORT FOR JOB SEEKERS: TRAINING IN LINE WITH THE MARKET IS INCREASINGLY GAINING IMPORTANCE FOR PLACEMENT

The central objectives in basic income support for job seekers are taking up and retaining employment, maintenance, improvement or restoration of the ability to work and independence of state assistance. The objectives system for control in basic income support also takes up these principles. In 2013 as well, job centres were measured on the objectives of 'reducing the need for help', 'improving integration in employment' and 'avoiding long-term receipt of benefits'. With the changes taking place in the labour market, integration of customers from the basic income support scheme for job seekers is becoming a growing challenge for job centres. Frequently, they cannot benefit from the increasing demand for skilled labour owing to a lack of formal vocational qualifications and other hurdles, so that their chances of (re)-entry in the labour market are reduced. The business results reflect this development.

In 2013, 24 per cent of the 3.29 million persons capable of working and entitled to the receipt of benefits and supported by joint institutions succeeded in taking up dependent employment subject to social security contributions, at least temporarily. The integration result thus turns out to be poorer than a year ago. The number of long-term benefits recipients, i.e. persons capable of working and entitled to the receipt of benefits who received benefits from basic income support for job seekers for at least 21 months out of the last 24 months, fell slightly in comparison with the previous year. Avoiding or ending the long-term receipt of benefits through the development of preventive or medium-term integration strategies in order to reduce the level of the need for help in Germany on a sustained basis will remain the central field of action of the job centres in the next years. This year, claims for benefits for covering the cost of living increased by two per cent in comparison with the previous year. This is primarily due to the increase of the standard rate for benefits for covering the cost of living, but was ultimately a consequence of the poorer integration results as well.

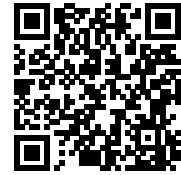
The increased requirements of the labour market with regard to employees' skills level and reduced integration opportunities for the low qualified require a change in the strategy of the job centres. This was initiated at the beginning of this year with the training campaign 'AusBILDUNG wird was – Spätstarter gesucht' (Training is worth it – late starters wanted). Through a greater degree of target-oriented training, especially in sectors with a high demand for labour, customers are to be enabled to acquire new prospects in the labour market and to use them for ending their need for help.



## PRESS / PUBLIC RELATIONS WORK AND MARKETING

Public interest in the topics related to the labour market and the work of the BA remained unchanged at a high level in 2013. This was seen in numerous reports in various media. In this context, the significance of publications on the Internet, e.g. comments or blogs, increased and contributed towards shaping public opinion about the BA.

The BA publicly displayed various focus areas of its work in 2013. This included the programme 'AusBILDUNG wird was – Spätstarter gesucht' (Training is worth it – late starters wanted) as well as the jobcentres' action day for parents or various efforts to secure skilled labour. The increasing interest of international editorial offices, from Time magazine to the BBC and the largest Japanese daily newspaper, was noteworthy. Securing skilled labour and the tapping of potential is also the subject of the BA's new marketing campaign. This started in the middle of October 2013 on the radio and in print media. Its motto is 'Wenn nicht jetzt, wann dann?' (If not now, then when?) and it will be continued in TV and online till 2015.



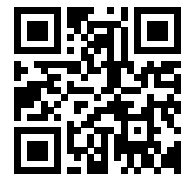
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> Press

## THE IAB – THE BA'S THINK TANK

The Institut für Arbeitsmarkt- und Berufsforschung (Institute for Employment Research - IAB) follows the principle that good policy advice is based on high-quality research and subject areas are addressed that are highly relevant for practical work and the specialist reader. The continuously high number of articles referenced in prestigious professional journals and numerous scientific lectures at national and international conferences are indicative of the quality of research carried out by the IAB. The institute has also proved its competitive ability in the scientific community through the external financing of a series of research projects by national and international promotional institutions.

The research programmes focussed on the study of the quality of employment relationships and securing skilled labour. In 2013, the IAB focussed on the long-term receipt of benefits as another major research area. To do this, a new work group was established that bundles the IAB's own research on the reasons, consequences and ways out of long-term unemployment.

The IAB has passed on its research results to a broad specialist public through several activities and made them useful for advising political and social activists. The institute supports the operative business of the BA and together with the BA's head office organises the series of events 'Wissenschaft trifft Praxis' (Science meets experience), which dealt with the topic of 'Ältere am Arbeitsmarkt' (Older people in the labour market) in 2013. Another component are the IAB Brief Reports and the magazine 'IAB-Forum' which, in its latest issue, discussed the 20th anniversary of the IAB's operative panel and the 10th anniversary of the coming into force of the Hartz reforms. At the conclusion of the second objective agreement period with the Federal Ministry of Labour and Social Affairs, the results of the effectiveness research according to s. 55 SGB II were published in the 'IAB-Bibliothek' (IAB library) series under the title of 'Acht Jahre Grundsicherung für Arbeitslose' (Eight years of basic income support for job seekers). Moreover, the IAB also commented on the 'Vierter Armuts- und Reichtumsbericht' (Fourth poverty and wealth report) before the Committee for Employment and Social Affairs of the German Bundestag.



More information  
about the IAB can be  
found at [www.iab.de](http://www.iab.de)

Institut für Arbeitsmarkt-  
und Berufsforschung  
Die Forschungseinrichtung der  
Bundesagentur für Arbeit



## STATISTICS EXPANDS THE OFFER OF INFORMATION

Political decision-makers, companies, the general public and customers from the fields of science and journalism demand statistical information on a high level. With its official statistics on the labour market and on the basic income support for job seekers, the BA provides the latest information deeply structured according to content and regions. Methodologically sound statistics and transparent concepts are the fundamentals of a reliable informational infrastructure. For this purpose, the BA's Statistical Service constantly refines its methods and offers. Selected topics and innovations in 2013 were:

- A new publication focussed on the correlation between unemployment and employment in order to find out where people come from when they become unemployed and where they go to once their unemployment ends. It is now possible to determine in which sector of the economy unemployed persons were working both before and after the period of unemployment.
- The newly created interactive visualisation of the bottleneck analysis helps to display the staffing process in a more transparent way. After an initial identification of the bottlenecks in a tabular form, a more detailed graphic-aided analysis is possible as well.
- The mobile statistics app offers the latest information even when on the move. The app with the latest labour market data has been refined with regard to content. Along with this, as of 2014, a basic income support app is also being offered with key data from the statistics on basic income support for job seekers.



More information about the  
BA's statistics is available at  
[statistik.arbeitsagentur.de](http://statistik.arbeitsagentur.de)



The app for statistics  
is available at  
[statistik.arbeitsagentur.de](http://statistik.arbeitsagentur.de)  
> Statistical analyses  
> Interactive visualisation  
> Statistics app

## COMMUNICATION

### USEFUL INFORMATION FROM SURVEYS

In the context of the BA's business objectives surveys have become an important instrument for assessing customer satisfaction. Surveys are conducted at regular intervals by the in-house Centre for Customer and Employee Surveys either online, by phone or by means of printed forms.

The contents of surveys include customer satisfaction with the BA's service quality or the commitment of its employees. Apart from this, in 2013 more than 80 surveys were conducted with over a million interviewees, for example on the BA's counselling concept, re-entrants and long-term unemployed persons.

### CUSTOMER REACTION MANAGEMENT: OPINIONS ARE IMPORTANT FOR US

The BA's customer reaction management was contacted around 105,000 times in 2013. These contacts included over 80,000 complaints and praise on 18,000 occasions. Thirty-seven per cent of the complaints were justified and a remedy was provided.

The customer reaction management was developed further in 2013, in order to be able to live up to its business task as an instrument for enhancing customer satisfaction and for providing stimulus to improve service quality in future as well. Since July, the customer reaction management has appeared on the home page of the BA's Internet portal. This makes it even clearer to users that the BA values the opinions of its customers. In addition, a systematic evaluation of social media has been carried out since October with the focus on customer reactions.



## NETWORKING ON A REGIONAL, NATIONAL AND INTERNATIONAL LEVEL

Cooperation in networks is an important factor for the BA not only to reflect the practical implementation and achievement of the business objectives, but also to obtain new impulses for an refinement and improvement of its established offers and structures through national and international contacts.

### CAPITAL CITY REPRESENTATION: IN DIALOGUE WITH BERLIN'S POLITICIANS

The capital city representation continued to inform members of the German parliament, ministries, associations, embassies and other institutions specifically about the business policy and the background of labour market development and policy in 2013. At the same time, the BA's Managing Board and top managers were informed in good time about important political legislative proposals and initiatives. In this year, the work of the capital city representation was under the special influence of Germany's parliamentary elections. Prior to the preparation of the election programmes, and during the elections and the coalition negotiations, there was an exchange of expertise with politicians in order to reflect political ideas against the background of practical experience.



In addition to this, the capital city representation created several forms of active knowledge transfer between politics, the scientific community and practitioners in the field of labour market policy. This also included the annual parliamentary evening organised by the Board of Governors. Transfer of knowledge and experience occupied centre stage in further training activities that were organised and conducted by the team of the capital city representation on behalf of the BA Management Academy to prepare the BA's managers for successful communication with politicians.

### EUROPEAN REPRESENTATION: TACKLING THE CRISIS REMAINS CENTRAL TO THE BA'S WORK IN EUROPE

The year 2013 in Europe was dedicated in particular to the question of youth unemployment and thus also determined the actions of the European representation. After the council of the ministers of labour and social affairs accepted the recommendations for implementing a youth guarantee, activities focussed on implementing this initiative. The agendas of two high-profile political conferences in Berlin and Paris included above all the financing of the youth guarantee, the modernisation of labour market service providers and the development of counselling structures.

The activities of the Federal Government in Europe, above all through the cooperation agreements of the Federal Ministries of Labour and Social Affairs and of Education and Research, were specifically supported by technical expertise provided by the BA. In addition, the EURES reform for enhancing inner-European mobility, the formalisation of the network of managers of public employment services and the development of an indicator-based system of learning from one another were implemented.

## INTERNATIONAL RELATIONS: IMPULSES AND KNOWLEDGE-TRANSFER

The exchange with public employment services and labour market figures in other countries contributes towards a reflection on the BA's own actions and towards enhancement of its labour market policy initiatives, and in this way remains in the focus of international cooperation. The BA concludes bilateral cooperation agreements with public employment services in other countries and supports the establishment and expansion of public employment services abroad by participating in various projects. For many public employment services, it is therefore a model for innovative product development, successful dialogue with both sides of industry and effectiveness.

In addition, the BA is continuously involved in an institutionalised cross-border exchange of expertise within international networks. Against this background, and in coordination with the country focusses of the Ministry of Labour and Social Affairs, close relations were maintained with selected countries in 2013. In this context, special importance is attached to the cooperation with the Greek public employment service since 2012.

## NETWORKS – COOPERATION AT ALL LEVELS CREATES ADDED VALUE

In the basic income support scheme for job seekers, the BA and local authorities cooperate in joint institutions and thus provide help from a single source. The joint tasks of the BA and local authorities are organised at the local level by the providers meeting. At the providers meeting, representatives of the employment agency and of the local authority provider agree upon the labour market and integration programme for the region. Coordination and setting of priorities in basic income support for job seekers at the Bundesländer (federal states) level are carried out through cooperation committees. They set priorities for the labour market and integration policy in the basic income support for job seekers at the Bundesländer (federal states) level. The implementation of priorities is supported in part by programmes of the Bundesländer (federal states). At the federal level, the Federal Government-Bundesländer (federal states) committee is the central body for the Federal Government, the BA, the Bundesländer (federal states) and the central associations of local authorities for developing joint convictions and standards for basic income support for job seekers. Close and trusting cooperation of the partners is necessary at all levels so that concerted and integrated solutions for the multi-layered socio-political and labour market policy challenges can be worked out and resources can be pooled effectively.

## LABOUR MARKET MONITOR USED ACTIVELY

In 2013 the labour market monitor continued its positive development as the network-supporting information and interaction platform and was opened for employees of the BA. By the end of the year, the number of registered users reached 16,000; the number of regional networks throughout Germany rose to more than 1,400.

Along with the ongoing update of data provided on industry development, regional structure and the job-specific skilled labour situation, an analysis portal was set up for the regions bordering Germany. This significantly improved the cross-border analysis possibilities for regional labour market structures. The design and the user-friendliness of the labour market monitor – including in the form of full accessibility – are being enhanced continuously. The focus of the refinement was on the improved mapping and support of regional networking for labour market policy, especially under the aspect of securing skilled labour.

## STRATEGIC AND OPERATIVE NETWORKING FOR BETTER PARTICIPATION OF PEOPLE FROM A MIGRANT BACKGROUND

In its operative alignment, the BA is oriented towards the central question of how to enhance the individual participation of migrants in the labour and training market. Three fields of action have come to the fore here: 'Improving individual participation opportunities', 'Covering tomorrow's demand for skilled labour' and 'Anchoring diversity in the BA'.

To improve the participation chances of people from a migrant background, the BA relies on cooperation with network partners through which strategic and operative activities can be pursued. These include above all the Federal Office for Migration and Refugees, the 'Integration durch Qualifizierung' (Integration through training) network supported by the Federal Ministries of Labour and Social Affairs and of Education and Research, as well as by embassies and the Bertelsmann Foundation. The BA works together intensively with the Federal Office for Migration and Refugees to implement integration courses and occupation-related German language assistance. Furthermore, together with the Federal Government Commissioner for Migration, Refugees and Integration of the Federal Government, the BA implements activities in the national action plan and participates in the Federal Government's integration council. In addition, internal cooperation with the contact persons of regional directorates with special responsibility for the subject of 'migration' who maintain regional networks has been systematised. As an employer as well the BA attaches great importance to intercultural diversity: Support for persons from a migrant background is an important field of action of diversity management.

## FURTHER DEVELOPMENT OF THE ORGANISATION IN BASIC INCOME SUPPORT FOR JOB SEEKERS

In the field of basic income support for job seekers, there were a total of 410 task managers by 31 December 2013, of whom 304 provided their services as joint institutions and 106 as authorised municipal institutions. As of 1 January 2014, there are 105 authorised municipal institutions owing to the fusion of several task managers and the number of joint institutions is reduced to 303.

In the scope of the collaboration between employment agencies and joint institutions, across all statutory bases for the provision of benefits, cooperation is to be strengthened in particular in the field of employer services and the training placement and rehabilitation, and the quality of the services offered is to be improved and ensured. In 2013, around half of all the job centres in the joint institutions had transferred the training placement to the local employment agencies.

# ORGANISATION AND INFORMATION

Improving its efficiency, increasing customer satisfaction and enhancing the satisfaction of its employees are the essential objectives of the BA and the driver of continuous improvement, which has various starting points. Along with organisational restructuring and technical innovations, also the original services of the BA, such as counselling, are improved further and the skills of employees are enhanced, among others.

## INTERNAL FURTHER DEVELOPMENT

### ELECTRONIC FILE AS A COMPONENT OF ORGANISATIONAL REALIGNMENT

The operative services started their work on 1 May 2013 in the course of the BA's organisational realignment. Processing of all services was removed from the remit of local employment agencies and bundled in 40 operative services in twelve task areas. As a result of the fact that all services are now processed in specialised, but homogeneous, teams, it is possible to create high synergy effects and to balance out regional or seasonal extra loads over all operative services. This ensures that the BA can continue to provide its services efficiently, in line with customers' needs and in high quality and can cope with volatile developments in the labour market in the best possible way.

The essential prerequisite for establishing the operative services was the successful nationwide introduction of the electronic file (eAkte), which enables paper-less processing of services independently of the location. All documents are therefore digitalised in scanning centres and are made available promptly in electronic form for processing. In addition, nationwide uniform and binding business processes ensure that all steps in the processing of services are carried out according to similar methods. In all questions relating to counselling, placement and financial assistance, the customers can continue to approach their employment agencies directly.

### ePULS COMBINES SERVICE PROCESSES AND ELECTRONIC FILES

The BA continues its e-government strategy with the 'Programm zur elektronisch unterstützten Leistungserbringung in der Grundsicherung für Arbeitsuchende (ePuls)' (Programme for electronically supported service provision in basic income support for job seekers). Under the aegis of ePuls, the service process ALLEGRO – for calculating and paying out unemployment benefit II, among others – will be combined closely with the electronic file and its components, such as the document management system, the digitalisation of records and the long-term archive. With the refinement of the already existing eAkte basic services and the eAkte pilot phase in selected joint institutions, the BA supports the setting up of future-oriented, modern and efficient administrative structures in the joint institutions and their further professionalisation in providing the services.

## BA 2020 – THE BA'S RESPONSES TO QUESTIONS OF THE FUTURE

With the strategy programme 'BA 2020', the BA describes a vision of the future orientation of its service range. It wants to continue in future to take on responsibility for the labour market and to offer suitable solutions for the concerns of its customers. Five objectives will be significant in the coming years:

- **'Searching for, finding and supporting skilled labour'**  
The BA wants to make use of all available potential skilled labour, including older persons, the young, the hidden labour force or foreign applicants.
- **'Opening up perspectives'**  
Customers away from the market should be supported in a more targeted and intensive way with individual and innovative solutions.
- **'Individual counselling for young people'**  
New perspectives are to be opened up for young people through individual and targeted counselling.
- **'Offering appropriate solutions to employers'**  
The BA supports employers when it comes to filling vacancies with intensive counselling and the further development of virtual possibilities.
- **'Being a trend-setting employer'**  
The BA can fulfil its statutory mandate only with attractive working conditions and motivated, committed and satisfied employees.



## REORGANISATION IN THE FAMILY BENEFITS OFFICE

With an extensive reorganisation of the family benefits office as of 1 May 2013, the BA has set the course for optimised fulfilment of tasks and hence for improving customer orientation and efficiency in the family benefits office. The former 102 local family benefits offices were merged together to form 14 family benefits offices with up to ten field offices. The previous locations were retained and ensure the unchanged on-site presence of the family benefits office. The new family benefits offices were affiliated to the employment agencies present at the respective locations of the head offices of the family benefits offices. This improves the possibilities of personnel development and hence the efficiency of the organisation as a whole. Functional control continues to remain with the directorate of the family benefits offices in Nuremberg.

As these units are considerably larger, the organisational change, which now also enables functional specialisations, ensures that the service for the customers is constant in its quality, because load fluctuations and staff shortages can now be balanced in a better way than before. By the end of March 2014, the eAkte will be introduced progressively for supporting load balancing.

## ENSURING AND ENHANCING QUALITY

### CONTINUOUS IMPROVEMENT IN THE BA

The decisive factor in evaluating quality is the expectations of the customers. Customer requirements change when the labour market situation changes. As a learning organisation, the BA bases its actions on these requirements. For this reason, it is important that all employees regularly question their own work in order to adapt it with regard to customer demands.

Employees not only point out areas where improvement is needed, but also systematically and independently develop their own solutions together with their managers within the scope of their respective freedom of action. The process of continuous improvement was continued in 2013 in both statutory bases for the provision of benefits, in basic income support for job seekers via the SGB II internal advisory service. In this context, the regional directorates of Lower Saxony-Bremen and Rhineland Palatinate-Saarland played a leading role. Nationwide, there are now over 270 moderators available for supervising the improvement measures professionally. Among other things, they moderate workshops on process improvement. With the help of this method, workflows are analysed, evaluated and optimised step by step. Success is achieved in particular in better intra-team and inter-team workflows on-site. In one agency, for instance, cooperation among placement teams was synchronised and optimised in such a way that it was possible to accelerate the integration process.

With the self-evaluation in accordance with CAF – Common Assessment Framework – an office can determine its improvement potentials from the perspective of employees on the basis of the estimations of an internal evaluation group. This method was tested further in the Braunschweig-Goslar employment agency and in cooperation with the SGB II internal advisory service in the job centre in Trier.

For the further development of its continual improvement process, the BA also makes use of external expertise, which is contributed by the advisory council that was established in September 2013 and includes specialists from research, industrial and service companies, public administrations and specialised management consultancies. Contacts with companies and administrations also help in exchanging experiences and reflecting upon the BA's own methods of action.

### INTERNAL ADVISORY SERVICE – STRENGTHENING DECENTRALISED MANAGEMENT COMPETENCE

As an entrepreneurial public service cost centre, the SGB II internal advisory service has attained a high level of acceptance by the managements of the job centres. This model can have a signal effect on other areas in the public sector. The purchase of advisory services by managements from their local administrative cost budgets requires an intensive cost-benefit analysis and encourages the sustained implementation of the advisory concepts. With their long years of experience in advising job centres and their methodological and functional specialisation, the advisory teams develop customised, local solutions for their employers involving specialists and senior staff in the job centres they advise. In 2013, the SGB II internal advisory service advised 113 job centres. Along with functional and process advisory topics, managements are increasingly assigning strategic topics to the SGB II internal advisory service, such as the local labour market strategy or an effective allocation of resources. The SGB II internal advisory service covered about three quarters of its costs in 2013; turnover was increased to approx. €4.68m.



## INTERNAL AUDIT SHOWS IMPROVEMENT POTENTIALS

In line with good corporate governance, all the departments of the BA are regularly subject to an audit on the basis of internationally recognised audit standards. Risk-oriented audit planning ensures that fundamental risks are identified and examined in detail in the framework of audits. The information obtained from audits and the as a rule subsequent recommendations contribute towards improving the processes and hence the work results. They also help the Managing Board, the Board of Governors and staff to detect areas where improvement is needed.

Along with providing original audit services with regard to correctness, usefulness and cost-effectiveness, Internal Audit also offers advisory services. It also supports important internal projects, including the further development of information technology and the organisation, in order to detect possible risks for the BA at an early stage. Its tasks also include preventing and fighting corruption and other fraudulent acts.

To ensure that the work of the Internal Audit also conforms to international quality standards, it underwent an external quality control again in 2013 and successfully passed the certification process.

## REDUCING BUREAUCRACY SIMPLIFIES LAWS

### for people

*An essential aim of the basic income support for job seekers is to support persons capable of working and entitled to the receipt of benefits in taking up or retaining employment and to cover the cost of living, if*

*they are unable to do this in any other way. However, when the legal mandate is implemented, the actual application of the legal standards can prove to be too complicated or associated with too much administrative effort or may be considered unrealistic in an individual*

*case. One of the BA's objectives is therefore to focus on simplification of SGB II as an overall aim and to contribute in the long term towards making administrative actions less bureaucratic.*



Changed framework conditions, new technical possibilities and in particular a changing working environment are the reasons for analysing the relevant statutory regulations and, if needed, drawing up suggestions for amendments to the law.

For this reason, the BA supports the development of suggestions for legal and procedural simplifications and takes an active part in the joint work group 'Rechtsvereinfachung im SGB II' (Legal simplification in SGB II) of the Federal Government and the Bundesländer (federal states). Here, many topics were discussed with specialists from the judiciary, administration and science. Apart from this, it also maintains an active exchange with the Federal Ministry of Labour and Social Affairs for the further development of SGB III and the adjacent legal areas. Proposals regarding unemployment benefit, social insurance and the topic of the modern state with regard to e-government were discussed in this work group.

The main objectives were the harmonisation and simplification of legislation and reducing bureaucracy. The BA contributed more than 20 own proposals for amendments to legislation.

## QUALITY IN BASIC INCOME SUPPORT FOR JOB SEEKERS

High quality in the implementation of statutory regulations by the job centres shows respect towards persons entitled to the receipt of benefits and also takes account of the responsibility as a provider of social security and assistance benefits towards the legislature and society. Qualitative aspects in implementing basic income support for job seekers are: legal provision of services, economic and effective use of integration services and other resources as well as the satisfaction of persons entitled to the receipt of benefits with the counselling and support provided by the joint institutions.

The BA offers support for quality assurance to the joint institutions. In contrast, responsibility for the detailed set-up is decentralised, because only the job centres themselves can develop processes suited to their local situations.



At the federal level, the quality of support for new customers is seen to be positive: 81 per cent of all new customers received initial counselling within 15 working days at the latest: among youth persons below 25 years of age, this figure was 76 per cent. Processing new applications for benefits was completed on an average after 7.2 working days. Of all the objections received, 72 per cent were processed within 3 months on average from the beginning of the year to September 2013. On the whole, the number of objections to decisions of the joint institutions fell by 6 per cent in comparison with the previous year; in view of only a slight reduction in the number of persons entitled to the receipt of basic income support for job seekers, this leads to the assumption that the quality of provision of benefits was higher.

## PERSONAL POLICY

### HEALTHY AND COMMITTED WORKING

#### progressive

##### **Commitment Index**

*'Motivating employees, detecting and exploiting potentials' is one of the higher-level business objectives of the BA. With a view to developing good working relationships that are conducive to motivation, along with the development of competences, the promotion of diversity and the health, personnel policy focuses on encouraging the commitment of employees. This means that 'ability, willingness and authorisation' as components of commitment are at the same time the focus of good management.*

*With the commitment index, which consists of the components of com-*

*mitment and capability, the BA wishes to develop in particular the topics of management and cooperation, good working relationships, but also health management and reconciliation of family and working life as well as private life in cooperation with committees and staff.*

*The BA is one of the first major employers in the public sector to use the commitment index in employee surveys. At the end of 2013, all employees in unemployment insurance and family benefits were able to take part for the first time in the survey with 19 personal statements. Over 34,000 employees participated in the first survey and provided feedback on how they feel at work with respect to the general conditions.*

*The aim of the dialogue-based follow-up process now is, among other things, to create good basic conditions for successful working and good quality working relationships. To this extent, the commitment index represents a modern refinement of the former feedback to managers. The commitment index is also integrated in the BA's objectives management process.*



##### **Health promotion in the BA**

Employee commitment is closely linked with their physical and mental health and thus with their long-term employability. Only healthy employees can be committed. By introducing the commitment index, the BA is also working towards making a positive contribution to preventing mental illness and to promoting the health of its employees. In this way, the preventive approach of operative health management is seamlessly integrated in this concept, which in the BA goes far beyond still important 'classics' such as back training, nutrition counselling, exercise and stress management, and makes a contribution in a holistic approach towards the long-term maintenance of commitment and capability.

For this purpose, along with a number of local and regional activities, networking with regional directorates and special offices was intensified further last year, and in-company integration management was made more professional. Following a health survey conducted nationwide with the cooperation of the University of St. Gallen, a guideline was developed for managers on 'Betriebliches Gesundheitsmanagement im Führungsalltag' (in-company health management in daily management work), a recommended action for strengthening the mental resistance (resilience) was worked out together with the Jacobs University and a brochure entitled 'Kein Stress mit dem Stress' (No stress with stress) was published for all employees.

## Employee capacity of the BA in full-time equivalents

	Total		Unemployment ins. and basic income support for job seekers service <sup>1</sup>		Basic income support <sup>2</sup>		Family benefits office	
	2013	Previous year	2013	Previous year	2013	Previous year	2013	Previous year
<b>Total</b>	<b>94.300</b>	<b>93.500</b>	<b>53.800</b>	<b>54.100</b>	<b>36.900</b>	<b>36.200</b>	<b>3.600</b>	<b>3.200</b>
of these, permanently employed	82.900	83.700	47.400	49.100	32.600	31.900	2.900	2.700
of these, temporarily employed	11.400	9.800	6.400	5.000	4.300	4.300	700	500
For information only <sup>3</sup>								
Students	800	800						
Trainees	1.400	2.300						

<sup>1</sup> Employment agencies, regional directorates, special offices and head offices including internal service and services for the basic income support for job seekers, without supra-regional administrative tasks.

<sup>2</sup> Joint institutions and overlapping performance of tasks for basic income support for job seekers.

<sup>3</sup> Junior employees are indicated in the total number for information only.

## Promoting diversity

In view of social and economic changes, promotion of diversity in the scope of diversity management is a success factor for the long-term assurance of employability and hence the BA's capacity for innovation and customer orientation. The results of the brief representative online survey 'Chancengleichheit und kulturelle Vielfalt' (Equal opportunities and cultural diversity) in 2013 show that 78 per cent of employees attach a high to very high significance to the topic of equal opportunities and that the percentage of employees with a migrant background in the field of unemployment insurance can be given as 16 per cent. With a view to the customer structure – and the increasing importance in this context of intercultural competency – the potentials of migrants and cultural diversity remain in the focus of personnel policy.

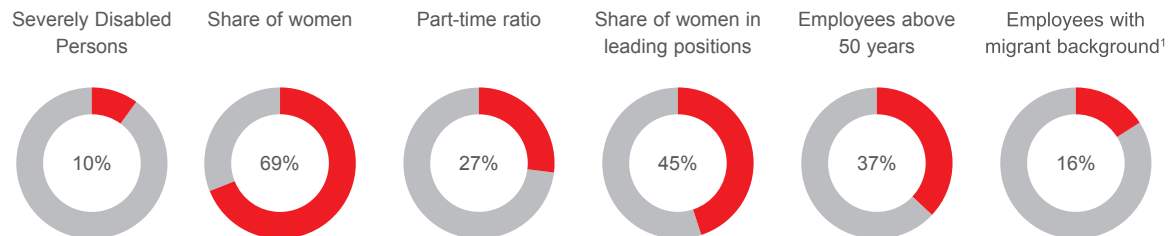
In the series of events 'Mit Diversity Management zum Erfolg' (Success with Diversity Management) at the BA's Staff College, the topics 'Schwerbehinderte Menschen' (Severely disabled persons), 'Demografiemanagement' (Demography management) and 'Potenziale von Frauen erschließen' (Tapping the potential of women) were covered at three events and discussed with prominent representatives from politics, industry and academics; in addition, various ideas and projects on the respective major topics were presented by the offices.

## STAFF COLLEGE OF THE BA AWARDED SEAL OF EXCELLENCE OF THE GERMAN EDUCATION AWARD

The BA's Staff College has implemented an exemplary education and talent management system in accordance with recognised quality standards, which is among the best in its sector. For this, it was awarded the seal of excellence of the German Education Award 2013. The initiators of the award – the TÜV SÜD Academy and the EuPD Research Sustainable Management – addressed companies, institutions and authorities that support and develop their employees further in the framework of strategic and structured education and talent management. The intention was to pay more attention to the increasingly important aspect of lifelong learning. More than 130 companies applied. The BA's Management Academy successfully passed the audit and showed that it is focussed on the support and further development of its employees.



### Important key figures from the personnel area



<sup>1</sup> The data is based on voluntary information provided in an internal employee survey.

Source: Federal Employment Agency, ERP Personnel

### AWARD FOR THE BA'S TRAINEE PROGRAMME

Since 22 March 2013, the BA's manager training programme has displayed the prominent seal 'Karriereförderndes & faires Trainee-Programm' (Career promoting and fair trainee programme). This award is given to high-quality junior staff programmes in which trainees take over responsible tasks from the very beginning and are accompanied by experienced managers and where salary and duration are in a reasonable proportion to the learning contents. The award is based on the 'Charta karrierefördernder und fairer Trainee-Programme' (Charter of career-promoting and fair trainee programmes) with which the BA agreed to comply.



### RESTRUCTURING OF TEACHING STAFF IN THE FIELD OF TRAINING

In order to ensure a uniformly high quality of employee training and to be able to take better account of the different requirements, the group of persons responsible for training was reorganised and oriented more strongly to the different methodological-didactic requirements. An obligatory basic training in the fields of methodology, didactics, transfer of knowledge and communication with a subsequent certification was introduced for the teaching staff.

### INTRODUCTION OF INDIVIDUAL LEARNING SUPPORT

The BA is entering new territory with individual learning support, in order to promote the transfer to practice of what has been learnt and on-the-job learning: specially trained colleagues support employees in the further development of their competences in the workplace. They support their colleagues individually in determining learning needs and defining possible further steps and evaluate experiences jointly. The BA thus takes into account the findings of science on the sustainability of learning processes and creates another component for promoting competence and action orientation in education.

The concept was tested in the field of unemployment insurance in 2012 and successfully continued in 2013. In the scope of a project for promoting counselling competency in basic income support for job seekers, individual learning support was perceived as profitable for the daily routine and has been offered nationwide since 2013.

## BUDGET AND PURCHASING

### STRUCTURAL PROBLEMS IN THE UNEMPLOYMENT BURDEN THE FINANCIAL RESULT

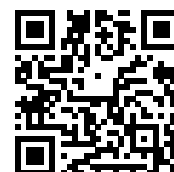
The budgetary year 2013 was completed with a slight operative surplus of €61.18m. After transfer to the pay-as-you-go reserves for winter employment and bankruptcy compensation, there was a financing deficit of €186.29m on the books. In the 2013 budget, which is based on the Federal Government's economic benchmark figures of October 2012, a negative year-end result of €1.14bn had been assumed. The financial deficit was compensated from the BA's reserves, so that there was no need to take up a federal loan. Nevertheless, even though the economic trend was positive on the whole, it could not be used for building up further reserves for the future to prepare for economically more difficult periods.

The improvement in the financial results was caused above all by a reduction in expenses. €32.57bn were spent, which is €1.12bn less than the amount estimated in the budget. Through the targeted use of active employment promotion services, the BA spent much less from budgetary funds in this area. Furthermore, it was possible for employment to be taken up in many cases without financial support. In contrast, the further reduction of unemployment stagnated, so that spending on unemployment benefit in case of unemployment was significantly above the budget estimate.

In the 2013 business year, €2.80bn were spent for services that, in the opinion of the BA's Board of Governors, were to the benefit of society as a whole and, therefore, should be financed by taxes. This corresponds to a share of 8.6 per cent of the total expenses for unemployment insurance for which the BA does not receive any adequate compensation from taxation.

At €32.64bn, income at the end of the year was around €85.52m above the estimate in the budget. Contributions to employment promotion, the largest income component with 84.6 per cent, amounted to €27.59bn, which is €126.94m more than in the budget. The reason for this is a further rise in the number of employed persons subject to social security contributions.

Since the beginning of 2014, the BA has made its budget transparent in a web-based application in order to provide interested members of the public with online information about the use of the contribution funds.



*The web-based application  
regarding the budget of the BA  
is available at  
[www.haushalt.arbeitsagentur.de](http://www.haushalt.arbeitsagentur.de)*

### THE BA AS AN IMPORTANT SERVICE PROVIDER OF GERMAN SOCIAL POLICIES

Along with providing services for the labour and training markets, the BA also makes a contribution to the social security system in the Federal Republic of Germany with its other assigned tasks, such as the payment of tax-financed benefits. In 2013, the BA paid out a total of €99.55bn. After benefits from the insurance budget amounting to around €32.57bn, tax-based child allowance of around €33.05bn represents the largest expense item. A total of about €32.57bn was spent on basic income support for job seekers. On the whole in 2013, over 201 million payment transactions were necessary for handling all the payments.



## CYCLICALLY FLUCTUATING EXPENSES FOR INFRASTRUCTURE, INFORMATION TECHNOLOGY AND LABOUR MARKET SERVICES

In 2013, the BA purchased goods and services for infrastructure and information technology as well as labour market services with a total value of €3.11bn.

In the field of infrastructure and information technology, the majority was put out to Europe-wide calls for tenders and bundled in framework agreements. The number of newly concluded framework agreements is nearly the same as that of the previous year. The purchase volume has gone down in comparison with the previous year. The main reason for this is that in the previous business year, multi-year framework contracts for IT services were put out to tender, and when framework agreements were awarded, the purchase volume of the entire duration of the contract was taken into account. A contract management based on SAP software was introduced in April in the scope of a purchase resource management project. With this, the entire purchase process in the field of information technology and infrastructure, starting from the request to contract awarding and contract management, including the processing of the contract, can be mapped electronically.

Around €2.23bn were spent on purchasing labour market services. The share in unemployment insurance was around 78 per cent. A total of 5,400 new multi-year contracts for labour market services with measures starting in 2013 were concluded.

When it comes to its measures, the BA pays special attention to the quality of implementation and results. The focus is on achieving sustained integrations in order to enable permanent future opportunities for participants. In the previous year, this orientation was implemented nationwide in the audit service for labour market services as well. A concrete linking of successfully conducted measures from a provider with appropriate consideration in new calls for tenders is under preparation with regard to the amendment of the Regulation on the Award of Public Contracts that was carried out in October 2013.



## INFORMATION TECHNOLOGY

### THE BA'S INFORMATION TECHNOLOGY SECTION

The BA'S IT section provides the complete computing centre services for 1,700 connected properties. With 120 proprietary IT processes, 160,000 networked PC workstations and the related infrastructure, the BA's IT section operates one of the largest IT landscapes in Germany and is continually developing it further. Along with the size, the main challenges are the complexity and the reliability of the services offered. Thus, for instance, every month 8 million mail items and 34 million emails are sent, and 17 million bank transfers are carried out.

### GREEN IT

With the Green IT strategy 2013, the BA's IT system house supported the Federal Government's initiative for green IT. The objective of this initiative was to reduce the Federal administration's energy consumption caused by IT operations by 40 per cent by 2013 in comparison with the base value from the year 2009.

#### future-oriented

*For this reason, the year 2013 was characterised for the BA by the continuous and consistent implementation of the energy saving measures defined in the Green IT strategy 2013. In particular, the effects of local consolidation of computing centres contributed towards a reduction of total IT energy consumption by switching off air-conditioners that were no longer needed and through systems for uninterrupted power supply.*

*In comparison with the base value from the year 2009, total annual*

*IT energy consumption in computing centres and IT rooms, and at IT workstations, has been almost halved from 208 GWh to 107 GWh. The BA's IT section has therefore exceeded the target established in the Federal Government's Green IT initiative. For the BA's IT section, this success is another major step in the direction of its own vision to become the most economical and most efficient IT service provider in the public sector.*

*On the basis of the results achieved to date, energy savings will continue to be driven forward as the central aim of the BA's IT section beyond the*

*year 2013. The subject of sustained energy saving continues to have high priority for the BA. The main challenge here is to reconcile economic feasibility and user satisfaction in the best possible way.*

*The BA's present green IT strategy will be continued until 2020. The level of overall IT energy consumption achieved in 2013 is to be maintained until 2020 and further savings potentials are to be identified and achieved*

### NEW E-GOVERNMENT PORTAL

With the new e-government portal and 'elektronisches Kunden- und Partneridentitätsmanagement' (E-KIM) (electronic customer and partner identity management), the BA is laying the foundation stone for innovative online processes. This portal offers the public, institutions and companies improved information as well as simple and secure services.

The portal is based on the latest technology, can be extended for new functions and services and is future-proof. This involves a high efficiency potential and forms the basis for new online business models, because from now on customer transactions can be carried out via the portal without media disruption. The requirement for this is a secure, personal registration and log in by customers. This function was developed by electronic customer and partner identity management and is now being introduced in steps. It is already being used in online applications for child allowance.

The portal's interface has a modern design and an innovative character. At the same time, the display of the information automatically adjusts to the display of the terminal that is being used. Moreover, a comprehensive search function links the Internet offers of the BA in a better way and simplifies the finding of information. The new portal also starts with two more basic services: The function 'Dienststellen vor Ort' (Local offices) uses existing data via the interfaces and thus simplifies and optimises the search for employment agencies, job centres and family benefits offices. In addition, customers can even more easily find information on the BA's local offers in a refined events database. Further expansion of the portal will be carried out in several stages in accordance with the strategy 'BA Online 2020' and will pave the way for the BA to make the transition from a service provider to a customer-oriented solutions provider.

## MODERNISATION OF WORKSTATIONS

In the area of the PC workstations, the focus in 2013 was on modernising the office communications software and updating the Office version and the PC operating system. By updating the Office solution, all office communication functions are now available in a common, user-friendly interface. All workstations in the BA were raised to the latest version of the PC operating system between October 2012 and April 2013. Migration took place outside of consultation hours so that it had hardly any impact on the work of users.

The introduction of a PC-based video conferencing solution was a further step towards the modernisation of communication facilities. For cooperation in projects or during remote management, the system enables easy and direct video conferences from meeting rooms or from the familiar office environment at the PC workstation. This enables communication to be organised more effectively and reduces costs. The chat function was tested successfully in the service centre, and in the ZAV the function of video conferences with applicants.

## PARTICIPATION OF THE BUNDESLÄNDER (FEDERAL STATES) AND LOCAL AUTHORITIES IN THE DEVELOPMENT OF THE BA'S 'ZENTRALE IT SGB II' (CENTRAL IT SGB II)

The BA also provides the central IT processes for the joint institutions. Local authority providers are included in the development of these IT processes on the basis of their local participation in the joint institutions. This process was installed under the aegis of the joint Federal Government-Bundesländer (federal states) committee in the form of the 'Zentrale IT SGB II' (Central IT SGB II) work group. The participation method that was established in this way has since proved its suitability. As a result, the wide concerns of local authorities regarding services for education and participation, as well as payments for accommodation and heating, could be processed successfully and assigned in the IT processes. Local authority concerns with regard to questions of IT evaluation and the eAkte in basic income support for job seekers are currently still in the process of consolidation and concretisation.

# ANNEX

## 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 fourth year.

### 1. PREAMBLE

The BA submits its corporate governance report for the 2013 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 Internal Audit 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 representative members. Proxies are permitted only if a member is absent. 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:

- Group of employees: unions that have signed wage agreements and their associations,
- Group of 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 Section 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 Heinrich Alt (member of the Managing Board) and Mr Raimund Becker (member of the Managing Board). In 2013, the salaries paid to the members of the Managing Board amounted to around €830,000.

### **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 2012 to September 2013 were taken into account with the territorial status of December 2013. 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 2013 were used for the data of beneficiaries. In the process, flexible annual values for the months of November 2012 to October 2013 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 2012 to September 2013 were used for the area of basic income support for job seekers.

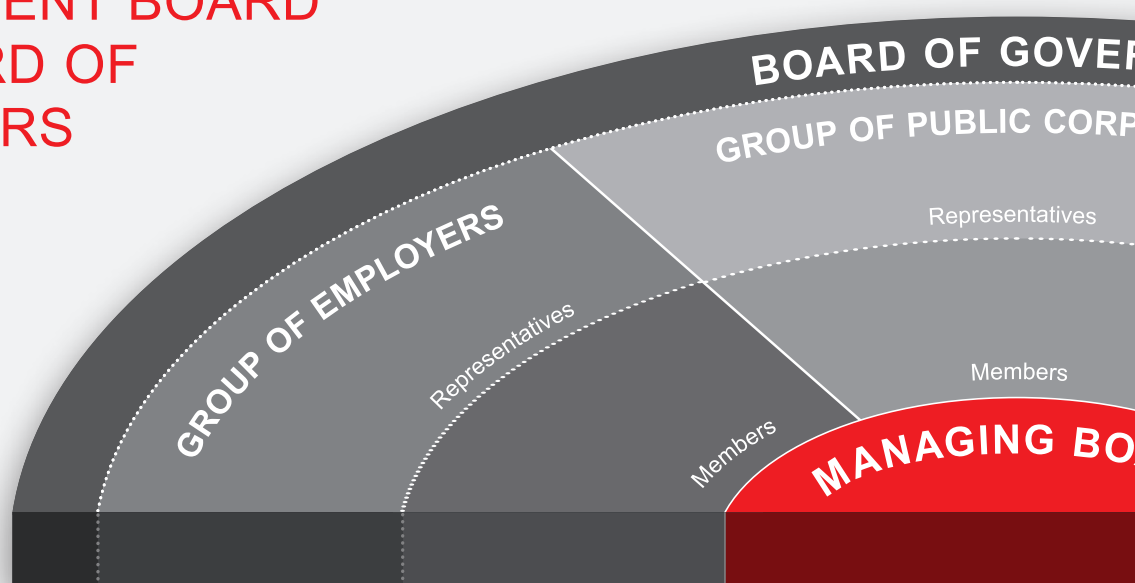
The information on the funds invested reflects only the support programmes in the employment agencies / job centres (joint institutions) and refers to the full year of 2013.

The data on unemployment map the full year of 2013.

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 at **[statistik.arbeitsagentur.de](http://statistik.arbeitsagentur.de)**.

# MANAGEMENT BOARD AND BOARD OF GOVERNORS



## Frank-J. Weise

Chairman of the Managing Board

## Heinrich Alt

Member of the Managing Board, responsible for basic income support

## Raimund Becker

Member of the Managing Board, responsible for unemployment benefit

## Managing Board



## Bertram Brossardt

Association of Bavarian Economy Regd.

## Peter Clever

National Association of German Federation of Employers

## Gerhard Handke

Federal Association of Wholesale, Foreign Trade, Services Regd.

## Ingrid Hofmann

Federal Employers' Association of Personnel Service Providers

## Walter Huber

Siemens AG

## Holger Schwannecke

Central Association of German Handicrafts

## Oliver Zander

Employers' Associations of Metal and Electrical Engineering (Gesamtmittel Regd.)

## Valerie Holsboer

Federal Association of System Catering Regd., Employer Association Food and Beverage Regd.

## Dr. Lutz Mackebrandt

Federal Association of independent professions

## Christina Ramb

National Association of German Federations of Employers

## Gabriele M. Walther

Alliance of German Producers - Film & Television Regd.

## Alexander Wilhelm

National Association of German Federations of Employers

## Lothar Gretsche

Ministry for Economy and Employment, Energy and Traffic of Saarland

## Dr. Alexander Groß

Federal Ministry for Economic Affairs and Technology

## Kornelia Haug

Federal Ministry for Education and Research

## Barbara Loth

Senate Department for Employment, Integration and Women of the state of Berlin

## Dr. Elisabeth Neifer-Pors

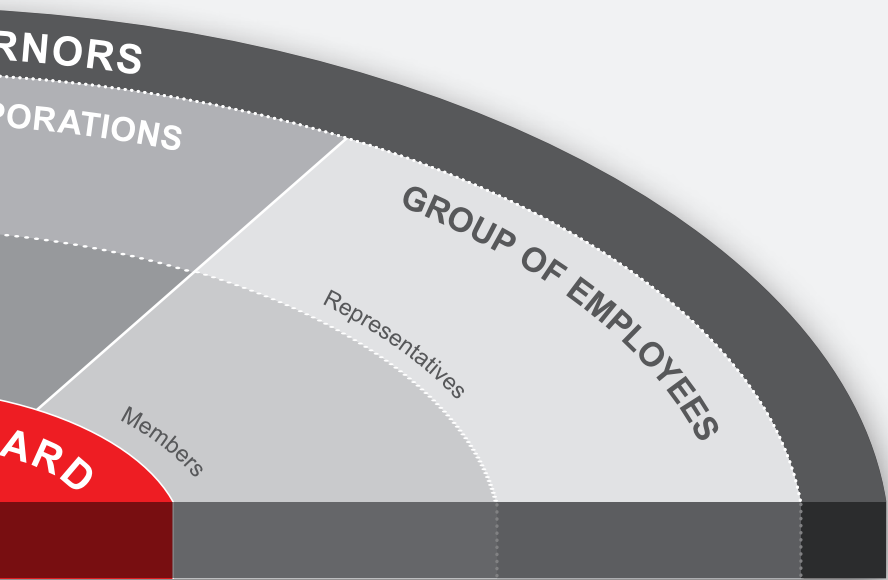
Federal Ministry of Labour and Social Affairs

## Prof. Eberhard Trumpp

County Association Baden-Württemberg

## Nikolaus Voss

Ministry for Employment, Equality and Social Affairs of the state of Mecklenburg-Vorpommern



**Daniela Behrens**  
Ministry of Economy, Employment  
and Traffic of Lower Saxony

**Dr. Thomas Gerhardt**  
Federal Ministry of Finance

**Verena Göppert**  
German Association of Cities

**Dr. Wilhelm Schäffer**  
Ministry of Employment, Integration  
and Social Affairs of the state of  
North Rhine-Westphalia

**Christiane Voß-Gundlach**  
Federal Ministry of Labour and  
Social Affairs

**Dr. Wilhelm Adamy**  
German Federation of Trade Unions

**Egbert Biermann**  
Industrial Union of Mining,  
Chemistry, Energy

**Annelie Buntenbach**  
German Federation of Trade Unions

**Dietmar Schäfers**  
Industrial Union Construction-  
Agriculture-Environment

**Burkhard Siebert**  
Union Food-Beverage-Restaurants

**Dr. Hans-Jürgen Urban**  
Industrial Union Metal Workers

**Eva Maria Welskop-Deffaa**  
United Services Union ver.di  
GRUPPE DER ARBEITNEHMER

**Dr. Stefanie Janczyk**  
Industrial Union Metal Workers

**Ansgar Klinger**  
Union of Education and Science

**Stefan Körzell**  
German Federation of Trade Unions  
of district Hessen-Thuringia

**Isolde Kunkel-Weber**  
United Services Union ver.di

**Uwe Polkaehn**  
German Federation of Trade Unions  
of North District

**Board of Governors**



# IMPORTANT EVENTS 2013

## JANUARY 15

The BA's JOBBÖRSE is awarded a seal of approval with the grade 'good' in the results of the sectoral evaluation of online job exchanges

## JANUARY 28 - 29

Under the patronage of the Federal Minister of Labour the BA hosts the European Youth Conference 'Ausbildung sichert Zukunft: Beschäftigungschancen der Jugend in Europa erhöhen' ('Training secures the future – increasing employment opportunities for Europe's youth')

## FEBRUARY 08

BA's Board of Governors adopts the initiative 'AusBILDUNG wird was – Spätstarter gesucht' ('Training is worth it - late starters wanted')

## FEBRUARY 25

The chairs of the Board of Governors and Managing Board consult with the President of the European Parliament on labour market trends in Europe and mobility within Europe

## MARCH 07

- The Board of Governors addresses for the first time the report of Federal Court of Auditors on the objectives and control system of the BA
- The BA's 'Ich bin gut 2012' campaign is awarded the 2013 German Media Award in the category 'Best Media Strategy'

## MARCH 18

JOBBÖRSE app is launched

## MARCH 22

Management trainee programme of the BA awarded the seal 'Karriereförderndes & faires Trainee-Programm' ('Career promoting & fair trainee programme')

## APRIL 16

The BA's Leadership Academy is awarded the Seal of Excellence at the 2013 German Education Awards

## APRIL 25

- BA's Parliamentary Evening
- Girls' Day and Boys' Day

## MAY 01

BA's Operational Services are launched

## MAY 28

'Beschäftigungschancen für Alleinerziehende erschließen' ('Opening up employment opportunities for single parents') competition - awards for most successful ideas presented by State Secretary Gerd Hoofe and Managing Board Member responsible for basic income support, Heinrich Alt

## JUNE 01

Introduction of toll-free customer service numbers

## JUNE 06

Board of Governors meets with representatives of the European Commission and European Parliament to discuss youth employment and the role of European public employment services.

## JUNE 13

Conference in Berlin on 'Perspektiven für junge Erwachsene ohne Berufsabschluss' ('Prospects for young people without professional qualifications') set up by and with the collaboration of the Board of Governors

## JUNE 20

- Election of Annelie Buntenbach as the chairwoman and Peter Clever as the vice-chairman of the Board of Governors
- BA is awarded the Comenius award in the category 'Didactic Multimedia Projects' for [www.planet-beruf.de](http://www.planet-beruf.de)

## JUNE 27

'United Nations Public Service Award' for the initiative 'Perspektive Wiedereinstieg' ('Prospects getting back into work')

## JULY 03

BA makes presentation on tackling youth unemployment at EU summit talks in Berlin

## SEPTEMBER 27

- European Commission's Director General for Employment makes presentation to Board of Governors on the concept of 'Förderung der Jugendbeschäftigung in Europa' ('Promoting youth employment in Europe')
- Board of Governors lifts the fee regulation for international placement
- Board of Governors passes the modified objectives and control system for 2014

## OKTOBER 01

BA becomes member of the European Social Network, a Europe-wide network of public social services

## OKTOBER 09

[www.planet-beruf.de](http://www.planet-beruf.de) receives the GIGA-Maus 2013 award for best reference and look-up program in the category 'Kinder ab 10 Jahre'

## NOVEMBER 08

- Approval of the activities of BA's managing board in the budgetary year 2012 by the Board of Governors
- Determination of the BA's budget for the year 2014 by the Board of Governors
- Approval of the Board of Governors in higher-than-expected expenses for unemployment benefits for unemployment amounting to 1.39 billion Euro
- Objection of the Board of Governors against the suggestion of financing the settling-in allowance as a task for society as a whole from the BA's contribution budget

## NOVEMBER 12

BA makes presentation on tackling youth unemployment at second EU youth summit in Paris

## NOVEMBER 20

Approval of the budget of the BA for the year 2014 by the Federal Government

## DECEMBER 19

Board of Governors takes note of the approval of the BA's 2014 budget by the Federal Government

**Editor**

Federal Employment Agency  
Managing board  
March 2014

**The annual report is available here for download:**  
[www.arbeitsagentur.de](http://www.arbeitsagentur.de)

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