

Annual Report 2016



Bundesagentur für Arbeit
bringt weiter.

Annual Report 2016

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

In accordance with section 393(2) Book 3 of the Social Code (SGB III), the Executive Board submits the following Annual Report, approved by the Board of Governors, for the period 1 January to 31 December 2016.*

Frank-J. Weise
Frank-J. Weise
Chair of the Executive Board



Detlef Scheele
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Director Labour Market



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Director Regions



Photos: Stefan Brending

In a changing world, the BA intends to be an anchor that strengthens confidence in the social security of our country.

That is how we positioned ourselves in our BA 2020 development programme. And we acted in accordance with this aspiration in 2016.

With our future-aligned programmes, we are responding to one of the great challenges for the labour market and society: integrating refugees to Germany into employment and training without neglecting domestic clients.

We were supported by the continuing favourable development of the labour market in Germany in 2016. Fewer persons were affected by unemployment, not least because companies' demand for new employees increased significantly. And employment subject to social security contributions also grew. All this contributed to the labour market once again being an essential pillar of the economy; private consumption and government demand grew considerably.

The outlook remains positive – though cautious. As a strong public service provider, we intend to and will shape the compensating processes of the labour market effectively, and we will adapt our advisory and placement services to the new challenges.

We laid the foundation stones for this in 2016.



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80

49%

Proportion of women in
management positions



Integration
of refugees
International

39



International

52

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Support for further training
 48

13 **31.37 m**

employees subject to social security contributions
 (as of June 2016)



World of Work 4.0
 86

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Foreword by the Board of Governors



Peter Clever
Chair of the Board of Governors

Against the background of the stable labour market situation, the Board of Governors is setting a signal in unemployment insurance to provide good support and to promote and integrate national and immigrant jobseekers equally well. In the BA's budget for 2017, the funds for the promotion of national jobseekers, especially for those persons with disabilities and low skills and qualifications, and for migrants were increased equally

Developing occupational prospects

The great challenge for the labour market is still to offer vocational training to unemployed persons who do not have a school-leaving or vocational training certificate, or to integrate them into employment. Following the vast numbers of refugees who entered in 2015, the task in particular is increasingly to bring these refugees into vocational training and employment.



Annelie Buntenbach
Deputy Chair of the Board of Governors

The BA's staff have taken on the challenges of the new clientele with great engagement and commitment. The Board of Governors wants to thank them as well as the many BA employees who helped the "Bundesamt für Migration und Flüchtlinge" (BAMF, Federal Office for Migration and Refugees) on a temporary basis to deal with the difficult tasks that arose from the influx of refugees in the last two years.

The BA has adapted its processes for assessing skills and providing guidance. In cooperation with the BAMF, it has created new opportunities for language promotion, active

employment promotion and occupational trials, which are intended to enable refugees to acquire language skills and start vocational training or employment as early as possible.

Flexibilisation of entry-level training

The Board of Governors has designed the directive on entry-level training to be more flexible, in order to enable young refugees to have parallel language assistance during entry-level training. This enables working hours to be reduced in favour of language assistance – given appropriate provisions in collective agreements. Companies can link language assistance and entry-level training better, without abandoning the basic philosophy of work-related entry-level training with adequate presence in the company.

New cooperation model for promoting the integration of refugees and persons with low qualifications and skills

Together with the social partners and the BAMF, the BA has developed a cross-sector cooperation model for promoting the integration of refugees for the target groups of those aged under 25 and those over 25. Successful labour market integration can be considerably accelerated if language acquisition can be successfully combined with vocational training or with training in employment subject to social security contributions. For the group of those aged over 25, a key target is training parallel to employment via occupationally compatible partial qualifications. In the case of the group under 25, the focus is on in-company training. The approach is suitable for all branches, it has been conceived to be very flexible and is open to all those with low skills and qualifications. The Board of Governors has asked the employment agencies' administrative committees to design the models jointly with all local stakeholders in accordance with demands.

Further development of the labour market policies

In 2016, the Board of Governors set various focuses for the further development of labour market policies. These included future-oriented approaches, such as a recommendation for closer cooperation between basic income support and youth welfare service, and the continuation of successful approaches such as the initiative "AusBILDUNG wird was: Spätstarter gesucht" (Training is worth it: later starters wanted). The Board of Governors is consistently committed to improving the participation opportunities for persons with disabilities and to preventing youth unemployment.

\\ Better participation opportunities for persons with disabilities

A central concern of the Board of Governors is to demonstrably improve the participation opportunities for persons with disabilities and a need for occupational rehabilitation. It has therefore concluded the project that was started in 2015 on the development of a consistent rehabilitation strategy in 2016. That was followed by the setting the course for initial further developments in the processes and the organisational and personnel structure in the BA, whose further development will be accompanied by the Board of Governors.

\\ Closer cooperation between basic income support and youth welfare service

The Board of Governors has made recommendations to the Federal Government advocating for closer cooperation between basic income support and youth welfare service, as well as the creation of opportunities for social participation in combating long-term unemployment, in particular through targeted support for parents of small children. In this way, initiatives of the social partners and the Bundesrat (second chamber of the German parliament) are supported. Close intermeshed cooperation between jobcenters, youth offices and other stakeholders can minimise the risk of long-term unemployment being “inherited” by the next generation. Jobcenters can realise this recommendation, among other things, within the framework of the federal programme on social participation.

\\ Acquiring “future starters” for vocational training

With around 100,000 entrants in schemes to promote vocational training within three years, a positive assessment can be made for the initiative “AusBILDUNG wird was: Spätstarter gesucht” (Training is worth it – late starters wanted). The initiative has been running since 2013 and was developed further in 2016: Together with extended promotion possibilities, it will be continued in employment agencies and jobcenters under the new title “Zukunftsstarter” (Future starters). By 2020, an additional 120,000 participants aged between 25 and 35 will be acquired for training or further training with the aim of attaining a vocational qualification.

\\ Development of youth employment agencies

The Board of Governors is convinced that collaboration between the different sponsors is a helpful instrument for supporting young people at the transition from school to training or studying and for ensuring greater transparency on the training market. In view of the large number of young people whose destination at the transition from school to an occupation is also still not clear, the Board of Governors has requested the federal states to continue to support the development of youth employment agencies and to strengthen local cooperation with schools as well.

Development potentials in STEM occupations

Advancing technicisation and digitalisation are creating additional employment and development perspectives in the area of STEM (science, technology, engineering and mathematics) occupations. The Board of Governors has established a project group with the objective of drawing up strategies and concrete recommendations for action, in order to use existing opportunities in this occupational field more consistently and sustainably.

Improving the BA's range of services

Lifelong vocational guidance

Foreseeable structural and work organisational changes in the World of Work 4.0 require the provision of advisory services throughout the entire work history. Changes in media habits, in particular among the young generation, demand communication formats that are more adapted to the addressees. The Board of Governors supports and actively accompanies a project initiated in this respect, whose objective is a comprehensive lifelong advisory concept.

Providing services locally

The Board of Governors took a fundamental decision on the BA's nationwide presence. True to the service commitment "we will remain local", at the beginning of 2016 the Board of Governors agreed to a concept through which the BA will remain with at least one office in all regional authorities or cities. For this purpose, the Board of Governors has approved a more flexible organisation of the range of services.



Peter Clever

Chair of the Board of Governors



Annelie Buntensch

Deputy Chair of the Board of Governors



Labour and training market

The labour market 2016 continued to develop positively with moderate economic growth

The German economy continued its moderate upswing in 2016. The most important pillar of the economy remained domestic consumption, which was supported by the positive development on the labour market.

The number of employed persons continued to grow and in 2016 reached the highest level since German reunification. As in the previous year, economic activity was largely supported by the strong growth of employment subject to social security contributions. However, in the course of the year the pace of employment dynamism clearly lost momentum.

Contrary to many expectations, unemployment fell in 2016 as well. The last time it was lower was 1991. Underemployment – in which, for example, people in employment promotion measures and language courses are taken into account – fell further in 2016. The development of unemployment and underemployment was unequivocally influenced by the effects of forced migration.

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or the December monthly report:

statistik.arbeitsagentur.de

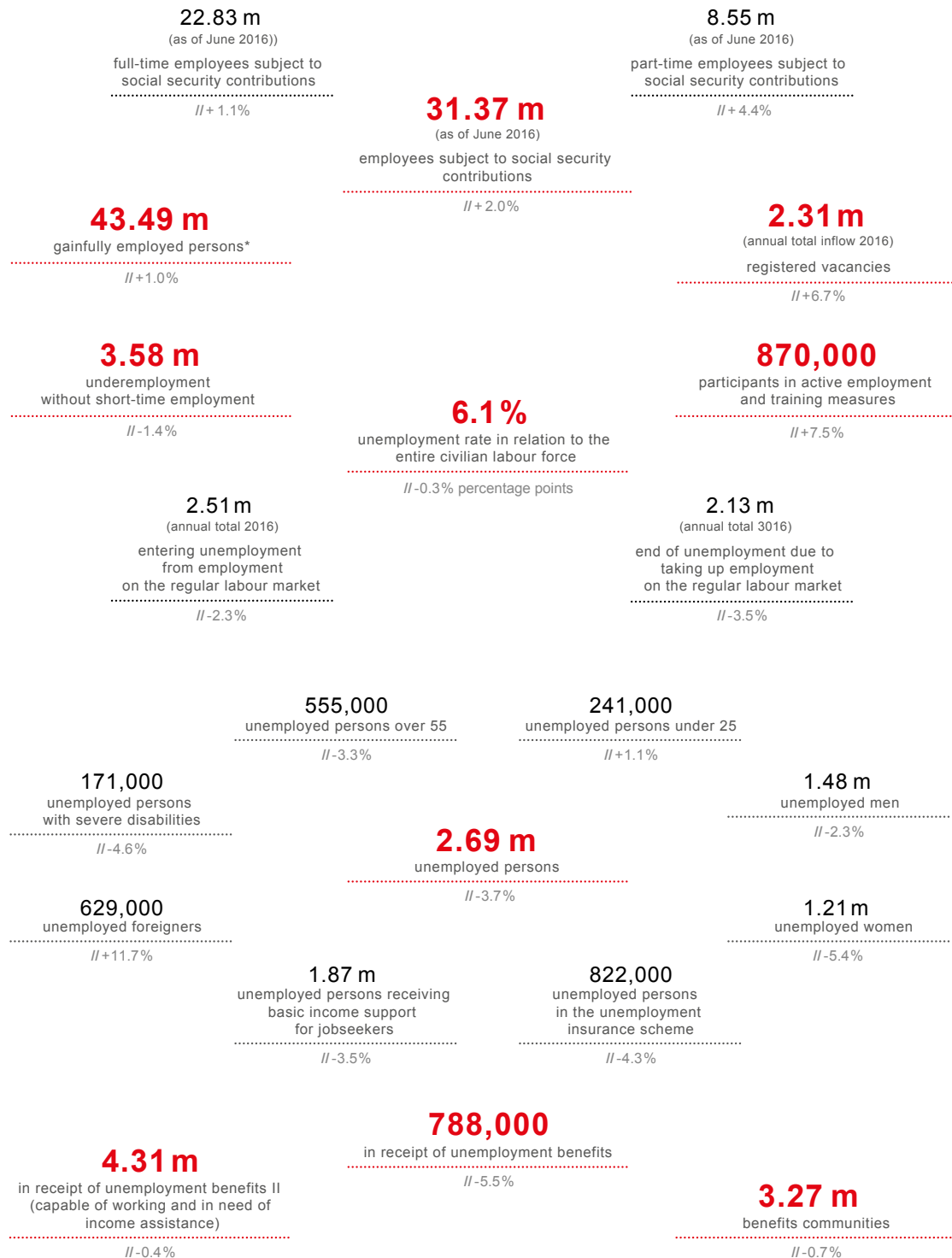
→ Arbeitsmarktberichte (Labour market reports)

→ Monatsbericht (Monthly report)



The labour market 2016 in figures

Unless otherwise shown, the figures are the annual averages for 2016



Source: Statistical Office of the BA
*Source: Federal Statistical Office

The training market 2015/2016 developed favourably, but there are still clear imbalances

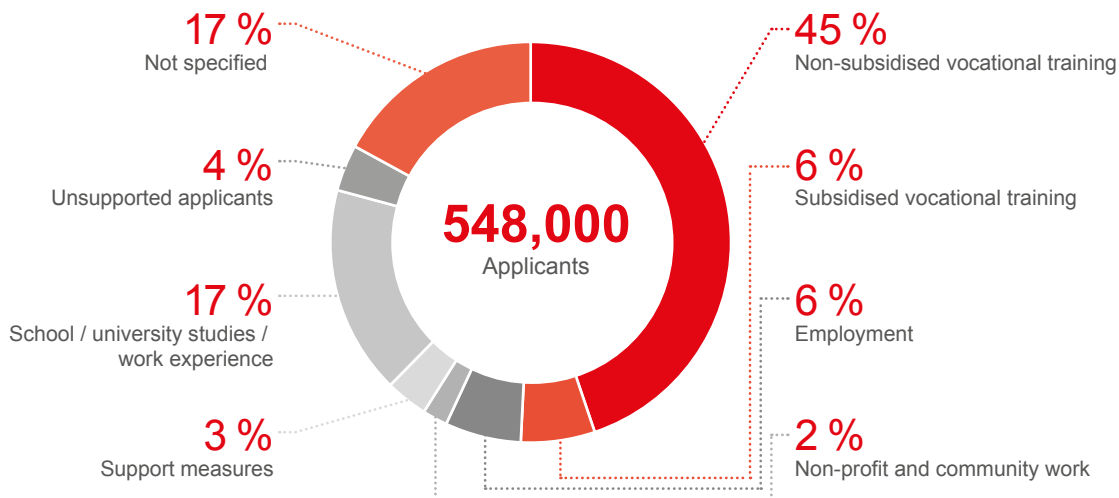
In 2015/2016, the situation on the training market for applicants was once again slightly more favourable than the previous year. Many more training vacancies were registered from October 2015 to September 2016 as compared to one year before. At the same time, the number of young people who registered with agencies and jobcenters as applicants for a vocational training place remained stable. Supply and demand on the training market were balanced in terms of figures.

However, there are regional, occupational and qualifications discrepancies that considerably impede balancing the training market. Regionally, training places are lacking above all in Berlin, North-Rhine Westphalia, Hesse and Lower Saxony. In contrast, in Bavaria, Hamburg, Mecklenburg-Western Pomerania, Thuringia, Baden-Württemberg and Saarland there are many more vacancies registered than candidates. Occupationally, filling training places is particularly difficult in hotel and catering occupations, in building trades, in many craft trades, for example in the craft-based food industry, and in hairdressing, sanitary, heating and air-conditioning engineering, and with professional drivers.

On the reporting date, 30 September 2016, a good half of the candidates were in vocational training. Over one in four young people decided on further schooling, employment or other alternatives. About one in six made use of the training placement service, without providing information on their destination afterwards.

Destination of registered applicants for vocational training places

30 September 2016, percentage shares



Source: Statistical Office of the BA, deviations may occur due to rounding



At the end of September 2016, almost 20,600 registered applicants (four percent) were not provided for, that is, they had neither a training place nor an alternative. In addition, there were 60,100 young people who had decided on an alternative but were still looking for a training place. The destinations are similar to the previous year. At 43,000, the number of unfilled vocational training places as of 30 September 2016 was slightly higher than the previous year.

Outlook for 2017: unemployment will continue to fall

The German economy is continuing its moderate upswing. For 2017, the “Institut für Arbeitsmarkt und Berufsforschung” (IAB, Institute for Employment Research) expects growth of 1.3 per cent in the real gross domestic product, whereby a much smaller number of working days has a negative effect of 0.3 percentage points. However, even with good framework conditions, there are still risks for Germany’s economy. Above all, these include the possible consequences of Brexit, the stability of the European banking sector and the financial market, and economic problems in some NICs.

According to the IAB forecast, in 2017 the number of unemployed will decrease on an annual average by 70,000 persons. The reason for this is the generally favourable cyclical effects, and the relief provided by the use of labour market policy measures. Over the course of next year, given the increasing entry of refugees into the labour market, unemployment may also increase slightly temporarily on a seasonally adjusted basis. The hidden reserve will grow by 50,000 persons.

The upward trend of employment will be maintained: in 2017, the IAB expects a plus of 480,000 persons. This increase is based on the strong growth in employment subject to social security contributions. Companies’ demand for labour is still strong. The potential labour force, i.e. the labour supply, will increase by 360,000 persons with high immigration despite negative demographics, and will reach a new high of 46.73 million. Owing to the calendar situation, average per capita working hours will fall in 2017 by 0.8 per cent.

In the foreseeable future, the integration of refugees not only represents a central challenge, but if it succeeds, an opportunity to counteract the risks of demographic change in Germany.

The IAB’s focuses in 2016

- Focus topic “Migration and integration”: development and start of a new longitudinal survey of refugees on the basis of the IAB-SOEP migration random sample, with which, for the first time, comprehensive information on refugees in Germany was acquired and representative statements on this group are enabled
- Focus topic “Work in the digitalised world”: World of Work 4.0 survey in collaboration with the Centre for European Economic Research on the use of modern digital technologies in German companies and the parallel changes with regard to requirements and the structure of qualifications and activities
- Focus topic “Long-term unemployment and long-term benefits receipt”: opinions for federal and state parliament hearings; Themenheft IAB-Forum 1/2016
- Focus topic “Quality of employment”: evaluation of minimum wage; “Theory meets practice” conference on minimum wages, low wages and employment
- Further evaluations of instruments and programmes for active labour market policies
- Ensuring the quality of political advice

I



III

IV

V

VI

VII

 *MOVES FORWARD:*



Working out a positive occupational future with young people

⋮ Counselling young people individually

A successful career start is the best way to avoid unemployment later on. Young people are our future and we want to develop and design this future together with our young customers.







We give young people a perspective

Support in the transition from school to working life

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

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

Expenditure by the BA for young people (under 25)

Expenditure in billion euros, Germany, Report year 2016

Threshold 1	2016
Transition from general education to vocational training	SGB III* 1.75
	SGB II** 0.13
	Total 1.88
Threshold 2	2016
Transition from vocational training to employment	SGB III* 0.46
	SGB II** 0.10
	Total 0.56

Source: Federal Employment Agency

*Financed from contributions **Financed from federal funds



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

Vocational guidance experts in the employment agencies support young people in the process of choosing an occupation. The services of the vocational guidance service are independent and there is no charge. The central starting point is always the personal ideas, interests and skills of the individual. The BERUFE-Universum self-exploration program is available for initial research. Vocational guidance experts can also enable young people who are interested in vocational training to take part in the occupational selection test in the "Berufspsychologischer Service" (OPS, Occupational Psychology Service). This test provides sound information on which recognised training occupation matches the interests and the practical and cognitive skills of the young people. Those young people who want to check their qualifications for a specific area of study can be offered the OPS's subject-related guidance tests for various study areas. Other specialist services of the BA, the Medical Service and the Technical Advisory Service can be included to sound out the personal pre-conditions for an occupation.

The BA's JOBBÖRSE has regional and national vocational training offers to assist in the search for a suitable in-company training place. KURSNET provides an overview of the nationwide offer of in-school training courses, and www.studienwahl.de provides comprehensive information in the higher education sector.



Careers information smooths the path to working life

The complexity of the educational sector and the higher education landscape is considerable, as is the number of in-company and in-school vocational training offers. The variety of training therefore represents a great challenge for young people on the threshold from school to employment or studying. It is a difficult and important task to cope with this variety and to structure it, to discover the career path that comes into question, and the one that doesn't, and to find out what you actually want and where your personal strengths are. The development of workable decision options presupposes transparency of the possibilities of choice. To make sure that opportunities are not lost in this process, the BA starts providing its careers information at an early stage and systematically: vocational guidance experts from the local employment agency offer extensive careers information at the latest in the penultimate school year in all general schools.

Careers information in schools and careers information centres

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

The events mainly take place directly in schools, and in some cases in the "Berufsinformationszentren" (BiZ, careers information centres) of the employment agencies as well, or on the occasion of nationwide/regional fairs. In future, orientation events are to be adapted even more to the changing learning and media use habits of young people, e.g. through the use of tablets. Since the school year 2016/2017, these tablets have been used in schools where there is no BiZ that can be reached in a reasonable distance. The BA's events database provides an overview of its careers information offers and of external organisers.

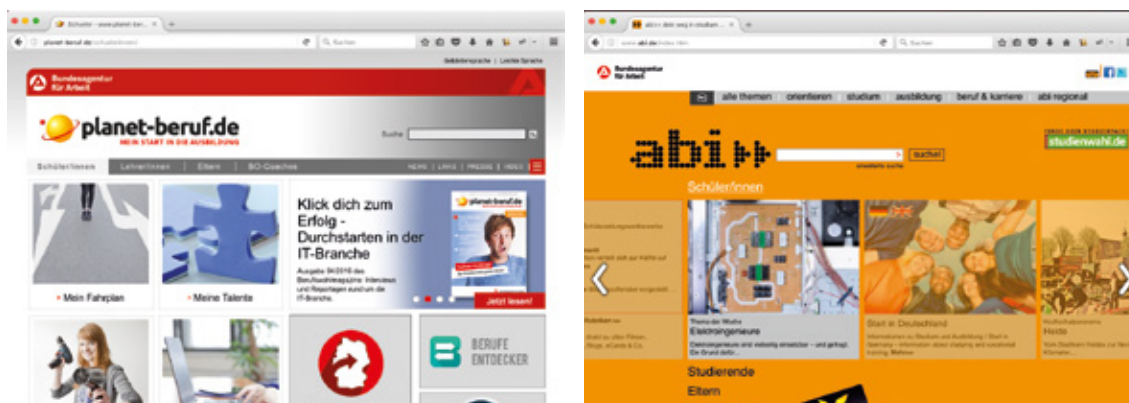
The BiZ at the local employment agency is designed as the central contact point for questions dealing with training/education, studying, careers and the labour market. There are numerous terminals for users to research on the Internet themselves, to look for a training place or a job online, and to prepare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

Media variety oriented towards target groups

In the context of career orientation, the online portals www.planet-beruf.de and www.abi.de offer a great variety of information for young people on the transition from school to vocational training or higher education. Along with portals for students, there are sites for teachers, parents and careers orientation coaches where they can obtain targeted information. Moreover, new subportals on the topic of "young refugees" were established. In addition, the portal www.studienwahl.de, which is operated jointly by the BA and the "Stiftung for Hochschulzulassung" (Trust for admission to higher education") on behalf of the Conference of German Education Ministers, provides comprehensive information on, at present, almost 17,300 offers from 440 institutes of higher education in Germany.

You can access the central events database at:

- www.arbeitsagentur.de
- Weitere Internetauftritte (Additional websites)
- Veranstaltungsdatenbank (Event database)



The online portals are continuously further developed and adapted to current technical standards. In supplement to the online offers, there are regular print editions with different thematic focuses.

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

When choosing an occupation, young women and men frequently orient strongly towards “typical” female or male occupations. The annual nationwide action days “Girls’ Day” and “Boys’ Day” have long been established. The “Technik-Diversity-Chancengleichheit e.V.” (Technology-Diversity-Equal Chances) Competence Center organises the action days in close cooperation with and financial support from the BA. With numerous regional activities and orientation offers, the experts for choosing occupations and degree courses from the vocational guidance service and representatives for equal opportunity on the labour market (BCA) provide active educational work on occupational fields and careers in the STEM (science, technology, engineering and mathematics) and SAGE (social work, health and care, education and training) fields. In addition, the STEM working group of the BA’s Board of Governors is involved with creative ideas and concrete initiatives that are designed to extend the range of occupational choices for girls and young women.

The BA campaign “Typisch ich” (Typically me) motivates young people via social media to come to grips with questions on choosing vocational training or higher education at an early stage and over a broad range. In addition, the song “I have a dream”, which is shown on YouTube and on the landing page www.dasbringtmichweiter.de, addresses non-stereotypical orientation towards vocational training or higher education tailored to target groups.

Practical careers information

The range of measures for intensified careers information and occupational choice preparation takes up the wish of young people and their parents and schools for as much practical relevance as possible in careers information: the central goal is mediating practical experiences and an examination of the individual strengths-weaknesses profile, and making young people aware of their own competencies. The activities of the vocational guidance



experts in schools or in the BiZ are supplemented with these measures. In 2016, €37.21 m was spent on measures of this type throughout Germany.

Network partners in careers information

Young people have offers of support from many organisations and institutions on the transition from school to working life or higher education. The BA networks closely with the relevant stakeholders in order to establish national standards for successful career and study information.

Together with other nationally active institutions and associations, the BA is a member of the National STEM Forum. Members have set themselves the target of developing promotion of education in the STEM sectors along the entire education chain. The effect of the initiatives of individual stakeholders is to be enhanced through networks and cooperation, synergies are to be created and further STEM education in Germany improved and supported in the long term.

There is close cooperation with the "SCHULEWIRTSCHAFT Deutschland" (School-Business Germany) network as well: e.g. careers information tools are developed jointly – most recently a guideline on the subject "Studien- und Berufsorientierung an Gymnasien – Warum eigentlich?" (Study advisory services and careers guidance in higher secondary schools – Why?). In addition, subject-based specialised conferences are organised.

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

Active partnership in the training market – Alliance for Initial and Further Training

In order to strengthen vocational training, secure the supply of skilled workers and make an offer of vocational training to all young people who are willing and have the ability to take part in vocational training, industry, unions, the federal government, the BA and the governments of the federal states established the "Allianz für Aus- und Weiterbildung" (Alliance for Initial and Further Training) on 12 December 2014. The partners were committed, among other things, to provide a large supply of in-company training places. Within the scope of the alliance, representatives of industry agreed to supply 20,000 training places in addition to the vacancies registered with the BA in 2014. This target was achieved in the 2015/2016 reporting year.

The alliance partners agreed on a procedure in four "waves" to facilitate placement of as many young persons as possible in in-company training and to fill as many in-company training places as possible. In this way, the placement process is actively initiated at the

beginning of a year with the “vocational training week”. Further actions follow before and after the holidays: “Nicht ohne Ausbildungsplatz in die Ferien” (Don’t start the holidays without a training place) and “Jetzt aber los: Chance nutzen” (Let’s go: seize the chance). The so-called fourth wave starts from the beginning of October for all those applicants who registered with the BA up to 30 September, but do not yet have a place. In close cooperation between employment agencies and local chambers, young people will be shown and offered alternative paths to vocational training and a career.

At the same time, the “assisted training” instrument that was initiated by the Board of Governors was given a statutory basis by the federal government. In a first step, the alliance partners aimed for up to 10,000 places for the 2015/2016 training year. The start-up was realised successfully. The preconditions for access to assistance parallel to training were modified, so that a larger group of persons can be supported.





In addition, on 18 September 2015, the alliance partners agreed on central steps for the integration of refugees in training and the labour market. The targets were laid down in the declaration “Gemeinsam für Perspektiven von Flüchtlingen” (Working together for perspectives for refugees).

At the summit meeting on 2 June 2016, the alliance partners conducted a joint review after 18 months and once again stressed their commitment to the dual training system. In a declaration, they updated the focuses of activity for the coming years: “Gemeinsam die Herausforderungen auf dem Ausbildungsmarkt angehen – Zehn Arbeitsschwerpunkte für eine starke berufliche Bildung” (Facing the challenges on the training market together – ten focuses of activity for strong vocational education).

Youth employment agencies – on the way to a nationwide success story

The aim of youth employment agencies, which arose in part from the project “Arbeitsbündnisse Jugend und Beruf” (Working Alliances – Youth and Work) in 2010, is to improve the integration of young people in the world of employment and society through intensive cooperation of the stakeholders – employment agencies, jobcenters, local authorities (youth welfare agencies) and schools.

Under the agreement between the parties in the coalition government, youth employment agencies are to be introduced on a nationwide basis and are to bundle benefits for young people under the Social Codes II, III and VIII. The central idea of youth employment agencies is work on a basis of joint decentralised responsibility: specific action points are set along regional and local needs for action and framework conditions, for example coordinated labour market policy measures, one-stop government approaches or improvements to cross-provider communication and information.

Up to the end of July 2015 (last available figures), 218 youth employment agencies of different types were established. Cooperation is proving here to be a national success story – the number of youth employment agencies established nationwide is constantly increasing.

The BA advocates that youth employment agencies be established as comprehensively as possible. Along with the quantitative development, in the near future the quality of youth employment agencies is to be developed further as well. To strengthen a preventive approach, schools are to be included more intensively in the youth employment agencies. Under the motto “No young person should be lost”, in the long term all young people under the age of 25 are to be supported by the youth employment agencies



Our actions are based on the long term

Individual counselling as the basis for a successful career choice

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

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

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

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

Stabilising training relationships and preventing permanent dropping out of training

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

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

Diversions on the road to a successful conclusion of vocational training are also possible with young people, for example if the original career goal is corrected at a later stage. Existing support measures, such as help parallel to training, and the new "assisted training" instrument, can provide effective support here. Through "assisted training", both young



people themselves and training companies can be accompanied and supported through to successful completion of training.

Regular part-time vocational training can also represent a suitable form of training, e.g. if young people start a family early, look after relatives or if individual personal circumstances play a part.

According to the Berufsbildungsbericht 2016 (Occupational Training Report 2016), in 2014 approx. 24.6 per cent of training contracts, or about 143,000, were terminated prematurely throughout Germany. Only about half of apprentices whose training contracts were terminated started other fully qualifying vocational training, the others leave the vocational training system, do not acquire a vocational qualification and therefore find it difficult to have access to qualified, permanent participation in working life.

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



Specialist services support the integration process

Occupational Psychology Service

With its differentiated range of services, the Occupational Psychology Service (OPS) supports placement and integration experts in the integration of customers into training and employment. In 2016, around 253,000 customers were assessed or advised. In the same period, over 55,500 services were provided in joint institutions on behalf of jobcenters.

People who come to Germany from abroad lead to the challenge for the BA to register skills, previous experiences, interests and existing knowledge of German and to use this for their occupational integration. In 2016, the OPS provided support in around 5,000 cases for determining the skills, potentials and knowledge of German of refugees.

A new service providing a “psychological assessment for determining the knowledge of German” which has been offered throughout Germany since 2016, now enables early and low-cost determination of spoken German skills, regardless of existing knowledge of written German.

The OPS is integrated in the project “Berufliche Kompetenzen erkennen” (BKE, Recognising occupational skills). The first tests for ascertaining technical skills and competencies have been piloted since December 2016 at eleven locations. The target is for refugees and customers with low skills and qualifications from both legal bases to be able to provide evidence of their previous occupational experience or technical competencies that they acquired informally or non-formally.

A further project of the OPS was the development of “BERUFECHECK” (career check), an online-based self-exploration method, with which the Occupational Psychological Service supports the BA’s online strategy. BERUFECHECK focuses on the target group of adults with work and/or occupational experience who are aiming for occupational (further) development. BERUFECHECK provides users with a tool for assessing whether an occupation matches their own skills and abilities, work and social behaviour, as well as their interests. Information on strengths and ways to improve are provided that can assist with self-marketing in the application process.

Medical Service

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

In 2016, the Medical Service provided around 550,000 medical reports or consultations for customers from both legal bases for providing benefits and support, and continued to be able to provide its services throughout Germany on a customer-oriented basis.

In 2016, the Medical Service focused even more intensively to the subject of “demand-oriented service provision”. Greater emphasis was put on personal contact with external customers in the daily work of the Medical Service. This meant that services for employment agencies and jobcenters could be provided even more purposefully. This development was



supported by a revision of the Medical Service's product portfolios. The primary differentiation feature for the work of the Medical Service is now found mainly in the type of information collection – with or without customer contact – by doctors before conclusion of the medical report.

The Medical Service faced up to the challenges that were expected in the context of the refugees customer group. Based on previous experience, the Medical Service was able to quickly provide the clients with information on, e.g., inoculations, traumas and language teaching. In addition, training was provided on the subject of "intercultural sensitisation", adapted to the special requirements of the Medical Service, in order to further raise the awareness of staff in the Medical Service and to inform them. The Medical Service has taken the expected extra expense into account in its budget for 2017, in order to be able to make its contribution to the integration of refugees in employment.

The Medical Service's management system was certified successfully once again in 2016. Special recognition was given to the structured and client-oriented working methods of local medical services, which aim towards bringing the clients' interests into line with the tasks of the social service providers.

Technical Advisory Service

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

In 2016, the Technical Advisory Service processed 15,250 orders. In the framework of the "preserving and creating jobs" service, 85 per cent of the orders were related to preservation (prevention) and 11 per cent to acquisition of jobs (integration). About 4 per cent concerned initial vocational integration. Those responsible for health and safety at work were provided with a total of 30,500 hours of consultation on occupational safety issues.

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 ***MOVES FORWARD:***

Actively contributing to securing skilled workers

⋮ Looking for, finding and supporting skilled workers

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







We acquire potentials

Skilled workers for Germany: a great deal achieved through joint action

The BA submitted a comprehensive analysis of the skilled worker situation in Germany with the position paper “Perspektive 2025 – Fachkräfte für Deutschland” (Perspectives 2025 – Skilled Workers for Germany) in 2011. The central question then was how to succeed in averting a foreseeable skills shortage in order to maintain growth and prosperity. The BA identified important levers in ten fields of action through which the skilled worker potential in Germany can be increased. In addition, transparency was created with regard to responsibilities in these fields of action. With the brochure “BA 2020 bringt weiter – Schwerpunkttheft Fachkräfte für Deutschland” (BA 2020 brings us further – special issue on skilled workers for Germany), the BA provides an intermediate assessment after 5 years on what has already been achieved and also gives an overview of the challenges that have not yet been overcome. The issue describes examples of ways and means with which Germany’s skilled worker basis can be ensured in the coming decades, so that in the future even more people can attain qualified employment that ensures their livelihood. The BA invites its partners in the labour market to continue the dialogue and their joint work. All stakeholders are required to develop concepts that are appropriate for them, that intermesh and pursue the joint goal. Experiences up to now make us feel confident that this can succeed.

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

Promotion of equality of women and men on the labour market is a statutory mandate and a horizontal objective for the BA and employment agencies. In this context, the BA’s experts and managers are supported by representatives for equal opportunity on the labour market (BCAs). Together with network partners, they contribute to the creation of suitable preconditions for the promotion of equality of women and men on the labour market. Among other things, they advocate for flexible training forms, such as part-time vocational training, in order to counteract family-related “breaks” in the work histories of young people at the start of their careers. In addition, they campaign for opportunities for employment subject to social security contributions to be created in the area of household-related services and relieving the burden in households for families. The BCAs initiate flexible childcare opportunities so that leaving employment is avoided and returning to employment is facilitated, in particular for women with children. They support acquisition of specialists in child education within the scope of the programme “Quereinstieg – Männer und Frauen in Kitas” (Lateral entry – men and women in kindergartens) initiated by the “Bundesministerium für Familie, Senioren, Frauen und Jugend” (BMFSFJ, Federal Ministry for Family Affairs, Senior Citizens and Youth). Apart from this, in their own mobile exhibition, they provide information on opportunities for converting “mini-jobs” into employment subject to social security contributions, so that a long-term mini-job does not lead to poverty in old age.

Refugee women were also catered to with the BA measure “Perspektiven für weibliche Flüchtlinge” (PerF-W, Perspectives for female refugees), which established an important provision for promoting their empowerment. BCAs also work towards making special information offers for female refugees available in the arrival centres of the “Bundesamt für Migration und Flüchtlinge” (BAMF, Federal Office for Migration and Refugees), and ensuring regular childcare without interruption, starting with the integration course.



Great progress has been made in recent years with regard to increasing the participation of women in employment. It is now important to consolidate what has been achieved and to exploit further possibilities for securing skilled workers. The fact is that a return to the labour market by skilled female workers after a longer family-related period of interruption to employment often fails because of a lack of parallel support in the re-entry phase. For this reason, the BA supports women re-entrants through numerous offers of guidance and support that are oriented towards the needs of the regional labour market.



These decentralised activities are flanked by the BA's nationwide skilled worker campaign "Das bringt mich weiter" (This brings me further) and by the joint action programme "Perspektive Wiedereinstieg" (PWE, Perspectives for re-entry) run by the BMFSFJ and the BA.

One component of the action programme is the "Perspektive Wiedereinstieg – Potenziale erschließen" (Perspectives for re-entry – developing potentials) programme, which is also a cooperation between the BMFSFJ and the BA. In the subsidy phase (2014 to 2020) of the European Social Fund (ESF), the cooperation programme will be extended by additional focuses: the withdrawal from employment by women and men with upcoming care tasks is to be prevented, and quality-assured or standardised vocational training is to be created for persons with low skills and qualifications for taking up employment subject to social security contributions in the sector of household-related services. It is also important to drive the conversion of mini-jobs into employment subject to social security contributions. In addition, the BA offers the opportunity to make use of blended learning offers (PWE online). Those interested in this, as well as assigned customers, can be trained at home online in a virtual classroom by the project owners, e.g. in IT applications or in composing job applications.

The successful joint programme was once again awarded a prize: at the Global Summit of Women in Warsaw in June 2016, it received an award for being the best example of successful cooperation between public institutions and private companies.

Advisory portal "Perspektive Wiedereinstieg" on perspectives for re-entry

The advisory portal www.perspektive-wiedereinstieg.de, another central module in the action programme, is made available and maintained by both cooperation partners. It provides information on re-entry for all those who are interested. There is also an overview of project owners and the nationwide advice centres on re-entry as well as a link to the re-entry calculator.

The “Zentrale Auslands- und Fachvermittlung” (ZAV, International and Specialized Services) supports the placement of artists and performers

The customers of the ZAV’s specialised placement services are experiencing the shift in the labour market with respect to more flexibility and mobility particularly intensively. Depending on the respective sectors, changes in consumer behaviour, trends, technologies and changing forms of communication determine the expertise of the specialised placement services as well.



For artists and performers, the sector of interactive entertainment software is an example of the prospering labour market segment in which new occupations and employment opportunities are constantly being created. The video game industry in Germany is growing appreciably, which means that the demand for qualified skilled workers in this sector is growing as well. The ZAV has therefore set itself the target of supporting German game developer companies in their search for German and international programmers, game designers and game artists, as well as musicians, actors and voice-over artists. In order to satisfy the requirements for this new field of activity for the ZAV, it is developing its own expertise in this sector and exhibited its services at this year’s “GamesCom” fair – the leading exhibition in this sector and the venue where employers and high potential employees can meet directly.

On the other hand, it is noticeable that access to the labour market for performing artists, in particular the transition from training to the profession, is becoming more and more difficult.



One of the reasons for this is that more and more artists and performers are being trained than can be employed. For example, there is a maximum of 200 vacancies for the 600 to 700 actors who complete training each year. For this reason, in cooperation with other market stakeholders and partners, the “Künstlervermittlung” (Performing Arts) Placement Service has set itself the goal of improving both the quality and the breadth of training. The objective is to increase the integration possibilities and above all the integration alternatives for applicants in the medium term.

At the same time, persons whose artistic performance is no longer in demand are leaving the market earlier and earlier. It is becoming more and more difficult for performing artists to remain in their profession until retirement age. The competencies and skills that can be used for placement in other occupational fields must be filtered out in guidance sessions, so that impetuses for new placement and guidance offers are created.

People with disabilities as potentials for securing skilled workers

Although the employment situation of disabled people has improved in recent years, the situation is still not satisfactory. The BA's overriding target is still to integrate more disabled people into training and employment and to improve their chances of participation. In particular, in view of an ageing society and the accompanying increase in age-related disabilities, it is important to become involved with the potentials of the growing group. Increasing automation and the development of innovative tools enable people with severe disabilities to take part in working life as well. Highly qualified people in particular can profit from this. At the same time, people with a learning disability, for example, or mental impairments, are in danger of being left behind as a result of more stringent requirements in a changing world of employment. The BA intends to live up to its claim in future as well and with its development programme Reha 2020, has presented its strategy for the further development of occupational rehabilitation.

Many people with disabilities have good qualifications and special skills. For this reason, the BA, among others, is engaged with network partners to focus employers more intensively on the group of people with disabilities.

In October 2016, the BA, together with the “Bundesvereinigung der Deutschen Arbeitgeberverbände” (BDA, Confederation of Ger-

Reha 2020 development programme

Reha 2020 puts the BA 2020 development programme into concrete terms for the task field of occupational rehabilitation. With Reha 2020, the course is set in the direction of increasing the service quality, reducing the density of instructions and increasing the attraction of this sector for the BA's employees. The action plan for the further development of occupational rehabilitation comprises a bundle of over 20 measures, including the following:

- Issuing recommendations for inclusive career orientation
- Introduction of a new individual promotional instrument for improving the chances of people with disabilities for training and permanent employment (accompanying participation)
- Development of the online services for rehabilitants
- Strengthening active and systematic local networking
- Better training for specialists
- Replacement of previous instructions by a manual on occupational participation with innovative contents and methodology

The development programme is pursuing a medium-term perspective. The first projects for the further development of occupational rehabilitation have already been realised. Important organisational and personnel questions should be processed before the Federal Participation Act (Bundesteilhabegesetz) comes into force on 1 January 2018. Further steps based on this will follow up to 2020.

man Employers' Associations) and the "Hochschulrektorenkonferenz" (HRK, Conference of German University Rectors), held a conference with the motto "Lebensverläufe – Inklusion praktisch" (Life trajectories – inclusion in practice). The aim was to demonstrate needs for action and approaches for solutions, in order to enable – through inclusive employment and more than has hitherto been the case – lives that are as autonomous as possible for people with disabilities. The organisers agree that the extensive realisation of the inclusion idea is a long-term societal process, and speak out in favour of pragmatic progress and against prejudices.

To advance the required openness and to increase awareness even further, the BA once again carried out the "Aktionswoche der Menschen mit Behinderung" (annual action week for people with disabilities) in 2016, and in this framework promotes more inclusion in working life among the general public and employers.

Occupational rehabilitation in the BA

The focus of the BA's tasks as a provider of occupational rehabilitation is on the initial integration of school-leavers with disabilities. Two thirds of the around 69,000 rehabilitants as defined in Section 19 SGB III (share of women: 40 per cent) looked after annually are to be assigned to initial integration.

For several years, the BA's financial commitment to benefits for enabling disabled people to participate in working life of has been at a very high level. Including special support for severely disabled persons, a total of €2.44bn was invested for this solely in contribution-financed unemployment insurance.

In concrete terms, this means that in 2016, on an annual average a total of 91,000 rehabilitants (share of women: 39 per cent) were supported with employment promotion measures paid for from contributions. Of these, 14,000 participants (share of women: 39 per cent) were in measures for clarification of occupational aptitude and vocational preparation, 37,000 (share of women: 39 per cent) in training promotion measures with the aim of acquiring a vocational qualification, and 9,000 in measures for vocational further training (share of women: 43 per cent). Around 3,000 persons (share of women: 36 per cent) were provided with an opportunity for integration into the general labour market by means of supported employment. On average for the year, around 23,000 persons (share of women: 42 per cent) were supported in the entry process and in the vocational training area of a workshop for the disabled.

In the vocational integration and training of disabled people, the BA focuses as far as possible on in-company or workplace-related support. However, for inclusion to be a success, the cooperation of all stakeholders on the labour market is an essential precondition.



With this in mind, on the initiative of the “Bundesministerium für Arbeit und Soziales” (BMAS, Federal Ministry of Labour and Social Affairs), a three-part series of events was initiated and entitled “Zusammen erfolgreich in Arbeit” (Successful together in employment). The “Bundesvereinigung der Deutschen Arbeitgeberverbände” (Federal Association of Germany Employers’ Associations) launched the first event, “Zusammen erfolgreich in Arbeit – Erfolgsstrategien zur Beschäftigung behinderter Menschen” (Successful together in employment – success strategies for employing people with disabilities), in January 2016. The BA organised the second event in June 2016 under the motto “Zusammen erfolgreich in Arbeit – Angebote der Leistungsträger” (Successful together in employment – offers from funding agencies). Here, the focus was on ways and means showing how the employment of people with disabilities in companies can be realised successfully through the intermeshed support of funding agencies. The event concluded with the third event “Zusammen erfolgreich in Arbeit – die Vielfalt der Leistungen” (Successful together in employment – the variety of services) in February 2017, organised by the network for occupational rehabilitation, i.e. the service providers.







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

About 42 per cent of registered unemployed persons covered by both legal bases for providing benefits and support have a migration background. Two thirds of migrants either do not have a vocational qualification, or their qualification is not recognised in Germany.

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

Every year, 5000 employees in employment agencies and jobcenters are trained in joint institutions. Employment, personnel and administrative structures are adapted to the necessary requirements.

Prospects for women migrants

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

Support programme “Integration durch Qualifizierung” (IQ, Integration through training)

The task of the nationwide support programme is to improve the labour market chances of migrants in Germany. It is supported by the “Bundesministerium für Arbeit und Soziales” (BMAS, Federal Ministry of Labour and Social Affairs), and the BA and the “Bundesministerium für Bildung und Forschung” (BMBF, Federal Ministry of Education and Research) are partners in the cooperation.

One key activity is supporting the standard institutions that are responsible for offers on integration into the labour market. The BA profits here in particular from customised training measures for staff and the migration-specific expertise of the regional IQ state networks locally.





We help
refugees



The BA supports the integration of refugees

For refugees who are able to work, participation in employment is an essential element for making a living under their own power, independently of government transfer payments, learning German quickly and on a practical basis, getting to know the culture and for establishing social contacts outside their own family circle. For this reason, questions of integration in training and employment are of great importance from the start for successful integration in society.

The BA is guided by six key considerations that are important for successful integration in training and employment:

Six steps for the integration of refugees



1 Accessible transition from asylum to integration process

Early contacts with asylum seekers in arrival centres with affirmative responses to applications

2 Binding and systematic language promotion

Offers of binding language courses at an early stage in combination with practical visits/work experience in companies

3 Vocational guidance

Nationwide, comprehensive vocational guidance, including with digital offers and more, in particular for those aged 15 to 30

4 Assessing skills and competencies and forming profiles

Acceleration of professional and multidisciplinary competence and skills assessment with early screening and agile profile raising

5 Modular partial training and further training

Modular training offers (partial training, combination of theory and practice)

6 Initiatives with employers

Employer initiatives from the dual programme consisting of language acquisition and employment opportunities in the company

Initiatives accelerate systematic changes for other target groups as well



Accessible transition from the asylum process to the integration process

The BA makes an offer of services to eligible refugees directly in the arrival centres. Utilisation of the services is voluntary. The offer consists first of a group information session during which the BA presents its service range and explains the process of labour market integration to the refugees. The refugees are then told about the next steps in their paths to employment or training and how the BA supports them. The refugees are also informed in the group information session about what they can do to aid their early integration.

Along with group information, the BA's range of services provides for initial collection and registration of data on previous occupational experience and qualifications. Important personal and occupational data can be collected quickly and registered with the help of a uniform short CV available in multiple languages.

Binding and systematic language promotion

The product portfolio of the BA's labour market policy instruments was reviewed and further developed with regard to the special needs of the target group. Labour market policy instruments, for example activating measures, and measures for preparing for/supporting vocational training are closely interlinked with the language training provided by the "Bundesamt für Migration und Flüchtlinge" (BAMF, Federal Office for Migration and Refugees). In this way, language acquisition and introduction to the labour or training market can take place in parallel, and waiting periods between the measures can be avoided and integration processes accelerated. These support measures flank and support language learning in an occupational context and thus make an important contribution to social integration

Determining skills and competencies, early activation and language acquisition (KompAS)

The BA has developed a standard product for the parallel implementation of an integration course and an activation measure. Here, the BAMF's general language training – the integration course – is linked with an integration service in accordance with SGB II or SGB III and carried out in parallel. The labour market policy measure contains, in particular, elements for determining skills and competencies, information on the labour and training market and an in-company trial.

Vocational guidance

Over two thirds of asylum seekers in 2015 were under 30 years of age. According to their own information, 18 per cent attended university as the highest educational institution, 20 per cent went to higher secondary school, 32 per cent to a middle school, and 22 per cent to a primary school. Seven per cent do not have any formal education. Investment in training and further training makes sense for this group of persons, because, taking account of the age structure, many years of employment can follow.



All guidance and orientation offers by the vocational guidance services in the employment agencies are available for young refugees. School-age refugees and refugees in preparatory/language learning classes are given language training in school and attend regular careers information events, exactly like German pupils. Refugees who are no longer of school age can attend (youth) integration courses and occupation-related German language courses that are subsidised by the BAMF. In order to reach as many young refugees as possible, along with personal guidance and orientation offers there are also low-threshold information offers available, for example, the “Arrival” app, and subportals at [arbeitsagentur.de](https://www.arbeitsagentur.de), [planet-beruf.de](https://www.planet-beruf.de) and [abi.de](https://www.abi.de).

Special measures offers for refugees to facilitate their introduction to the labour or training market

Against the background of current shortages of skilled labour in Germany, the potential of refugees should be recorded at an early stage and utilised for the labour or training market. The BA provides, for example, the following offers: “Perspektiven für junge Flüchtlinge” (PerjuF, Perspectives for young refugees), “Perspektiven für Flüchtlinge” (PerF, Perspectives for refugees) and “Perspektiven für weibliche Flüchtlinge” (PerF-W, Perspectives for female refugees).

Because of their personal situation, young refugees who are no longer of school age cannot be considered yet for training or vocational training, even with assistance from support measures. The aim of the PerjuF measure is to provide young refugees with an orientation in the German training and employment system and to impart sufficient knowledge about the German training and labour market, so that they can make an independent decision on an occupation and primarily take up training.

Within the framework of the PerF measure, refugees are looked after by a “measure provider”. The scope of the PerF includes, in particular, a six-week period of determining skills and competencies in a so-called “real operation”. In addition, among other things, job-related knowledge of German is imparted in the measure. Detailed guidance on the German labour market and on the possibilities for the recognition of qualifications acquired abroad is provided. The offer also includes support in preparing applications and drawing up strategies for a successful application.

Women refugees frequently travel to Germany with children, in some cases without a man. At the same time, they are the key for the successful integration of their children, or of the whole family. They need help to help themselves, have access to information, support in strengthening their resources, and integration in accordance with their potentials. The new



PerF-W measure incorporates all these aspects, to support the integration process of these women, in particular mothers as well, into society and the labour market at an early stage.

Assessing skills and competencies and forming profiles

A particular challenge for recording and assessing skills and competencies consists of the around 80 per cent of unemployed persons from non-European countries of origin and asylum seekers without formal occupational qualifications or occupational qualifications that are recognised in Germany. In Germany, proof of formal competencies is mainly provided by means of educational and occupational certificates. Foreign training or study qualifications can be registered and recognised within the scope of the “Anerkennungsgesetz” (German Recognition Act). As part of the BA’s new service offer, the basic skills and competencies of refugees are recorded in the arrival centres using information provided by the refugees themselves. In addition, in the initial discussion, employment agencies and joint institutions use instruments for testing technical and multidisciplinary competencies. However, these instruments are very individualised, they demand great personal engagement and their implementation stretches in part over several months. Standardised and IT-supported instruments for the comparable assessment of professional skills and competencies are being developed and tested at present.





Modular partial qualification and further training

In order to accelerate the process of integration, the BA focuses on compatible, combined support parallel to employment: along with KompAS measures, parallel implementation of language and labour market policy support has been provided since autumn 2016 in the context of measures for training and preparation for training as well. In this way, vocational preparation measures, entry-level training and external training can be combined with occupational language training.

As a partner in the “Allianz für Aus- und Weiterbildung” (Alliance for Initial and Further Training), the BA has joined in the declaration “Gemeinsam für Perspektiven von Flüchtlingen” (Together for perspectives for refugees) published in September 2015. The alliance partners are pursuing the common goal of integrating refugees, above all young people, at an early stage. At their summit meeting in early June 2016, the partners in the alliance for training and further training agreed on ten central focuses of activity for solid vocational training and education of all young people in Germany. What is most important here is to strengthen skill upgrading and support vocational schools as places for language acquisition as well

Initiatives with employers

Employment opportunities in companies are the decisive key to successful integration. Up to now, the offer of concrete jobs has tended to be low because of refugees' lack of language skills, companies' lack of experience in dealing with this group of persons, and legal uncertainties.

The BA cooperates with various associations and employers and in doing so supports, among other things, the targeted acquisition of participants, the preparation and accompaniment of training, further training of employees, and the combination of language acquisition and employment. For example, the following projects have been initiated up to now and are to be further developed and extended on the basis of experiences and success factors in order to create employment opportunities on a significant scale.

“Asylum and integration” platform

The BA has established the “Asyl und Integration” (Asylum and Integration) platform within its labour market monitor instrument (www.arbeitsmarktmonitor.de) to support regional networks that are involved with the integration of refugees in the labour market. Networks can present themselves and their projects here and use the functions of the labour market monitor for inter-institutional collaboration. Users can filter and search the projects, e.g. according to stakeholders, locations and topics. Contact partners are shown for each network along with their contact data. Communication is therefore possible not only within individual projects, but also between different networks. At the end of 2016, over 360 collaborations were present on the platform.



Cross-sector cooperation models

The successful labour market integration of refugees will depend essentially on how far language acquisition, training and occupationally recognised measures can be combined with a quick entry into employment subject to social security contributions. In recent months, numerous companies have offered refugees a perspective for integration into employment and society through individual initiatives. In order to meet the needs of the great number of refugees who will have to be integrated, the BA has developed two models with the social partners and the BAMF which intend to support refugees with integration into training or

“Shouldering challenges together”

In the brochure “Herausforderungen gemeinsam schultern” (Shouldering challenges together) published by the BA, the “Bundesvereinigung der Deutschen Arbeitgeberverbände” (BDA, Federal Association of German Employers’ Associations) and the “Bundesverband der Deutschen Industrie e.V.” (BDI, Federation of German Industries), companies in particular can find practical information on what they have to take into account in general from arrival through to integration in the labour market, and how integration can succeed through the cooperation of all participants – underlined with concrete cases





further training. The models have an orientation function, can be organised on a local basis and, because of their flexibility, are suitable for all sectors and the whole target group of people with lower qualifications. Basically, this is about the intermeshing of systematic language acquisition, early employment subject to social security contributions, and training or vocational further training.

Paths to dual training

Following concentrated language acquisition through the BAMF (youth) integration course, young refugees should be guided as early and as practically as possible to direct contact with companies in the German training market. In this way, they will acquire knowledge of recognised occupations and gain initial experience. This will help them in choosing an occupation oriented towards their own knowledge, skills and interests, as well as towards the demands of the labour market. The start of training (where necessary with preliminary entry-level training) can be supported by the BA with the training support instruments (e.g. assistance accompanying training). Parallel to this, stabilising and improving the language level is possible alongside employment through language courses offered by the BAMF.

Paths to employment with parallel training

This cooperation model satisfies the aims of refugees to start employment subject to social security contributions as early as possible along with language acquisition at the same time. An essential feature is the use of compatible partial training during employment subject to social security contributions.

The model provides for four possible phases:

Phase 1:

Concentrated language learning in the BAMF integration course.

Phase 2:

Intermeshing the ongoing integration course of the BAMF with in-company practical phases through a measure with an employer.

Phase 3:

Employment relationship subject to social security contributions with entry into qualification-oriented further training via a compatible partial qualification.

Phase 4:

Stabilisation of the employment relationship and individual continuation of the training path (e.g. additional partial qualifications, training/(in-company) retraining).



We provide targeted support for further training

Vocational further training improves chances on the labour market

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

In 2016, 182,000 persons in receipt of unemployment benefits (share of women: 46 per cent) started further training, including among others in the programmes “Weiterbildung geringqualifizierter und beschäftigter älterer Arbeitnehmer in Unternehmen” for the further training of low-skilled workers and older employees in companies (WeGebAU) and the “Initiative zur Flankierung des Strukturwandels” (IFlaS, Initiative on supporting structural change). In the course of the year, on average 91,000 persons were supported (share of women: 52 per cent), around half of them, namely 47,000, with the aim of a vocational qualification (share of women: 52 per cent). Of those receiving basic income support for jobseekers, 109,000 persons (share of women: 41 per cent) started a further training measure. On an annual average, this amounted to 51,000 participants (share of women: 50 per cent). The objective of further training was a vocational qualification for 22,000 persons (share of women: 52 per cent).

In 2016, expenditure on further training in the unemployment insurance system (including among others the special programmes “WeGebAU” and “IFlaS” and general measures for the further training of rehabilitants) amounted to around €2.18 bn. Of this, around €993.53 m came from the integration title, a further €1.14 bn was invested in payment of unemployment benefits during further training. Last year, total expenditure for basic income support for jobseekers amounted to €584.21 m.





The aim of the WeGeBau programme is to intensify the further training of mainly older and lower-qualified employees, in particular in SMEs. In 2016, 24,000 persons receiving unemployment benefits were supported (share of women: 57 per cent), for whom companies received a wage allowance in the form of a wage payment subsidy in 9,000 cases (share of women: 64 per cent). In 2016, €227.36m was spent on WeGebAU from the BA's budget.

The IFlaS initiative is intended to support the structural change that is taking place in some branches and regions through suitable, qualification-oriented training measures and thus to make a contribution to securing skilled workers. In 2016, IFlaS enabled 29,000 low-skilled unemployed persons and re-entrants from the area of unemployment insurance (share of women: 47 per cent) to acquire recognised vocational qualifications or partial qualifications. A total of €340.69m from the unemployment insurance budget was spent on IFlaS.

Project “Lebensbegleitende Berufsberatung” (LBB, Lifelong vocational guidance project)

Along with the nonrecurring demand for initial vocational orientation at the start of working life, the demand for guidance in the further course of working life has increased considerably. Technical progress, and in particular digitalisation, are continually changing the requirements and quality standards for performing many occupations and thus the conditions in today's world of work and everyday life as well. Consequently, work histories do not usually show a linear course: voluntary and involuntary interruptions, e.g. dropping out of training or studying, unemployment, changes of jobs or occupation, or childcare and care periods lead to phases being repeated. In-service training or even re-orientation is therefore essential to maintain employees in the branches affected on a current qualification level or to enable opportunities for workers in other sectors.

The intention of the project “Lebensbegleitende Berufsberatung” (LBB, Lifelong vocational guidance) is to strengthen the preventive and lifelong approach in guidance and placement work and thus to make an essential contribution to lasting integration in the labour market and to prevent dropping out. For this purpose, the concept of further training advising is to be addressed and the range of advisory services developed further for new target groups and subjects as well, initially by means of three modules:

1) Further development of the BA's advisory and placement services by

- Strengthening schools as a location for providing advice and guidance:
Earlier orientation and expansion of the services for secondary level II and vocational schools, including prevention of dropping out of training
- Vocational guidance for students and graduates:
Orientation during studies and support on the path to the labour market, and reducing drop-out rates
- Further training guidance for jobseekers, unemployed persons and persons in employment:
Career planning on unemployment and in working life





2) Training for guidance experts in the BA through

- Further development of the existing “Guidance” bachelor’s course for junior staff, and
- introduction of a “Guidance” certificate programme for existing BA employees

3) Installation of an online basis service with self-exploration and information offers as a lifelong opportunity for customers to obtain support for decisions that are relevant to employment.

In addition, the benefits of the LBB can be developed particularly well if there is close networked cooperation with all relevant stakeholders on the training and labour market. Regional and existing joint ventures and work networks are to be supported and strengthened. For work to be successful, all stakeholders contribute their specific competencies and skills, and the BA presents itself with the LBB as a competent partner and organiser in strong regional networks. Through intensified cooperation with other labour market stakeholders, it can also be possible to activate young persons who have never previously made use of offers from the vocational guidance service, and to reduce drop-out rates from training. In this way, a good and long-lasting choice of an occupation is supported preventively, unemployment is avoided and well-qualified skilled workers can be kept in working life.

The LBB will be tried out from March 2017 to February 2018 at the three agency locations in Düsseldorf, Leipzig and Kaiserslautern-Pirmasens and accompanied by the Board of Governors.

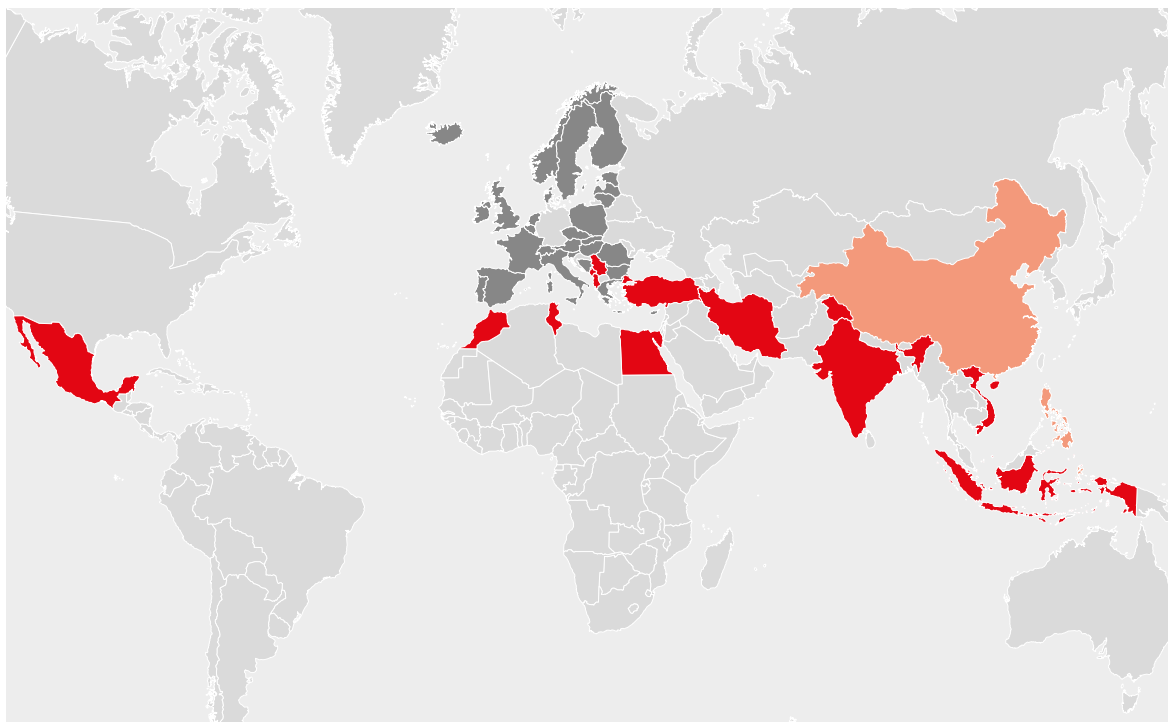


We are active internationally

Realignment of the BA's international work

The challenges facing the labour market due to the internationalisation of the world of work and demographic changes are increasing. In order to meet these challenges and meet the targets of the BA 2020 development programme, the BA has bundled its activities under the roof of the "Zentrale Auslands- und Fachvermittlung" (ZAV, International and Specialized Services) since January 2015. In the second year of the reorganisation, the introduced structures were further strengthened, processes were rounded off and in particular, strategies for acquiring skilled workers in third countries, i.e. outside the European Union, the European Economic Area and Switzerland, were developed further in the form of recruiting, marketing and online measures.

The BA's international skilled worker recruitment



● Intensification and introduction of recruiting measures after reorganisation of the ZAV

● Member of the PES network/recruiting through EURES

● Existing recruiting measures

Source: Federal Employment Agency



Migration is usually highly self-organised. In order to enable mature migration decisions and to campaign for Germany as an attractive place to live and work for international skilled workers, the ZAV's "Virtual Welcome Centre" (VWC) provides a comprehensive range of information, advisory and placement services. These cover all issues related to international labour market mobility as well as the BA's services portfolio. To be better accessible for customers internationally, text and video chats were introduced in the VWC as communication channels. A total of 120,073 contact queries reached the VWC in 2016: 85,174 by phone, 28,110 via email, 3,430 via text chat, 72 via video chat, 2,446 through VerBIS and 841 by way of personal contact.

The VWC is anchored, among other sites, on the www.make-it-in-germany.com online portal of the "Bundesministerium für Wirtschaft und Energie" (BMWi, Federal Ministry for Economic Affairs and Energy), the "Bundesministerium für Arbeit und Soziales" (BMAS, Federal Ministry of Labour and Social Affairs), and the BA. Since the website was set up in 2012, over ten million visitors have accessed information there.

Further international engagements of the BA

- PES Network: Institutionalised association of European public employment services (EU and EFTA)
- EURES: Cooperation network of public employment services, employers and trade unions for promoting occupational mobility in Europe
- WAPES: World Association of Public Employment Services – with 95 member states

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

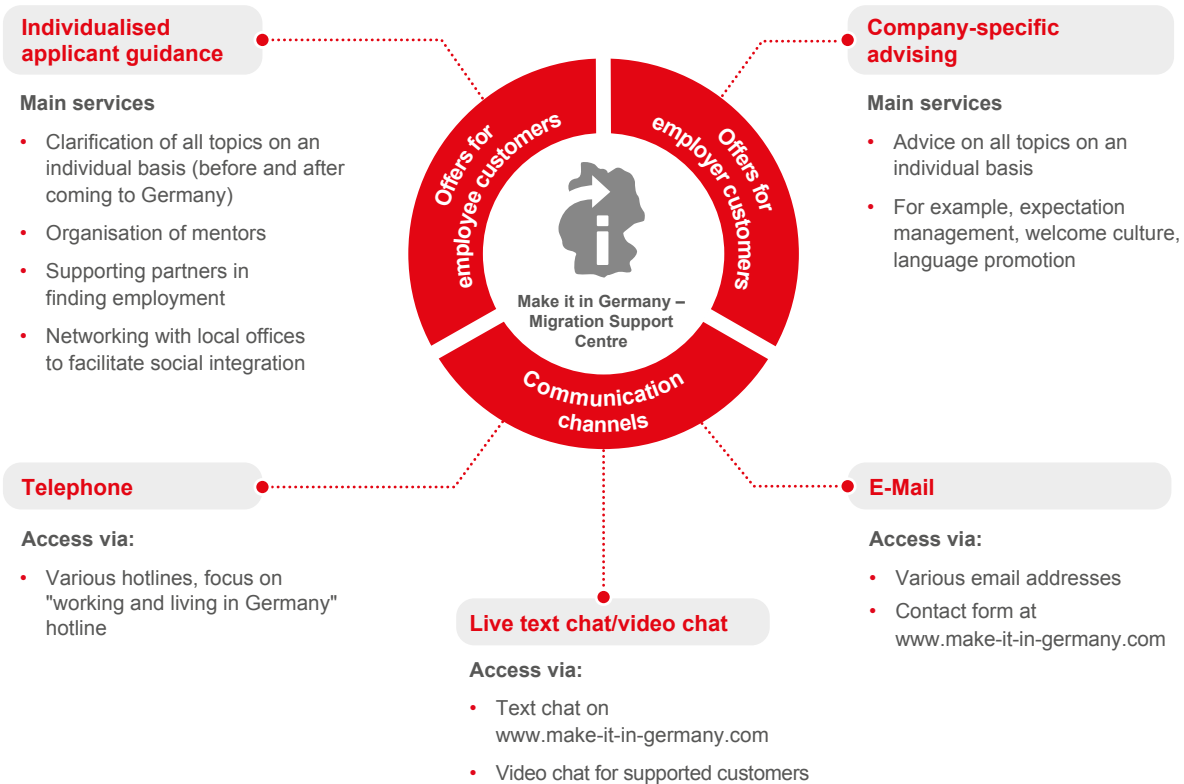
- Creating transparency
- Arranging fair mobility
- Learning from each other

Fields of action in third countries

Immigration from EU member states is probably unsustainable in the medium- and long-term in terms of securing skilled workers: Many European countries have a demographic development that is similar to the situation in Germany, and in the medium term, a drop in emigration figures or increased figures for returns to the countries of origin is expected, in particular in view of the economic recovery of these countries. Due to long term developments in labour market integration, relief for bottleneck occupations cannot be expected initially, even with the currently high number of refugees. For this reason, in the medium- and long-term Germany needs more immigration of skilled workers from third countries.

Along with the previous focus on recruiting activities in Europe, in 2016 within the scope of strategic positioning and recruiting agreements with various countries, the ZAV developed the structures for acquiring skilled workers from third countries. Negotiation strands specific to countries and target groups were developed for addressing applicants. These strands can include approaching German multipliers in the country of origin, appropriate recruiting at the invitation of the country of origin, online marketing measures, and the initiation of recruiting events and project-related recruiting. In the case of local events, the ZAV international placement service takes over the recruiting activities, while the VWC offers a comprehensive range of information and guidance.

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



Source: Federal Employment Agency

In view of the great number of refugees, and the slight chances that asylum seekers from countries in the Western Balkans will remain, in 2015 the ZAV intensified bilateral collaboration with Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia and placed the focus of the content on promoting employment-related migration channels to Germany. Along with offers of information and guidance, initial recruiting events have already been carried out in most of these countries in close collaboration with the public employment services and other important partners in the migration process. In addition, in Albania, Kosovo and Serbia, the ZAV participates through the "Centrum für internationale Migration und Entwicklung" (CIM, Centre for International Migration and Development), a working group composed of the BA and the "Deutsche Gesellschaft für Internationale Zusammenarbeit" (GIZ, German Society for International Cooperation), in the development of information centres for advice on migration, training and careers, in order to be able to provide its services locally through this infrastructure.



Since October 2016, the “Punktebasierte Modellprojekt für ausländische Fachkräfte” (PuMa, Points-based model project for foreign skilled workers) has opened up access to the German labour market in Baden-Württemberg in occupations that are not on the BA’s “positive list” for persons with recognised vocational training. As part of the three-year model project, human capital oriented elements such as the qualifications, experiences and language skills of applicants are being tested for the first time for controlling immigration. A concrete job offer is still required for entry into Germany and employment-related residence. PuMa is controlled by the BA and the “Bundesministeriums für Arbeit und Soziales” (BMAS, Federal Ministry of Labour and Social Affairs).

The ZAV is also engaged in the global transfer of knowledge, e.g. in the peer review with the public employment services in Canada, Japan and South Korea organised by the ZAV in cooperation with WAPES (World Association of Public Employment Services).

This peer review enables deep insight into the processes and measures of other public employment services, the exchange of experiences and proven practices, and the acquisition of suggestions for the subject areas of the integration of young persons, women and older workers.

Fields of action in Europe

Intensified cooperation between public employment services in Europe is necessary in order to respond to the growing interdependence of labour markets in Europe. This is supported by the European network of Public Employment Services (PES Network). In the framework of an institutionalised exchange of best practice experiences and learning from each other (“bench learning”), there is a continuous process of improving performance. In this regard, the BA was evaluated this year by a team of assessors.

In addition, last year, European public employment services were confronted above all with the following labour market challenges:

Long-term Unemployment:

The European Council has adopted recommendations on the integration of long-term unemployed persons into the labour market that are primarily addressed to public employment services and social security agencies. To realise this Council recommendation, the BA is participating in drawing up an indicator framework both in the specified working group of the Employment Committee (EMCO) and in the PES network in a working group under the leadership of Poland.

European Pillar of Social Rights:

The European Commission has started broadly based consultations on a European Pillar of Social Rights (EPSR), with which principles for promoting well-functioning and fair labour markets and welfare systems are to be stipulated. In the course of the consultations, an appropriate working group was established in the PES network under the leadership of Ireland, and the BA is also involved in this.

Refugees and Asylum:

The European Commission has submitted a plan of action for integration that comprises a catalogue of various measures. The BA is part of a working group in the PES network that was established for this purpose under the leadership of Norway.

Skills Agenda:

The quality of skills and their relevance for the labour market are to be improved with the Skills Agenda presented by the European Commission. The agenda consists of ten individual measures, including suggestions for a skills guarantee and a reform of the Europass. The BA is in contact with the responsible ministries in this regard.

European Youth Guarantee:

The European Commission has reported on the progress of the Youth Guarantee in the last three years. For Germany, the report particularly highlights the establishment of youth employment agencies as a positive development. In addition, it is emphasised that transition to employment was supported more strongly through vocational guidance and measures such as "assisted training".

The Europass

The Europass is a uniform document for making qualifications and skills clearly and easily understood in Europe



EURES network

The EURES (European Employment Services) network supports employee mobility under fair conditions in the EU. It provides the BA with a reliable frame for cooperation with 31 employment services and their partners in Europe. In 2016, the EURES network in Germany was extended and 13 institutions were included in the network as EURES partners from border area cooperation.

The BA provides EURES services in employment agencies, regional directorates and the ZAV. It informs, advises and places employees, apprentices and trainees and companies with the aim of promoting long-term integration. In cooperation with the EURES partners, EURES Germany supplies mobile applicants with important information on European labour markets and prepares them for taking up employment in Germany or other EURES partner countries.

To cover the requirements of German employers for skilled workers from the EU, the BA supports companies, among other things with the implementation of European (online) job days and recruiting events in Europe.

The keys to success here are the competence and expertise of the EURES personnel and the good cooperation with European public employment services.

The National Coordinating Office (NCO) coordinates the EURES activities in Germany. The NCO was located in the BA following a decision by the BMAS. It also acts as an independent coordination body for the German EURES network.

In addition, the BA was designated by the “Bundesministerium für Bildung und Forschung” (BMBF, Federal Ministry of Education and Research) as the National Euroguidance Centre and the ZAV was commissioned to carry out the activities. The Euroguidance network (European educational and vocational guidance) supports educational mobility in Europe in the sense of lifelong learning. The ZAV’s vocational guidance experts inform and advise those seeking advice and guidance experts from Germany and abroad on the various educational opportunities in Europe for studying, training and further training in Europe. Through the services provided in the EURES network, the phases of educational and employment mobility, which often merge, can be combined in joint advisory services. Euroguidance is supported in the framework of the EU’s Erasmus+ educational programme



The new EURES Regulation strengthens cross-border placement

Regulation (EU) 2016/589 came into effect on 12 May 2016 and summarises the legal foundations relevant for EURES in a single document.

The NCO has analysed the effects on the German EURES network and supports the organisations that are active in the German EURES network.



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 *MOVES FORWARD*

Opening up integration perspectives and securing existences

⋮ Offering a perspective to all customers

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





We intensively support customers remote from the market

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

Given the increasing demand for guidance on the labour market, guidance competence is the key to successful integration work. The BA's “Beko” counselling concept is therefore being consolidated and the methods repertoire extended continuously for the experts. For this purpose, so-called “learning nuggets” were prepared for individual guidance topics. The experts also have various training modules available. Systemic approaches benefit customers with multiple placement obstacles. In the coming business year as well, it will be a challenge to enhance and intensify the quality level that has been reached to date. One important module is the supply of demand-oriented in-depth modules.

The counselling concept was introduced in the unemployment insurance scheme some years ago in 2009, and in 2012 it was then brought into the basic income support scheme for job-seekers as well. The introduction was carried out in waves up to the end of 2016. It is not obligatory, in contrast to the unemployment insurance scheme. Around 90 per cent of the joint institutions have made use of it.

An innovative system of learning transfer support was created in the system of basic income support, and in 2016 was launched over all legal bases as individual learning guidance. In addition, since mid-2015, supervision for professionalising guidance has been offered in both legal bases for providing benefits. The BA's experts will be supported in this way in the transfer and application of what they have learned into their daily work.

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

Customers with multi-layered placement obstacles have a disproportionately greater risk of unemployment than other customers. The BA takes account of the particular support needs of this group of persons with the development programme 2020 by striving for even more intensive support for these customers.

One of the central offers for this customer group in the area of unemployment insurance is the internal holistic integration counselling model “Inga”, which has been available to all employment agencies since 2013. The aim here is to clearly increase the chances of integration for persons who have particular difficulties on the labour market, e.g. older unemployed persons with multi-layered placement obstacles, through intensive individual support, to make a contribution to securing skilled personnel through the use of employment potentials and to prevent long-term unemployment. Customers have direct access to their integration counsellors, who not only provide them with individual advice, but also offer guiding support, e.g. in the form of assisted placement and various group activities, such as job application training or group guidance. In December 2016, around 1,400 integration counsellors attended to approximately 91,700 customers. In 2016, special attention was paid to facilitating the greater participation of severely disabled customers in Inga.



A uniform technical standard is ensured through training for integration counsellors that is characterised both by the development of guidance competence and by the mediation of specific technical knowledge. Employees are given in-depth training in the areas of job hunting and applications, assisted placement work and developing perspectives, as well as in motivation and conflict handling. In addition, they are encouraged to carry out intensive self-reflection. By the end of 2016, 806 integration counsellors had completed their training and received a certificate.

Effects of internal holistic integration counselling (Inga)

The results show that the chances of integration of customers who are supported in this way can be clearly improved and the duration of their unemployment reduced. In 2016, over 315,000 customers made use of the Inga service. It was possible to integrate more than 40 per cent of them in 2016. This corresponds to 128,270 cases of integration, which are also longer lasting than with other comparable customers. Since 2013, integration has been achieved in a total of 448,600 cases with the help of Inga.

In 2016, the average duration of unemployment on leaving for Inga customers in receipt of benefits was 197 days, which is 68 days less than other comparable customers. Inga thus supports the operative target of preventing long-term unemployment. In 2016, it was estimated that 20,700 transfers to basic social security were prevented.

Customers also evaluate the Inga service very positively with regard to guidance and placement. It can be seen here in general that investment in a holistic support approach is worthwhile from the customers' point of view, and in addition is reflected in better evaluation results.



Sustainable integration of long-term unemployed persons

The reduction in long-term unemployment is one of the most urgent socio-political challenges of our times. The spectrum of relevant needs for action with regard to long-term unemployed persons ranges from a lack of qualifications and a lack of mobility to poor knowledge of German and health problems through to disadvantageous individual framework conditions, e.g. homelessness. This heterogeneous starting position shows that there is no generally valid approach to reducing long-term unemployment.

From the BA's point of view, three fundamental strategies can be differentiated:

- Avoiding long-term unemployment in the first place through prevention
- Integrating (already) long-term unemployed persons into employment
- Improving social participation for long-term unemployed persons.

Both the "Bundesministerium für Arbeit und Soziales" (BMAS, Federal Ministry of Labour and Social Affairs) and the BA have launched various approaches that have an effect in all three strategic fields.

In its short report "Der Abbau von Hemmnissen macht's möglich" (Removing obstacles makes it possible), which was published on 5 October 2016, the "Institut für Arbeitsmarkt und Berufsforschung" (IAB, Institute for Employment Research) found that the chances of re-entering employment for unemployed persons with health problems are at least halved. It is therefore important to drive provider-overlapping engagement for unemployed persons that counteracts the creation or chronification of illnesses through health-oriented, preventive and health-promoting offers.

In particular, in the context of preventing long-term unemployment, enhancing customers' performance and employability is an important field of action. In the joint model project of the BA and the compulsory health insurance scheme based on the recommendation for collaboration on the subject of unemployment and health, different approach paths for increasing the use of primary preventive offers and provider-overlapping collaboration were tried out successfully in six jobcenters. Against the backdrop of the prevention law, which came into force in 2015, it was possible in 2016 to acquire additional jobcenters, including jobcenters run by local authorities, and, for the first time employment agencies as well, for participation in the extended model project. A total of over 100 jobcenters and employment agencies have signalled their willingness through the procedures for expressing an interest established by the BA and local authority associations. Over 50 locations were included in 2016 and a further addition to the project is planned for the second half of 2017.

The BA has developed a conceptual approach to the integration of long-term unemployed persons into employment. In view of the heterogeneity of this group of persons, decentral-

Interlinking work and health support to improve employability



ised target groups are defined on the basis of the local labour market and defined focal points, which are then supported with an improved support ratio by specialised placement experts. The concept is being tested in the Duisburg and Rhine-Neckar jobcenters and evaluated centrally. The findings of the evaluation will probably be available in the third quarter of 2017.

The BMAS's ESF federal programme for reducing long-term unemployment shows that it is also possible to create sustainable chances for integration into employment for long-term unemployed persons who are remote from the labour market through subsidised employment subject to social security contributions in the mainstream labour market. The jobs were acquired by specially deployed company canvassers in the jobcenters by targeting employers. The company canvassers also brought applicants and employers together personally. Employers receive degressive wage subsidies as compensation for the initially reduced capacity of the employees. The majority of the employment relationships are stable through support for employees with front-line coaching after they start work.

In contrast to the above-mentioned ESF federal programme, with the federal programme "Soziale Teilhabe am Arbeitsmarkt" (Social participation in the labour market), which was also initiated by the BMAS, jobs subject to social security contributions (without unemployment insurance) for additional work that does not affect competition and in the public interest are supported. Activities accompanying employment by third parties, or jobcenters as well, are intended to flank the subsidised employment. This programme is for persons who have been in receipt of benefits for at least four years and have health problems, or for persons who live with children in a benefits community. The federal programme started initially in 105 jobcenters and will be extended by the end of 2017 to 90 additional jobcenters.

The legal bases SGB II and SGB III provide various benefits for unemployed persons in extremely different life situations. Despite this, not every individual requirement that stands in the way of sustainable integration in the mainstream labour market can be covered completely with regard to its contents and local, chronological situation. What is required here are partners who support and supplement the original work of the jobcenters. Joint ventures in networks promise special synergy effects for the re-integration of (long-term) unemployed persons into the mainstream labour market.

With the initiative "Netzwerke für Aktivierung, Beratung und Chancen – Netzwerke ABC" (Networks for activating, guidance and chances – ABC networks), the BMAS has provided the impetus for a comprehensive activation and support approach including all suitable available stakeholders. The BA supports the network with the help of a conceptual approach. One element of this is the toolbox "Professionelle institutionelle Netzwerke" (Professional institutional networks) for managers in the jobcenters. This toolbox can provide support for the development and extension of network structures. It includes, for example, a "network check", which enables an assessment of the individual network, but can also be used to identify possible fields of action. In addition, possibilities of network work are explained by means of the labour market monitor.

**PIN – Professional
institutional networks**



We are striking out in a different direction

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

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

Change to the law accompanied

The stabilisation of employment was anchored in Section 16g of the 9th SGB II Amendment Act. The “INA!” project made an essential contribution to this.

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

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

The new action strategy was tested in nine employment agencies and 18 joint institutions in the framework of an extended pilot phase over both legal bases for providing support. Reference points were acquired that show that active backup support can have a positive influence on sustainable successful integration. Customers see their placement expert as a competent contact partner who helps them with their problems. The majority of the pilot locations recommend introduction.

In the employment agencies, Section 31(2) of SGB III forms the legal basis for backup support. In 2016, backup support from jobcenters or third parties was anchored in SGB II through Section 16g of the 9th SGB II Amendment Act. This means that customers can still be supported even after they are no longer in need of assistance, in order to increase the sustainability of their integration into employment. Employment agencies and jobcenters were given recommendations for the process of backup support on the basis of the trial.





“Zukunftsstarter” (Future starters) – Initial training for young adults: the focus is on future skilled workers from the group of young adults

The initiative “Erstausbildung junger Erwachsener” (Initial training for young adults, 2013–2015), familiar from its earlier name “AusBILDUNG wird was – Spätstarter gesucht” (Training is worth it – late starters wanted), was successfully concluded with around 100,000 entrants in qualification-oriented training and further training. This was an important contribution to securing employment for young adults and for securing skilled workers. The BMAS, the BA and the Board of Governors of the BA have come to an agreement to prolong the initiative and to develop it further. The successor initiative started with the title “Zukunftsstarter” (Future starters) parallel to the “Arbeitslosenversicherungsschutz- und Weiterbildungsstärkungsgesetz” (AWStG, law on unemployment insurance protection and strengthening further education) coming into force on 1 August 2016.



Significant for prolonging the initiative was the above-average high unemployment rate of workers with low qualifications, the reduction or changes in the number of unskilled jobs associated with structural change, and the sustained demand for skilled workers in Germany. These all still require targeted efforts in order to enable young adults in particular to catch up on a vocational qualification.

The intention of the AWStG is to improve the access of low-qualified workers to qualification-oriented vocational further training. The new support payments are intended, for example, to reduce deficits in the area of basic skills and to increase motivation and perseverance by means of premium payments for intermediate and successful final examinations. Enhanced support for participants and use of the new funding possibilities should contribute to reducing dropout rates.

In addition, there is to be a stronger alignment towards in-company retraining, particularly in occupations with good integration chances, and towards compatible partial qualifications. In-company retraining is possible on a part-time basis, as is vocational training, in order to counter the effect of family-relevant “interruptions” to work histories.

By the end of 2020, 120,000 young adults aged between 25 and 35 from both legal bases (including approved local authority providers) are to be acquired for qualification-oriented further training.



We support with cash benefits

Unemployment benefits: insurance benefit on unemployment

Unemployed persons are entitled to unemployment benefits in certain circumstances, e.g. completion of a qualifying period. In 2016, the BA spent €14.44 bn on unemployment benefits and partial unemployment benefits, including reimbursements to foreign insurance

providers. This amount includes €2.52 bn sickness insurance contributions, €3.13 bn pension insurance contributions and €0.37 bn care insurance contributions. This means that in addition to the net amount of €8.37 bn paid directly to 787,600 claimants, an additional amount of approx. 72 per cent was spent on social security for them.

Carers, employed persons outside the EU, self-employed persons, as well as persons on parental leave and in further training have the possibility of compulsory insurance in the unemployment insurance system upon application. Periods of compulsory insurance upon application establish entitlement to unemployment benefits. A total of 17,900 applications for voluntary insurance upon application were submitted, of which 1,600 were rejected. Contribution income amounted to around €87.97m.

Online offers: application for unemployment benefits and BEA

- An online form for applying for unemployment benefits has been available on the Internet since December 2013.
- In the online application, customers are led through the form with specific questions and supported with appropriate information. Once completed in full, the application can be transmitted electronically. This ensures, among other things, that follow-up queries to customers about the facts are usually unnecessary. The number of users of the online application is steadily increasing (January 2015: 6,201, September 2016: 62,139).
- Since January 2014, employers have been able to transmit certificates for unemployment benefits to the employment agencies electronically via the "Bescheinigungen elektronisch annehmen" system (BEA, accepting certificates electronically). This applies to the certificate of employment, the EU certificate of employment and certificates of additional income. Use of this offer is increasing steadily as well.
- Notifications are checked for plausibility and completeness, acceptance is acknowledged. The high quality of the certificates avoids unnecessary queries by the BA to employers and therefore shortens the working processes. In addition, there is no risk of loss of certificates for employees and in many cases, they profit from shorter processing times. The 118,000 certificates from employers received in 2014, the year of introduction, will increase in the current year to just about 270,000 certificates.

Short-time working allowance maintains jobs

Short-time working allowance can enable continuing employment of employees in the event of temporary loss of work and thus avoid redundancies. This means that employers have their familiarised workforce available immediately when the order situation improves. In a long-term comparison, claims for short-time working allowance are still on a very low level. Expenditure for short-time working allowances amounted to €135.57 m.

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 2016, 309,000 persons received seasonal short-time working allowance. A total of €249.06 m was spent in



2016 for the contributions-based benefit. Pay-as-you-go expenditure on cost-increase winter allowance, additional winter allowance and the reimbursement of social security contributions to employers amounted to €326.24 m.

Insolvency payments safeguard wages and salaries

If an employer is insolvent and for this reason its employees have not received their wages and salaries, or only part of them, in certain circumstances the outstanding wage and salary claims are paid to the affected employees for a period of up to three months in the form of insolvency payments. Apart from this, the BA pays the total social security contributions to the health insurance scheme as the responsible collection office. In 2016, a total of €595.21 m was spent on insolvency payments. A total of 156,000 applications for insolvency payments was submitted in 2016, of which 132,000 were approved.

Benefits under basic income support for jobseekers

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.

Claimants 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 benefits community (benefits for normal requirements, individual special requirements as well as local authority payments for accommodation and heating)
- Contributions and subsidies for health and care insurance
- Benefits for apprentices
- Local authority benefits for education and participation

Non-recurring payments include the following, among others:

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

ALLEGRO – improvements for customers and staff

The 9th SGB II (Amendment) Act, most of which came into effect on 1 August 2016, will simplify the work of the jobcenters in the long term because of the simplifications it contains for benefits and procedural law.

The conceptual work for the IT-based realisation in the ALLEGRO specialised procedure was finished completely in the 3rd quarter of 2016, following intensive functional coordination. Technical implementation will commence in March 2017 and be completed in November 2017, based on current plans. Until then, users have practice-oriented transitional rules and procedures available in the ALLEGRO Wiki.

The approval and amendment notifications for the provision of basic income support were revised and restructured with the goal of achieving clear streamlining and further improving clarity – at the same time taking legal certainty into account.

The measures in ALLEGRO were realised in two steps. The first step was realised in July 2016 and the second in November 2016. This made it possible to reduce the average volume of notifications by half, in some cases even more. Staff from the jobcenters evaluated the revision of the notifications positively.





A large part of the expenditure goes to payments for accommodation

In 2016, 4.31 million people capable of work and 1.61 million persons who were not capable of work received payments from the basic income support scheme for jobseekers. Again in 2016, a total of €33.05bn was spent on non-recurring and continuous payments in the basic income support scheme for jobseekers. The greatest share of this, €15.42bn, was for benefits for normal requirements, followed by payments for accommodation and heating, for which €10.65bn was spent.

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

Following the introduction of the electronic file (eAkte) in the employment agencies (2011–2013) and the family benefits offices (2012–2014), the BA continued its eGovernment strategy in 2016 and introduced the eAkte in the area of basic income support for jobseekers.

In August and September 2016, 29 joint institutions started working with the eAkte (electronic file). With a few exceptions (e.g. personnel cases, confidential documents), incoming post is digitalised and kept in electronic files. Including the six pilot locations, a total of 6,200 users from 35 joint institutions are now working with the eAkte. The step-by-step introduction in SGB II will be continued in the next two years. By mid-2018, the eAkte will be available in all 303 joint institutions as a future-oriented IT offer with wide-ranging decentralised design possibilities. The eAkte will then be used by around 60,000 users in the joint institutions (of whom around 25,000 are so-called “power users”).

Less red tape through simplification of laws

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

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

Many suggestions that the BA submitted to BMAS in the past, including with the support of staff in the joint institutions, can now be found in the latest version of the statute. The 9th SGB II (Amendment) Act, which provides in many places for simplification in the processing of SGB II applications, came in force on 1 August 2016. The amendments are mainly based on suggestions from a Federal Government-Länder working group on simplifying benefits law in which the BA took part. Through clarifications, the Act ensures greater legal certainty and simplifies the in part very complex procedural provisions and sequences. In this way, staff in jobcenters are to be given greater leeway for the integration of long-term unemployed persons.

Cornerstones of the Act are, in particular:

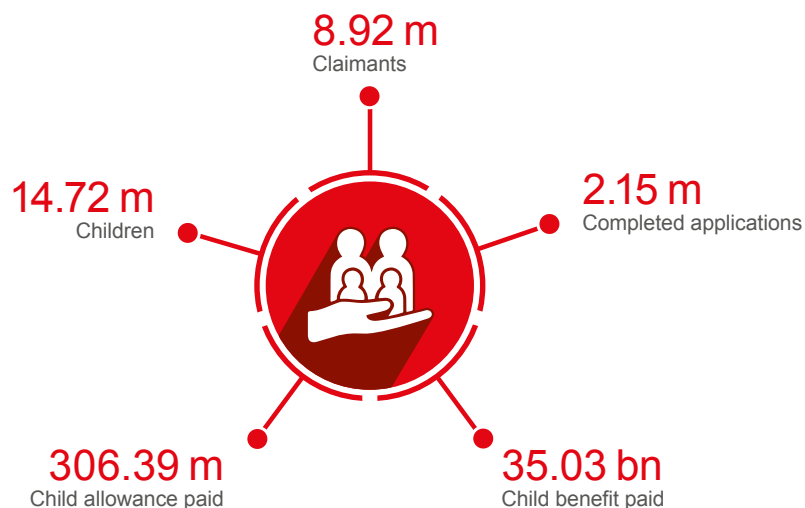
- Closing loopholes in support for young adults who are taking part in vocational training
- Placement support for “Aufstocker” (persons in receipt of unemployment benefit II in addition to unemployment benefits or partial unemployment benefits) through employment agencies starting from 1 January 2017
- Stabilising the employment of persons who are no longer entitled to benefits
- Extension of the standard approval period from 6 to 12 months
- Restrictions of duties to notify and provide certificates in case of inability to work
- Exemption from seizure of SGB II benefits.

However, despite these improvements, the process of minimising the complexity of the basic income support system is continuing.

The BA's Family Benefits Office supports families with its payments

Today, sustainable family policy is oriented towards supporting families adequately with time, money and infrastructure. This serves both the welfare of the children and also conforms to parents' wishes to remain in employment – with longer interruptions. Family life and employment are to be more compatible – for women and for men. This family policy also takes into account that the family configurations in which children grow up today have become more varied and mixed.

Family Benefits Office



Source: Federal Employment Agency



Changes to the law regarding child benefit and child allowance 2016

Child benefit was increased by €2 per month with effect from 1 January 2016. Starting from July 2016, child allowance was also increased by up to €20 to a maximum of €160 per month.

With effect from 1 January 2017, child benefit will be increased by €2 per month, and child allowance by up to €10 per month.

Child benefit and child allowance

The BA's Family Benefits Office assists claimants throughout Germany and from many neighbouring European countries.

Along with the child benefit, which is granted upon application for all children up to the age of 18 and in certain circumstances after that age as well, the Family Benefits Office approves applications for child allowance to supplement the child benefit, insofar as this contributes to preventing neediness as defined in SGB II.

Bundling the tasks of government service family benefits offices ("gov. service transformation model")

With the law on ending the special competence of government service family benefits offices that was adopted on 20 October 2016, in a transformation process spread over several years starting from January 2017, the tasks of these family benefits offices in the federal government sector (approx. 100) will be transferred to the BA's Family Benefits Office or alternatively to the "Bundesverwaltungsamt" (BVA, Federal Office of Administration). In the federal state and local authority sector (around 5,300 family benefits offices), public employers will also be given an opportunity to transfer responsibility and casework to the BA's Family Benefits Office.

The transfer of responsibility will achieve an efficient and low-cost administrative process and at the same time the application of the law will be harmonised.

Trialling video-based advice on child allowance in the Bayern Süd Family Benefits Office

In 2015, the BA's Family Benefits Office went down new roads and extended its range of services with the facility for video-based advice on the subject of child allowance. Since 2016, appointments for video-based advice can be arranged not only in the BA's Family Benefits Office, but also in the service centre of the BA's Family Benefits Office.

In specific technical circumstances, video-based advice can be accessed from home, on the move or on site in the Family Benefits Office

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 *MOVES FORWARD:*



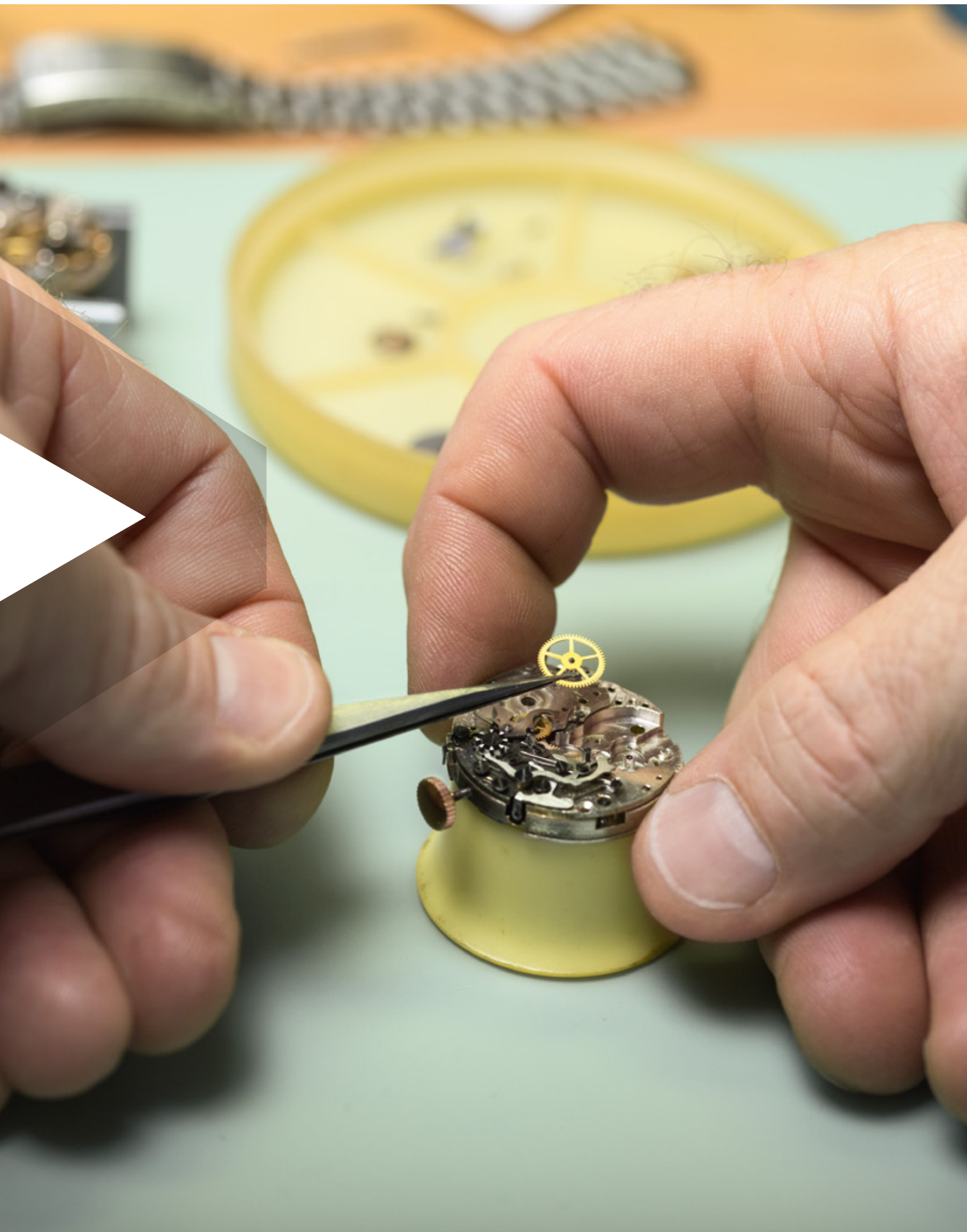
Using all employment possibilities

... Offering employers suitable solutions

We support employers who request our services in filling vacancies. Each registered vacancy means an opportunity to end the impending or existing unemployment of applicants.

Our aim is satisfied employers – with regard to our guidance, advising, our placement suggestions, and all our services.







We support employers

Needs-based services for employers

The demand in companies for qualified employees is increasing, but in some occupations and regions there are increasingly fewer applicants for filling job and training place vacancies.

After the BA's Employers' Service aligned itself strategically to this changed market situation, 2016 was marked by the consolidation of the range of services for companies that was appropriately further developed. There are proven and new e-services available for customers with extensive or regular personnel requirements (e.g. large-sized enterprises, temporary employment agencies). Through the increase in the use of such e-services, cooperation between the two parties becomes more efficient. This makes it possible for the Employers' Service to more intensively attend to companies that are at a disadvantage in the competition for skilled workers, e.g. because of a lack of resources, and need intensive support to secure their personnel requirements.

The focus of the range of services for employers is on the traditional placement process. Placement suggestions from the BA's pool of applicants are submitted on the basis of requirements profiles for job and training place vacancies. However, the development of the labour market means that it is increasingly more difficult to exactly match applicants for various occupations and fields of activity. Against this backdrop, it is often not possible to fill a vacancy quickly.

Using the potentials of all groups of applicants to fill vacancies

In the search for suitable employees for its clients, the Employers' Service therefore factors in all available applicants, including those who at first glance do not conform exactly to a company's requirements. Here it is no longer simply a matter of vocational qualifications, experience or proof of abilities and skills. It is more and more frequently a matter of identifying talents and development potentials, soft skills and social competencies that qualify applicants for filling a vacancy.

This aim is also served, for example, by the ESF programme for the integration of long-term unemployed claimants in the SGB II benefits system, which started in 2015. Employment opportunities for long-term unemployed persons are identified systematically in companies by special company canvassers, who are employed specifically for this programme and are financed within the scope of the programme, and the companies are sensitised to the potentials of this group of persons and motivated to employ them.



The integration of refugees is also a focal point of the cooperation with companies. The Employers' Service informs and advises companies searching for personnel on the legal questions of employment and important operational framework conditions. In this way, uncertainties and misgivings with regard to this group of applicants are abolished and doors are opened for their successful occupational integration.



Advisory service for large-sized enterprises

The BA's advisory service for large-sized enterprises, which is a service offer aligned especially to the needs of large companies, has established itself further. Along with needs-based advice for large companies on subjects such as developments in the labour market, applicant potential, securing skilled workers, and the coordination of vacancies, the focus was on cooperation within the scope of projects, in particular on socio-politically important subjects such as the employment of refugees, people with disabilities and long-term unemployed persons



We are intensifying our advisory services

Professionalisation of labour market advisory services for companies

If filling job and training vacancies becomes more difficult due to a lack of suitable applicants, subjects such as alternative recruiting strategies, measures for long-term staff retention and personnel development strategies become more and more important for companies. Therefore, along with traditional personnel placement, the Employers' Service offers labour market guidance services. Areas of activity are identified jointly with companies on the basis of current operational situations that contribute to securing personnel requirements in the long term – e.g. through initial training for young adults or by recruiting qualified skilled workers from abroad.

Training guidance

One effective measure for companies to secure their personnel requirements in the long term consists of implementing strategically aligned personnel development. The training advisory service of the Employers' Service is tackling this challenge.

With "help for self-help" in mind, it guides employers towards identifying the potentials of employees in the company, making better use of those potentials, and further developing them systematically in the framework of in-company further training. The guidance sensitises them to the realisation of forward-looking, systematic further training management. In addition, the focus is placed on groups of employees that are often overlooked in in-company further training activities, e.g. those with lower skills, older employees, or part-time employees. In this way, training guidance also makes a contribution to sustainable employment, to the prevention of unemployment, to reducing employees' need for assistance, and to opening up access opportunities for unemployed persons.

Not all guidance and support requirements that are identified within the scope of labour market and training guidance can be covered by the BA's Employers' Service. For this reason, with the goal of holistic guidance in mind, subject-related internal interface partners or external guidance providers from the regional networks are brought in.

Internal partners

These include above all the representatives for equal opportunity on the labour market (BCAs). They support guidance for companies and sensitise employers in questions of family-oriented personnel policies and the realisation of measures on the compatibility of work and private life. Among other things, companies are shown opportunities for part-time vocational training or the advantages of converting mini-jobs into employment subject to social security contributions. Employers profit from this in a double sense: the company becomes attractive to qualified applicants and at the same time it creates good preconditions for long-term staff retention.



Another important partner is the Technical Advisory Service. It provides support and guidance for companies where the optimum design of workplaces is concerned, e.g. in the case of employees who have restrictions due to illness or a disability. This guidance not only contributes to enabling the recruitment and employment of persons with disabilities, but also to maintaining their capability and willingness to work in the long term.

The “Zentrale Auslands- und Fachvermittlung” (ZAV, International and Specialized Services) also cooperates closely with the Employers’ Service in the matter of advising companies on acquiring personnel abroad. It is integrated in the advisory and support service for employers if personnel requirements cannot be covered with domestic applicants.

External network partners

The BA’s external network partners primarily include employers’ associations, chambers, social insurance providers and business development agencies, but also regional initiatives and not-for-profit associations that have special advisory skills.

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

The ZAV as a specialised placement provider in the framework of the Employers’ Service for particularly affected severely disabled academics

As part of a three-year project, the “Arbeitgeber-Service für schwerbehinderte Akademiker” (AG-S sbA, Specialist Placement Service for Severely Disabled Academics) has taken on the task of improving the integration of this group of persons into the labour market. Along with holistic guidance for customers, there is also a separate budget for integration allowances and trial employment. Use of modern communication channels is also a component of the project, so that customers can now be advised via video chat as well, for example.



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 **MOVES FORWARD:**

Being an attractive employer and an efficient service provider

... Trendsetting as an employer

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

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







We ensure attractive working conditions

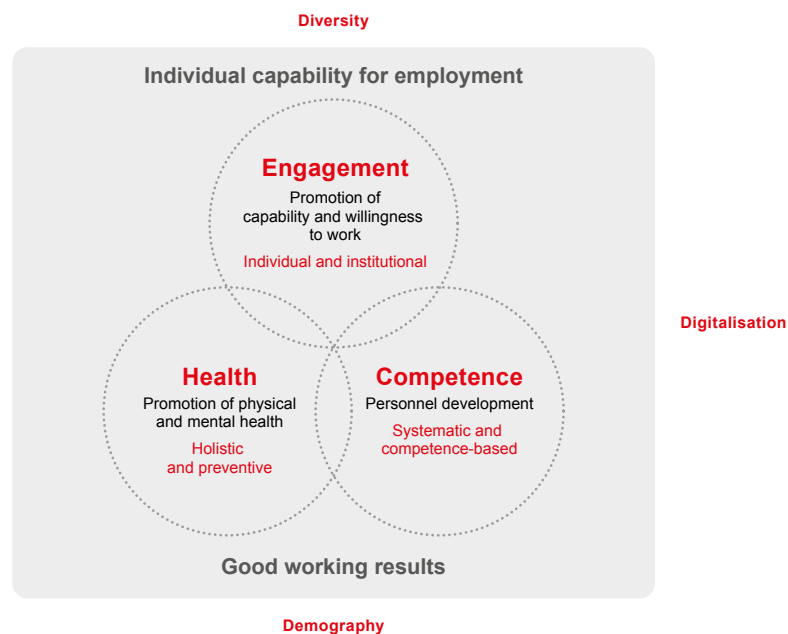
Organising good working relationships and working conditions – promoting competence, health and engagement

In order for the BA to be able to ensure its business success in the long term, it is important to promote the competence, health and engagement of staff – in brief, their employability – in all life phases.

The internal health management system that was introduced in the BA in 2006 was conceptually further developed with the Health Strategy 2025, anticipating the effects resulting from digitalisation, demographic change and increasing diversity in the workforce. The focus is on promoting mental health in the workplace by employee-oriented management and organising collaboration.

The BA's engagement index is an important instrument as well in the context of health management for realising business and personnel policies. Although a survey was not conducted in 2016, work on the design of an organisational culture characterised by appreciation was carried out over all levels. This action is based on the findings of the 2015 engagement survey and the comments on it.

Ensuring capability for employment



Source: Federal Employment Agency



Project “Wissen sichern und fördern” (Securing and promoting knowledge)

Securing the knowledge and experience of individual members of staff and making them useful for everyone will be one of the most important tasks in the coming years. As a result of the age structure in the workforce, around 25 per cent of the BA’s employees will be retiring in the next ten years. At the same time, the BA must react with agility and flexibility to the challenges on the labour market – for this purpose, the competence, health and engagement of employees must be supported. Continuous passing on of knowledge and the targeted and structured transfer of knowledge upon a change of job, a longer period of absence, or upon retirement provide essential support for the efficiency of the teams.

A recommendation for action on knowledge transfer was prepared on the basis of a one-year project at ten operative services locations, in order to support a uniform and structured procedure in the BA. Along with many practical examples from the project, the process of knowledge transfer was defined and instruments for individual application recommended. Managers in particular play a major role in actively developing the advantages of knowledge transfer for facilitating the familiarisation of new staff and avoiding errors and duplicate work. With the further development of the project results, the first steps were taken towards securing practical knowledge in the BA. In November, there was a meeting of experts for senior managers with speakers from administration and industry.

Using valuable resources

Continuously securing knowledge and forward-looking personnel planning form the basis for maintaining efficiency in the teams and of the BA as a whole.

Important personnel ratios

Figures are rounded off

10%

Ratio of severely disabled persons

49%

Proportion of women in managing positions

70%

Proportion of women

31%

Ratio of part-time employees

16%

Employees with a migration background¹

41%

Employees aged 50+

Source: Federal Employment Agency

¹Data based on voluntary information provided in the framework of an internal employee survey in 2013



BA's employee capacity in full-time employment equivalents

	Total		Unemployment insurance and basic income support ¹		Basic income support for jobseekers ²		Family benefits office	
	Previous year	Actual	Previous year	Actual	Previous year	Actual	Previous year	Actual
Total	96,300	98,800	54,100	54,100	38,400	40,900	3,800	3,800
Of whom permanently employed	84,600	85,900	47,700	47,400	33,800	35,400	3,100	3,100
Of whom temporarily employed	11,700	12,900	6,400	6,700	4,600	5,500	700	700
For reporting purposes only ³								
Students	1,200	1,300						
Trainees	1,000	1,600						

Source: Federal Employment Agency

As of: December 2016

¹ Employment agencies, regional directorates, special agencies and head office (including internal services and services for basic income support for jobseekers)

² Joint institutions and overlapping tasks for basic income support for jobseekers

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



Compatibility of work and family on a partnership basis

Within the scope of the BA's life phase-oriented personnel policies, there are already various offers addressing the compatibility of work and family or private life. Changes in the attitudes of employees, digitalisation and demographic change also demand the continuous further development of the BA's personnel policies. What do employees think and expect with regard to the subject of the compatibility of work and family or private life and its organisation on a partnership basis? What special expectations can be found at the management level? How do employees see their workplace in 2025?

The possibilities and limits of support for families on a partnership basis today and in the future were discussed in 14 workshops with employees from the BA's family benefits offices and employment agencies in three districts. Partial aspects of the World of Work 4.0 were addressed there taking an innovative approach. It can be stated as the result of the workshops that the desire for self-determination and flexibility is growing regardless of gender. There exists both a uniform, equitable role image, as well as a uniform increase in expectations with regard to the compatibility of work and family or private life. The workshop findings will be included in the development of a goal formation 2025 on support for families on a partnership basis, in order to satisfy employees' increasing wishes for flexibility regarding time and place in harmony with customers' interests and the operative completion of the BA's tasks.

Support for families on a partnership basis

Offers for partnership-based compatibility of work and family or private life are an important contribution to securing the employability and engagement of employees. Expectations and needs were discussed in 14 workshops and processed for the further development of personnel policies for designing the World of Work 4.0.

German Education Prize: BA awarded seal of excellence and a special prize

For the third time, the BA has been awarded the seal of excellence of the German Education Prize (Deutscher Bildungspreis) in competition with a total of 150 companies. The intention of the initiators – the TÜV SÜD Akademie and EuPD Research Sustainable Management – is that companies support and further develop their employees in the framework of strategic and structured education and talent management. The award confirmed that is the case in the BA, and that it focuses on the support and further development of its personnel.

In addition, the BA was awarded one of two special prizes that were conferred for the first time this year: for the development at short notice of educational programmes tackling the subject of "asylum and refugees". In the business year, the BA qualified thousands of employees within a very short period in dealing competently with these subjects and the associated challenges. The jury regarded this as foresight, which it honoured specifically with first place in the special prize.



We provide our services efficiently

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

In 2016, the labour market continued to offer favourable conditions for integration work in employment agencies and jobcenters. The high demand for labour was accompanied by an increased inclination towards employment and growing labour migration from other European countries. In view of this, the demands on customers, and thus the demand for training, increased as well. At the same time, the inflow of refugees is a great challenge for employment agencies and jobcenters: employment is an essential key for successful social integration. Because it was hardly possible to predict the inflow of refugees regionally, in the review the target figures were considered differentially on the basis of customers' nationalities.

The target system of unemployment insurance intensified its focus on those customers who are dependent in particular on the BA's support services: young people with and without a lower secondary school leaving certificate, unemployed persons who have already been unemployed for some time, and SMEs. On the whole, the integration-oriented targets were not reached in full in 2016. However, in just about one in three cases, it was possible to prevent impending unemployment before it occurred. In roughly half of the cases, unemployment – where it had already commenced – was ended again in the form of taking up employment. Even if the target of placement on the training market was not achieved in full, the results were improved in comparison with the previous year.

Starting and retaining employment, maintaining, improving or restoring employability, and independent securing of a livelihood are embedded in the target system of basic provision as a central concern. In 2016, on average of 3.24 million persons of working age received basic provision benefits in the joint institutions. In comparison with the previous year, the number of claimants fell only slightly, because in the course of the year, more and more refugees with prospects of remaining in Germany were dependent on basic income support benefits. In 2016, about one in four claimants of working age started employment subject to social security contributions. This is a slightly poorer balance than in the previous year. Of the 250,000 customers on average over the year from the eight countries of origin of refugees with the highest entry rates – Afghanistan, Eritrea, Iraq, Iran, Nigeria, Pakistan, Somalia and Syria – about one in seven were integrated into the training or labour market. However, because of a lack of formal qualifications, the chances for many customers to overcome neediness continue to be limited. The stock of long-term benefit recipients fell slightly in 2016 as well.

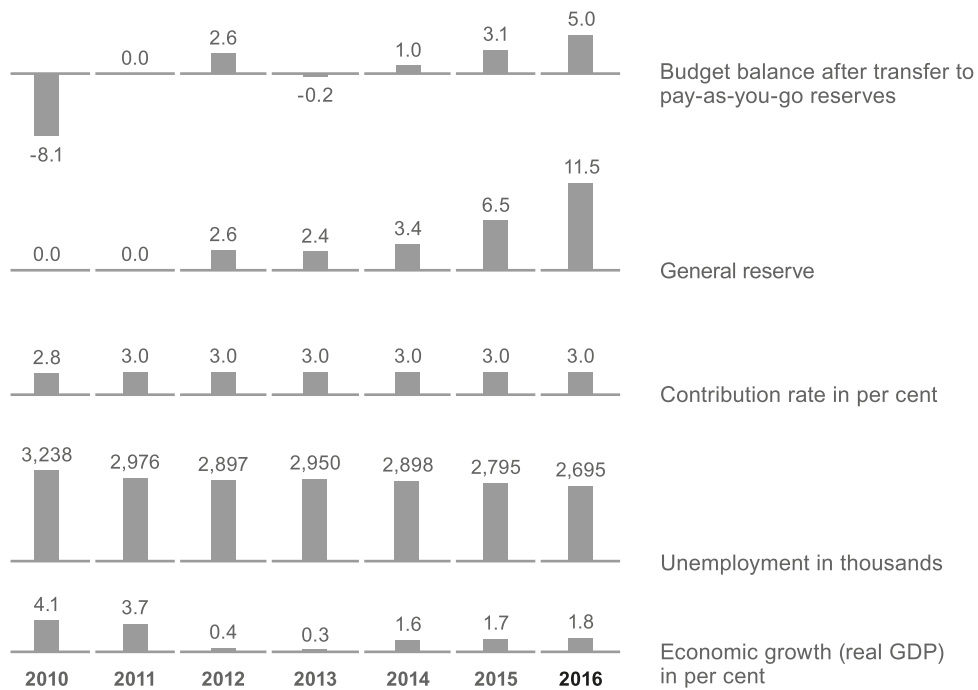


Positive financial development – lower expenditure as a result of the good development of the economy and on the labour market in Germany

The BA ended the 2016 business year with an operative surplus in the amount of €5.46 bn. Expectations were therefore exceeded by €3.67 bn. The net working balance consists of income in the amount of €36.35 bn and expenditure in the amount of €30.89 bn. The budget surplus was used to build up the reserves for unemployment insurance. Pay-as-you-go reserves for insolvency payments and support for winter employment reached a level of €1.99 bn. The BA's reserve level improved to €11.45 bn.

Financial development in unemployment insurance scheme

Amounts shown in billion euros, rounding differences possible



Source: Federal Employment Agency

The largest share of the BA's revenue, 86 per cent, comes in the form of contributions from companies and employees. The high level of employment led to contribution income exceeding €30 bn (€31.19bn) for the first time.

An essential factor for the positive financial results was low expenditure. Lower expenditure than expected was necessary for active employment support, continued payment of wages and for administration. The positive situation on the labour market in Germany also led to many people being able to end their unemployment. Unemployment benefits on unemployment amounted to €14.40bn, which was €1.05bn less than expected.

In the area of active employment support, despite the intensified integration efforts for refugees with good prospects of remaining in Germany, expenditure was €1.45bn less than budgeted. The reason for this is primarily the targeted application of payments under active employment support, which in the first place benefits those affected. The continuing positive framework conditions on the training and labour market intensified this.

BA 2020 – further steps by the BA in the direction of “World of Work 4.0”

In November 2016, the dialogue process on the “White Paper Work 4.0” was concluded by the “Bundesministeriums für Arbeit und Soziales” (BMAS, Federal Ministry of Labour and Social Affairs) with a conference. Against this backdrop, the BA updated its contribution, taking account of the BA 2020 development programme. An overview of the results of the analysis and the BA's conclusions follows:

Digitalisation accelerates structural change

With the World of Work 4.0, existing occupations and activities will be changed and new occupations created. Jobs switch between branches and sectors. At the same time, there are potentials for substitutability that affect occupations and regions differently. According to a study by the “Institut für Arbeitsmarkt und Berufsforschung” (IAB, Institute for Employment Research), in 2013 in Germany about 15 per cent of employees in work subject to social security contributions are exposed to high potential substitutability (already today, over 70 per cent of activities in an occupation can be replaced technically by computers). Realisation of the potential depends on additional factors (e.g. acceptance of digital offers and cost structures), so that a differentiated consideration of labour market dynamics is necessary. For this reason, substantiated “market knowledge” is becoming more and more important for the BA.

Work 4.0 comes with chances and challenges

New forms of employment, e.g. crowdworking and clickworking, and flexible working hours, can generate new employment opportunities and chances for improved compatibility of family and work. Opening up new chances of participation for specific target groups is possible, for example through the use of technical assistance systems such as data glasses and load robots. At the same time, the potential “blurring of work boundaries” poses new demands



on health and data protection. New forms of employment and social models give rise to questions of payment to secure an existence and social security.

\\ Lifelong education as the key – vocational guidance is becoming more important

The digital world of employment will lead to new challenges for employees, their qualifications, skills and competencies. Education and further training will therefore play a central role. Skills that were acquired informally can also increase the chances of participation, particularly in the integration of specific target groups into the labour market. Further training necessities, potentials and possibilities must be identified at an early stage.

\\ Intensification and professionalisation of vocational guidance – the BA as “guide”

Vocational guidance is becoming a key business field for the BA. Further training oriented towards vocational qualifications is still one of the BA's main business topics (project for securing skilled workers). The focus is on the development of preventive approaches (“Lebensbegleitende Berufsberatung” (Lifelong vocational guidance) project). In addition, it is important to make occupational skills and competencies that were acquired on a non-formal basis more transparent (“Berufliche Kompetenzen erkennen” project aimed at identifying occupational skills and competencies). The operative business is supported through the digitalisation of services and information offers, e.g. through a new online portal, the “Antragsportal Leistungen Online” (APOLLO, Application portal for online benefits) and the “Berufsentwicklungsnavigator” (BEN, Occupational development navigator). The BA's guidance expertise will have to be developed further. Constantly changing conditions on the labour market require the continuous professionalisation of guidance experts.

BA must set a course towards “World of Work 4.0” at an early stage

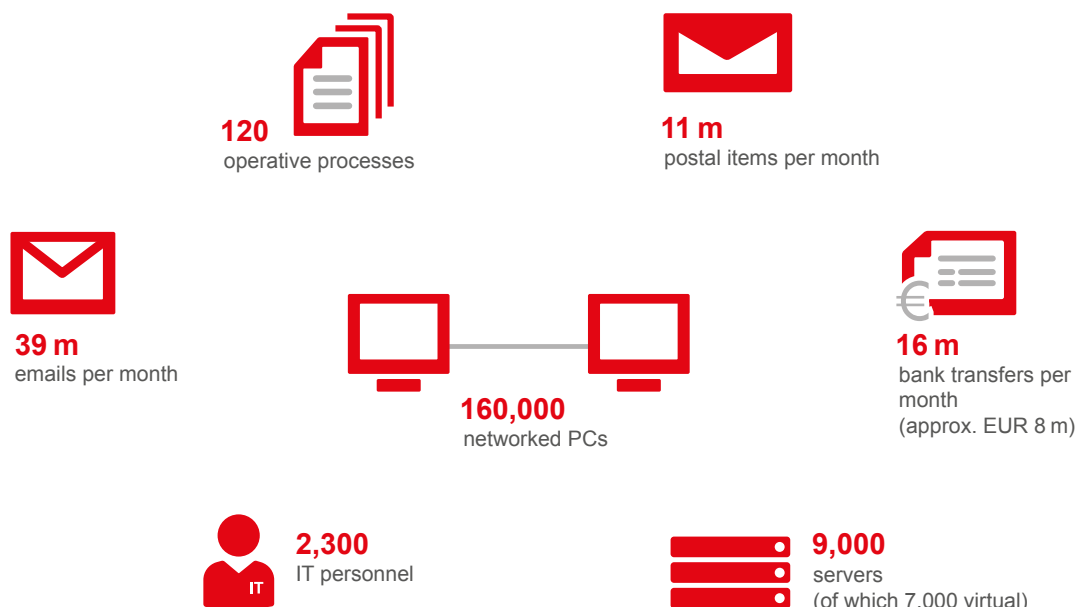
The BA will have to develop continuously in order to meet the pending challenges of the World of Work 4.0 and the external and internal demands. Along with securing the core business, it must use and develop innovative formats and think further (e.g. “two-speed IT”). Complex challenges will only be solved jointly with labour market partners. Networking is becoming increasingly important for the BA and will have to be developed further, e.g. in the form of social collaboration platforms or open innovation.

IT as part of the core business

IT is anchored in the BA’s overall organisation more firmly than ever – it is part of the core business. The BA’s success not only depends directly on the quality, availability and performance of IT, through digitalisation of the processes, IT is actively involved in organising the BA’s business on a large scale.

The IT Strategy 2020 supports the service commitments of the BA 2020 development programme with the development of online offers. It satisfies the demand for efficacy, economy

Figures, data and facts



Source: Federal Employment Agency



and sustainability through stable, performant and efficient IT. The stability of the availability of the IT will be clearly improved with the realisation of its strategic goals

Further development of the BA 2020 online offers and digitalisation of the business processes

The digital agenda describes the BA's shift to an innovative service provider in the public sector, aligned towards the development programme BA 2020, the Federal Government's Digital Agenda, changes in customer behaviour, and technological developments.

The BA Online 2020 programme was set up for the realisation of the strategy. The core is the service commitment to "meet customers where they are", and thus to realise new, user-friendly online offers.

In addition, customer requests are to be satisfied quickly, efficiently and in greater quality through the digitalisation and automation of end-to-end processes. Implementation is done in single steps. New e-services were already launched in recent years, and important milestones were achieved in 2016 as well with the introduction of APOLLO and the "Anwendungsportal und Online-Kundenzugang" (APOK, Application portal and online customer access).

Functional extension of the occupational development navigator

Within the scope of the BA Online 2020 programme, the BA has been developing the "Berufsentwicklungsnavigator" (BEN, Occupational development navigator) successfully since 2014. In an initial stage, a platform was created that makes aggregated information on occupations, as well as on further training opportunities and vacancies, available to users in the form of job descriptions, entry requirements, and skills and competencies.

In the follow-up project, BEN Phase 2, work on further milestones has been taking place since 2015. For example, the existing BERUFENET online application was redeveloped and an expert system for vocational issues with a comparable functional scope was created in a modern design on the basis of the BA portal framework.

BERUFECHECK, an innovative self-exploration tool for adults, was launched as an additional module. With this online self-assessment tool, users are given the opportunity to reflect on their personal aptitude and their interest in a particular occupation. In this way, BERUFECHECK supports not only the personal application process, but also the guidance discussion in the agency.

BEN has been fully integrated into the BA's newly launched online portal and will be available in future to users with all functions via the BA's website www.arbeitsagentur.de (in the "Karriere und Weiterbildung" section).

APOLLO – bundles the new online services (e-services) for cash benefits

In the framework of business process management, the processes for identical business transactions are to be unified and digitalised for all access channels. In future, customer issues regarding benefits will be handled through an online portal. These include, for example, online applications for cash benefits (unemployment benefits, short-time working benefits, insolvency payments, occupational training allowance, integration allowance) and online procedure services (notifications of change, transmission of decisions, notification of payment details and scheduling).

The portal's functions will also be available via mobile devices. Application forms for unemployment benefits, forms for notifying changes, e.g. changes of address, changes to bank account details, for notifying absences, or deregistering, and the questionnaire for employers to check the preconditions for being granted an integration allowance were made available in a first step. A targeted user guide, plausibility tests and spoken texts for help and information provide support for completing forms and enable efficient processing of incoming applications and notifications.

The application portal started up in mid-2016 and will be extended with functionalities three times each year up to 2018.

APOK – the BA's new life situation-oriented online portal

Information was processed individually for customers from existing diverse online applications, such as JOBBÖRSE, BERUFENET and BERUFETV, in a digital application and customer portal with a modern customer-friendly interface. With APOK, the BA launched a uniform and customer-centred online portal that is dynamically oriented towards customers' life situations and requirements.

Up to now, individual online applications have differed considerably with regard to visual appeal and user guidance – without a central access point. For this reason, the new portal offers a uniform layout for all relevant contents, intuitive usability with mobile accessibility on all web-enabled devices. In its concept, APOK also takes new customer channels into account, such as De-Mail. Optimising customer service through the use of new technologies such as chats or co-browsing is also to be offered.



The new portal was made available to customers in December 2016.



Information security with new technologies, applications and threat scenarios

Information security is a basic precondition for the use of IT in the public sector. Opening systems to the outside in the framework of providing new online offers results in new threat scenarios for the BA. Ensuring the confidentiality and integrity of data stored with the BA has the highest priority.

Information security for protecting all information that is entrusted to the BA continues to be guaranteed with new online applications, new technologies and new threat scenarios. It is realised by means of suitable organisational, technical, conceptual and procedural IT security measures



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 towards the further development of modern governance structures. In connection with the Federal Government's investment policy, the "Bundesministerium der Finanzen" (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 provide information about its governance structures on the basis of this Public Corporate Governance Code. The Corporate Governance report is now being published in its seventh year.

1. Preamble

The BA submits its corporate governance report for the 2016 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.

In accordance with Point 6.1 of the Public Corporate Governance Code, the BA's Executive 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 statutory regulations take precedence over the Public Corporate Governance Code.

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

2. Executive Board (Section 381 SGB III)

The Executive 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 Section 9 et seq. of the rules of procedure of the BA's Executive Board, the chair of the Executive Board determines the guidelines of day-to-day management, taking account of the objectives set by the Executive Board with the consent of the Board of Governors, or agreed upon with the "Bundesministerium für Arbeit und Soziales" (BMAS, Federal Ministry of Labour and Social Affairs). He or she monitors the implementation of the Executive Board's resolutions and compliance with the key points of corporate management. Members of the Executive 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 Executive Board internally and externally. All members of the Executive Board have equal rights in carrying out these tasks. The BA is managed by the Executive Board as a "collegial body". In this respect, the chair of the Executive Board represents the Executive Board internally and externally.

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

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

Within the scope of corporate governance, the Executive 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. Every six months, the chair of the Executive Board passes this information on to the steering committee of the Board of Governors. In accordance with the management principle described above, in this risk management system, the responsibility for identifying risks and the measures planning resulting from them continues to lie with the business divisions.

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

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

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

3. Board of Governors (Sections 371, 373 SGB III)

3.1 Organisation and tasks

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

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

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

- Committee I for strategic decisions, questions related to the budget and to self-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 Executive 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 (Sections 377 et seq. SGB III)

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

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

- employees: unions that have signed wage agreements and their associations,
- employers: employers' associations that have signed wage agreements and their federations that are of key significance for representing the interests of employees or employers.

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

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

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

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

During the previous year, the business of the BA was conducted by Mr Frank-J. Weise (Chair of the Executive Board), Mr Detlef Scheele (member of the Executive Board) and Mr Raimund Becker (member of the Executive Board). In 2016, salaries paid to the members of the Executive Board amounted to around €881,000.

4.2 Remuneration of members of the Board of Governors

The members of the Board of Governors did not receive any remuneration. The BA reimburses members and representatives for their cash expenses and grants an allowance (Section 376 SGB III), 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 (Section 77a SGB IV).

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



Statistical Information

Statistical data on the application of employment and training measures and on cash benefits (e.g. unemployment benefits, 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 (including the WeGebAU, IFlaS, promotion of participation programmes) and detailed information (e.g. share of women), flexible annual values of the months of October 2015 to September 2016 were taken into account with the territorial status of December 2016. Support data from the field of basic income support for jobseekers were reported only for the jobcenters in the form of joint institutions, because corresponding budgetary data was also available here.

Extrapolated results for the year 2016 were used for the data of beneficiaries. In the process, flexible annual values for the months of November 2015 to October 2016 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 November 2015 to October 2016 were used for the area of basic income support for jobseekers.

The information on the funds invested reflects only the support programmes in the employment agencies/jobcenters (joint institutions) and refers to the full year of 2016.

The data on unemployment map the full year of 2016.

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 annual report and further data on the labour market and on basic income support for jobseekers can be seen on the website of the BA's Statistical Service at [statistik.arbeitsagentur.de](https://www.statistik.arbeitsagentur.de).



Awards and prizes

April

BA's comprehensive education and talent management system awarded the quality seal of the German Education Prize (TÜV SÜD) and included in the group of excellence enterprises. Additional special prize for the key nationwide programme on the subject "Asylum and Refugees" and for excellent management development

Awarded the ADC "Nail" in bronze for the BA's "Corporate Sound"

June

The action programme "Perspektive Wiedereinstieg" (Re-entry Perspectives) of the "Bundesministerium für Familie, Senioren, Frauen und Jugend" (BMFSFJ, Federal Ministry for Family Affairs, Senior Citizens and Youth) and the BA awarded a prize at the Global Summit of Women as best example for successful cooperation between public institutions and companies (public-private partnership)

August

BA's recruiting awarded 3rd place in the public service group within the scope of the "Best Recruiter in Germany" study

September

The BA's online employers' magazine *Faktor A* awarded two silver medals in the "External Communication" category at the Fox Awards (dapamedien Verlag) and in the "Layout" category (Fox Visual)

October

Presented with the reddot award in the category "Communication Design" for the BA's "Corporate Sound"

The "Arrival" app, which was developed jointly with Bayerischer Rundfunk broadcasting corporation (BR), the Goethe-Institut and the "Bundesamt für Migration und Flüchtlinge" (BAMF, Federal Office for Migration and Refugees) to provide refugees with orientation and assistance for their initial period in Germany, was presented with the "LeadAward" in gold in the "Online" category as "Startup of the year"

BA awarded employers signet "Top4Women" in silver

I

II

III

IV

V

VI

VII



Board of Governors

Executive Board

Frank-J. Weise
Chair of the Executive Board

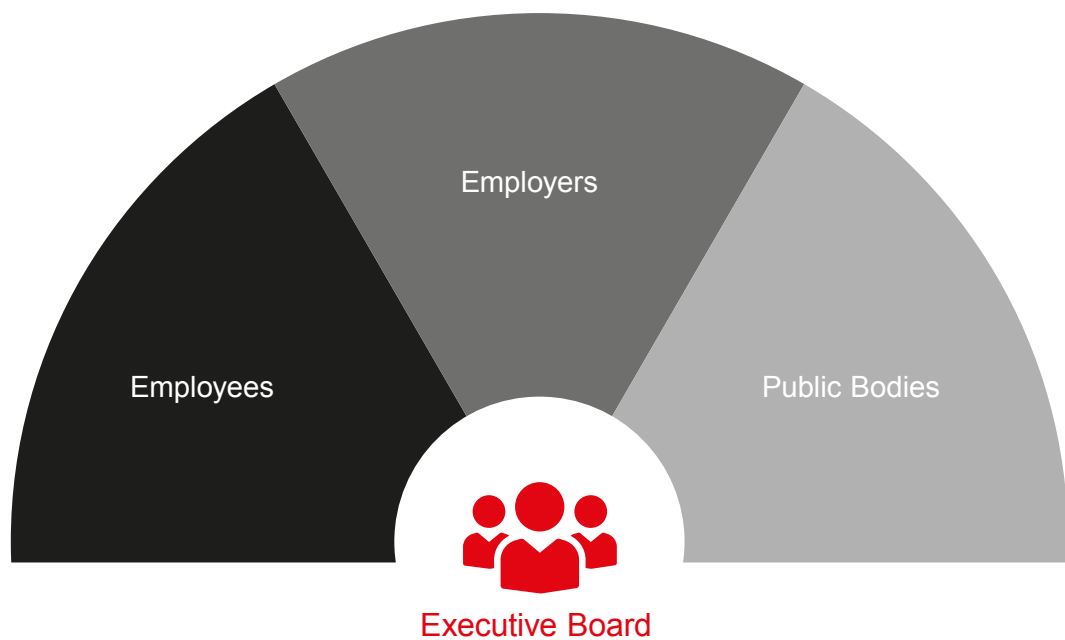
Detlef Scheele
Director Labour Market

Raimund Becker
Director Regions

General representative

Dr. Markus Schmitz
Chief Executive Information
Technology / Process
Management (ITP)

Composition of the Board of Governors



Employees Group

Annelie Buntenbach

German Federation of Trade Unions

Johannes Jakob

German Federation of Trade Unions

Petra Reinbold-Knape

Mining, Chemical and Energy Union

Dietmar Schäfers

Construction, Agriculture and Environment Union

Burkhard Siebert

Food and Catering Union

Dr. Hans-Jürgen Urban

Metalworkers Union

Eva Maria Welskop-Deffaa

United Services Union ver.di

Alternate Members

Gabriele Gröschl-Bahr

United Services Union ver.di

Dr. Stefanie Janczyk

Metalworkers Union

Matthias Jena

German Federation of Trade Unions Bavaria

Ansgar Klinger

Union for Education and Science

Uwe Polkaehn

German Federation of Trade Unions, Northern Region

Employers Group

Bertram Brossardt

Bavarian Industry Association

Peter Clever

Federal Association of German Employers' Associations

Nina Günther

Siemens AG

Ingrid Hofmann

Federal Employers' Associations of Personnel Services Providers

Christina Ramb

Federal Association of German Employers' Associations

Karl-Sebastian Schulte

Central Association of German Craft Trades
Trade Association German Craft Trades

Oliver Zander

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

Peter Haas

Südwesttextil e.V.

Gerhard Handke

Federal Association of Wholesale, Foreign Trade, Services

Dr. Robert Kloos

Federal Association of Horticulture, Landscaping & Sports Facilities Construction

Dr. Lutz Mackebrandt

Federal Liberal Professions Association

Alexander Wilhelm

Federal Association of German Employers' Associations

Public Bodies Group

Ines Feierabend

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

Martin Günthner

Senator for Economic Affairs, Labour and Ports, Free Hanseatic City of Bremen

Kornelia Haugg

Federal Ministry of Education and Research

Johannes Hintersberger

Bavarian State Ministry of Labour and Social Affairs, Family and Integration

Dr. Elisabeth Neifer-Porsch

Federal Ministry of Labour and Social Affairs

Dr. Philipp Steinberg

Federal Ministry for Economic Affairs and Energy

Prof. Eberhard Trumpp

Landkreistag (District Assembly) Baden-Württemberg

Dr. Thomas Gerhardt

Federal Ministry of Finance

Stefan Hahn

Deutscher Städtetag (Association of German Cities and Towns)

Almuth Hartwig-Tiedt

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

Katrin Schütz

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

Christiane Voß-Gundlach

Federal Ministry of Labour and Social Affairs

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