Country Report

Germany

Client: European Commission

Rotterdam, London, 15 November 2011

Country Report PES PMS

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ECORYS

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Summary

ID	
Country	Germany
Name PES	Bundesagentur für Arbeit (BA)
Initials researcher	TV
Additional remarks (e.g. source gaps, problems, challenges)	Country visited

1 Background information

General information PES		Source*
Mission & tasks & targets	The Bundesagentur für Arbeit (BA) provides a wide variety of labour market services as well as services related to (vocational) education. The main tasks of the BA include: • Mediation of jobs and training places; • Careers guidance; • Advisory services to employers; • Stimulation of vocational education; • Stimulation of lifelong learning; • Stimulation of the labour market integration of disabled persons; • Provision of services to maintain and create jobs; • Provision of benefits like the unemployment insurance benefit.	http://www.arbeitsagentur.de/nn_27210/Navigation/zentral/Servicebereich/Ueber-Uns/Aufgaben/Aufgaben-Nav.html
Organisational setup (nr. of central, regional and local offices)	Since 2005, the organisation of service delivery is divided between services provided under the Second Book of the German Social Code (Social Code II, SC II – social assistance), and the Third Book of the German Social Code (Social Code III, SC III – unemployment insurance). Persons who are needy and able to work at least 3 hours daily or live together with such a person are eligible for benefits according to SC II (the unemployment benefit Arbeitslosengeld II, which is tax-financed). They are serviced by the institutions of SC II. All other jobseekers are serviced by the institutions of SC III (and may be recipients of the unemployment benefit Arbeitslosengeld I, which is financed by unemployment-insurance contributions). For needy persons who are not able to work at least 3 hours daily and do not live together with somebody who is able to work at least three hours daily, responsibility is at municipalities and counties. Organisational setup of Social Code II: The Bundesagentur für Arbeit (BA) cooperates with municipalities and counties in joint authorities called 'gemeinsame Einrichtungen'. Municipalities and counties are responsible for housing and heating costs of the needy, so cooperation between the two (BA and municipalities / counties) is legally defined for 'Help from one hand'.	BA contribution.

General information PES		Source*
	Except from this usual organisation in joint authorities ('gemeinsame Einrichtungen'), 25 percent of the municipalities and counties were allowed to opt out of this construction. They have to take BA responsibilities, too. So, in 25 Percent of the municipalities/counties BA is not responsible for payments and ALMP for the needy and their families (the BA keeps responsibility for jobseekers who are not needy according to SC III). 108 out of the 414 counties and municipalities in Germany have opted to take BA duties from 2012 on. Between 2005 and 2011, there were 69 opting counties and municipalities (out of 439 in 2005). Social Code III provides for a three-level organisation of the Bundesagentur für Arbeit: • The head office in Nuremberg; • 10 Regional Directorates; • 176 Employment Agencies' with about 660 branch offices. plus some **special services** like: • The Institute for Employment Research (IAB) in Nuremberg; • The Central Placement Office (ZAV) for placement abroad and professionals in Bonn; • The College of the Bundesagentur für Arbeit (HdBA); • The child allowance administration; • BA educational institute - internal training organisation; • BA Service House - internal service provider; • IT Systems House - internal IT provider.	
Human resources (nr. of staff if possible fte's) Please mention the year	SC II: 64,100 fte under responsibility of BA including employees of the cooperating municipalities/counties (22,400 fte) working at joint authorities, excluding the 69 opting municipalities and counties; SC III: 58,000 fte (including internal services and services for social assistance); Family-allowance services: 3,600; All figures for November 2011.	BA contribution.
Financial resources (annual budget) Please mention the year	SC II: Expenditure of roundabout 39.9 billion € under responsibility of BA (including expenditures of the cooperating municipalities/counties for SC II duties), excluding the 69 opting municipalities and counties (2010). SC III: 43.1 billion €.	BA (2011) *Jahresbericht 2010, for SC II, p 32.* BA (2011) *Geschäftsbericht 2010*, p. 16 (for SC III).

Institutional context		Source
How closely linked is the PES to relevant governmental body? (*deconcentration*: is this a part of a ministry, is it a legal form, a separate agency?)	The BA is an organisation under public law with autonomous management (Selbstverwaltung) at central and local level. At central level there exist a supervisory board (Verwaltungsrat) and at local level a supervisory committee (Verwaltungsausschuss). These two types of organs are always tripartite and basically monitor the actions of the top management of the head office (Vorstand) and local offices. There is no autonomous management at the level of the Regional Directorates. Since 2005, the organisation of service delivery is divided between services provided under the Social Code II - social assistance (SA) - and the Social Code III - unemployment insurance (UI). With regards to service delivery in the framework of the SC II (as opposed to the SC III), the BA cooperates closely with local municipalities and counties in 306 (from 2012 on) separated local joint authorities ('gemeinsame Einrichtungen'). There is a 'supervisory committee" (Beirat) with specific competences at local level, too, but not at federal level. The social assistance system is partly managed at local level, concerning defined duties, e.g. the labour market program and the planning and use of budget, but it isn't as autonomous as the insurance system is.	Kaltenborn, B. et al. (2010). Interviews. BA contribution.
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	SC III: Germany's labour-market-policy (LMP) system is relatively centralised *in the framework*. The Federal Parliament has the exclusive competence to regulate the unemployment-benefit system (by law). The rate of unemployment-insurance contributions (% of wages) is set by law (§ 341 SC III, or temporarily by the Federal Government, § 352 SC III). According to SC III (§ 1), the business-policy objectives of the BA have to be in accordance with the employment policy of the Federal Government; with respect to the LMP implementation, the Federal Government is supposed to negotiate 'frame targets' ('Rahmenziele') with the BA. The BA draws up its budget by itself, but it needs to be approved by the Federal Government (§ 71a SC IV). The use of the budget is decided on by the local Employment Agencies since 1999. The BA head office is responsible for planning and controlling operations and the organisational processes to ensure the strategic and uniform	BA contribution.

Institutional context		Source
	fulfilment of the BA's mandate throughout the national territory. The BA's Regional Directorates are responsible for a successful regional labour market policy at the intermediate level. Regional Directorates control the Employment Agencies. These offices engage in the BA's operational business at the local level. They have discretion in applying provisions for ALMPs. SC II: In the social assistance system, the framework is the same as in the UI system (SC III). The local joint authorities have competence to decide and carry out their own LMP, based on the local 'labour market programme'. Federal law creates measures and gives budget to be used by the local joint authorities. So, budget and strategy are both designed at local level, as well as in SC III. This is also the case for the local authorities which have opted out.	
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*: which services are outsourced and to whom?)	Services for promoting labour market integrations are usually carried out by third parties. Both for services under SC II (as far as the BA is responsible) and SC III are bought by regional procurement offices on the basis of demand by local offices.	Kaltenborn, B. et al. (2010). Büchs & Lopez (2007).

Country information		Source
Sending or receiving country?	Receiving.	Ecorys.
Background information: • % of employment; • % of unemployment.	The situation on the German labour market has remarkably improved in the last few years: The employment rate has increased from 66.0% in 2005 to 71.1% in 2010 (women: 60.6% to 66.1%, elder employees of 55 – 64 years: 45.4% to 57.7%), while the unemployment rate has decreased from 11.3% to 7.1% (women: 11.0% to 6.6%, young people under 25: 15.6% to 9.9%). In 2010, the employment rate exceeded considerably the EU average, especially for people of 55 to 64 years, and the unemployment rate was below EU average, especially for people under 25 years. However, there are big regional differences.	Eurostat.

2 PES performance measurement systems – Design

Purpose		Source
For which purpose was the performance measurement system established and for which level? (check for accountability; management information)	The performance measurement system (PMS) concerning the UI system was introduced in 2004, the social assistance steering system including the PMS was introduced 2006. The latter is used both for steering local authorities as well as federal results. Concerning the opting communities (from 2005 to 2011), the BA has no information on their PMS (if existing). From 2012 on, the opting communities have nearly the same PMS as the BA. (BA is researching customer satisfaction. If opting counties/municipalities do so, BA doesn't know. They don't have to.). The purpose of the PMS is 'to serve management by objectives' at all organisational levels in order to set incentives according to the business-policy objectives, which are: 1. a sustained improvement in counselling and integration services (boost integration figures, reduce duration of unemployment); 2. a high degree of customer satisfaction; 3. a strong motivation of employees, recognising and tapping their potential; and 4. acting effectively and cost-efficiently. The three core elements of the BA PMS are: **1. Economy and effect** Above all, effect means avoiding or reducing unemployment if possible by taking action in time. New employment should be long-term. Key figures and indicators had to be developed to measure effect **and** economy. Considering the highly complex tasks of the BA, this was extremely challenging. The control system is regularly refined. Taking over key figures from the cost and management accounting for 2008 was an important step forward here. **2. Transparency** Separate data on each customer, for example, used only to be combined to make "customer histories" (for instance, work history and schemes taken part in). In this way, customer care takes place over a long period of time and its effect is evaluated. The	BA contribution.

Purpose		Source
	performance levels of the individual offices are also represented. Since 2005 there has also been a new leadership information system which bundles all data significant for the management onto one standard platform. **3. Decentralised responsibility** Clear management tasks were defined on every level: the local offices have an operational responsibility, while the central and regional levels are limited to controlling, product development and support services. Target agreements and target follow-up dialogues are an essential tool. These processes were introduced in 2004 and have since been developed further. There are also "performance circles", where performance and competences undergo a differentiated analysis and development possibilities for employees are revealed, so to speak.	

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	Mostly output and result indicators.	Ecorys.
Which (sub-) indicators are used for each type? (if there many, please put them in an annex)	Note that the indictors (because of the objectives) differ significantly between the two Social Codes II and III. Cf. annex.	Interviews.
Do indicators presuppose causal relationships (input-output; output-results; results-impact)? How?	Indicators are linked to the BA business-policy objectives and are subject to change since they are updated every year/ brought in line with existing realities on the labour market. This reality check is intended to ensure their relevance and effectiveness, whether a proper relationship between the policy objectives and the indicators exists and whether the indicators reflect the input of the front-office staff. The indicators do not have an explicit causal relationship. The indicators of the social assistance system (SAS) in responsibility of the BA were introduced in 2006 and were slightly changed in 2008. The BA cannot tell anything about the indicators of the opting communities (if existing). In 2011, the indicators were completely reformed at federal level and they are part of the law now. For definitions, see Annex 'Rechtsgrundlagen der Statistik', pp. 37 - 40.	Interviews. BA contribution.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	Yes, targets are each year set both in the framework of SC II and SC II for Regional Directorates and local offices. Targets are negotiated with the head office, which acts within the legal framework set by the Federal Parliament and within the policy framework set by the Federal Ministry of Labour and Social Affairs (BMAS).	Kaltenborn, B. et al. (2010).
Are targets SMART?	Targets are SMART for all indicators.	Kaltenborn, B. et al. (2010).

Tools		Source
Does the PES PMS include a data warehouse (DWH) and to which other administrations is this DWH linked?	A data warehouse exists. Social-security data is available because the BA has various tasks in the provision of (several strains of) the German social security system.	PES - benchmarking (2008).
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	SC III: A 'cockpit', in which key management information is summarised, is similar to a balanced scorecard; key performance indicators are weighted and calculated in an overall performance index for each local agency and Regional Directorate. The management of the head office, Regional Directorates and local offices all have such a cockpit with relevant data at their disposal. The management of the Regional Directorates and the local offices also receives info on key *operating* indicators. SC II: In the social assistance system under responsibility of BA, there is a steering cockpit available, too. It yields the possibility for interactive analysis for each indicator. Opting communities may use a public steering cockpit http://www.sgb2.info/kennzahlen/statistik, but that is not as extensive as the BA's. For the SAS, an overall performance index is not calculated. Uncoupled from the SC sphere and in addition to the PMS, a Regional Labour Market Monitor (Arbeitsmarktmonitor) makes the local employment risks and opportunities transparent. The nationwide assessments of the different industries are broken down to the level of the **regional employment situation**, then reviewed and adjusted locally. This is complemented by an analysis of **regional structures** which is relevant for a short-term compensation of employment risks and allows the	Sottung & Becker (2008). PES benchmarking (2008). BA contribution.

Tools		Source
	definition of strategic priorities. Effective alternatives for action can be discussed and planned based on the assessment of all stakeholders in the regional labour market. The analysis and its discussion by local stakeholders shall foster a common understanding of future developments. Such communication is prerequisite for locally targeted action by all stakeholders.	

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	CSM is part of the PMS for both the unemployment insurance and social assistance since 2010. Within the SAS carried out by BA, CS is enquired since July 2008. BA doesn't know if opting communities also measure CS. In both instances, enquiries take place via phone on a quarterly basis. CSM is undertaken by the Centre for Customer and Employee Attitude Survey of the BA (*Zentrum für Kunden- und Mitarbeiterbefragungen, ZKM*). A customer satisfaction index is made afterwards: it includes scores on satisfaction with contextual factors, BA staff, services etc. (differs between SC II and SC III). The number of realised interviews per year is high. For SC III: 35K employers, 35K job seekers, 35K young job seekers. For SC II: approximately 75K customers. See annex for manual and questionnaire. Apart from this quarterly survey, ZKM has made about 65 surveys concerning internal and external customer satisfaction in 2011. Altogether, more than one million interviews were carried out in 2011.	Kaltenborn, B. et al. (2010). BA contribution.

Management and support		Source
What are the main data sources of the PMS?	Administrative data of the BA itself, data resulting out of customer satisfaction surveys.	Interviews.
How is data collected and updated?	Data is centrally made available via the cockpit. Office-specific information related to targets is included and used by the controlling unit of the Internal Services for the monthly performance reporting for each organisational level.	BA contribution.
Who has access to the data generated by the PMS?	For the UI system, data is in principle available to all BA staff. The exact data that is visible differs per user (e.g. head office, Regional Directorate, Employment Agencies).	Sottung & Becker (2008). BA contribution.

Management and support		Source
	In the SAS, the steering cockpit is available for staff with certain jobs within the SAS, e.g. manager, controller. They are especially trained for the use of the interactive cockpit. Results on target achievement are made available at least each year to all organisational units.	

Tagging customers		Source
Are customers willing to work abroad or willing to hire foreigners especially tagged in the system?	Job seekers indicating that they are willing to work abroad and vacancies for foreigners are tagged in the registration system as such and supported by case managers who are assisted by staff of the International Placement Services ZAV/ EURES. Note with regards to job seekers: the BA doesn't focus on particular target groups in its activities, it distinguishes between job seekers that are easy to difficult to integrate in the labour market (with different gradations).	www.ba-auslandsvermittlung.de Interviews.

Tracking customers		Source
Is contact maintained with clients to ascertain the results of activity/support provided? For example, are any follow-up surveys undertaken?	On the one hand, there is an 'after-sales management' including a sustainability check of the employment of certain customers integrated recently and customer satisfaction surveys. On the other hand, customers are contacted constantly e.g. in order to check their application efforts or the effect of an employment and training measure.	BA contribution.

Influence PES resources on PMS		Source
In which ways and to what extent is the PES PMS influenced by the PES resources, business models and national priorities?	A clear example is the judgement of the German Constitutional Court of December 2007 on the existing constructions for SC II service delivery, which required an organisational reform. Changes in the organisational framework through which SC II services are delivered also require modifications in the way their performance is measured from 2012 on.	Interviews.

3 PES performance measurement systems - Use

Performance management areas		Source
Is performance measurement being used for the operational, tactical or strategic level? By whom?	The management across the different organisational levels use performance information for different purposes, whereas operative information on performance is especially used at regional and local level.	Interviews. Kaltenborn, B. et al. (2010).
At which level(s) of the organisation is performance management practised?	Performance management is practiced at all levels. The internal controlling unit provides recommendations for action on the basis of performance information. Quarterly reports include operational measures in which these recommendations are translated.	Schuberth, K. (2010).
In which management areas (human resources, financial resources, quality management, and strategy development) are the findings of performance measurement used?	Steering occurs predominantly on targets. Resources are divided in accordance. For SC II the BMAS sets the budget (on the basis of the budget indicated by the Federal Parliament). For SC III financial resources (not the budget as a whole) are an internal affair, where steering information is necessary for distributing resources.	Kaltenborn, B. et al. (2010).

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	Targets are set annually for all organisational units including most special services. SC III: targets are negotiated by the head office with the 10 Regional Directorates, which subsequently negotiate targets with the 176 local offices. Note that the head office as well as the Regional Directorates have greater authority than their negotiation partners at the lower level. SC II: Target indicators were defined by law in 2011 (see annex). For 2012, the ministry has set target ranges for all local units, depending on the local labour market type. Most local authorities took goals within that range, in some cases there were negotiations. In this process, the head office as well as the Regional Directorates don't have great authority compared with their negotiation partners at the local level as long as the local units accept goals within the given range. Negotiations take place if the goals of the local joint authorities were outside the range set by BMAS.	BA contribution. Kaltenborn, B. et al. (2010).

Benchmarking		Source
Are sub-national PES offices benchmarked?	Local BA offices as well as the SC II service providers are benchmarked. A typification of the labour-marked regions developed by the Institute for Employment Research allows better opportunities for comparing success and for appropriate annual target agreements. In order to take regional structures and different business conditions more into account, offices with similar structures were summarised under "comparative types". With this objective success evaluation tool the performance of Regional Directorates and local offices on local labour markets can be compared (e.g. integration quotas, number of trainees placed). This reveals "price differences" for the same performance. Local offices can compare themselves with each other and therefore improve. The analyses also serve to set target values in the offices' target agreements.	BA contribution.

Rewards		Source
Is target realisation rewarded? How?	Results on final target achievement are made available after the end of each year to all organisational units of the BA (and SC-II-associated organisations/ municipalities) and to the BMAS (especially in the case of SC II). Variable remunerative arrangements have been introduced for the higher-level management (especially at the Regional Directorates and the head office). Target achievement is also taken into account at appraisement talks.	Kaltenborn, B. et al. (2010).

4 Geographical labour mobility

4.1 Design

Specific to geographical mobility		Source
Is the performance of geographical-mobility activities assessed?	The BA has an international placement service (*Zentrale Auslands- und Fachvermittlung,* ZAV) with 12 regional offices and a head office in Bonn. This ZAV, of which EURES is a part, is firmly integrated into the BA service delivery model and hence its performance is also monitored through the regular PMS. The ZAV is considered to be the service provider for special customer groups and contributes by its activities to the labour market policy objectives of the BA.	http://www.ba-auslandsvermittlung.de/lang_de/nn_3018/DE/Ueber-Uns/ueber-uns-knoten.html__nnn=true Interviews.
Do indicators related to geographical-mobility activity exist within the PES performance measurement system?	Measuring the performance of geographical-labour-mobility activities is based on the same set of indicators as is done for the other BA services, e.g. the number of integrations into the labour market, number of filled vacancies, customer satisfaction.	Interviews.
Are targets in place?	Migration is considered by law as a voluntary initiative of individuals. That is why there are no targets in place.	Interviews.
Does the PES collect any (other) data on geographical-mobility activity (i.e. which is not included in the performance measurement system)?	Not likely: The ZAV offers a range of (tailored) job mediation services, including services for different professions like for managers or artists. The service registers the number of persons mediated to jobs in foreign countries, which contributes to the number of labour market integrations. The ZAV is also responsible for issuing working permits for third-country nationals. The number of permits issued is registered.	Bundesagentur für Arbeit. (2011). *Geschäftsbericht 2010.*
Does the PES monitor geographical mobility on the basis of indicators that are provided by another organisation? (e.g. statistical information on migrants)	Collecting data on geographical mobility is considered by the BA to be in first instance a task of the German Statistical Office DESTATIS. Social-security data includes data on commuters. They are provided within the Regional Labour Market Monitor, also referring to border Nuts-2 regions outside Germany.	Interviews. BA contribution.
Where in the PES is data collected and processed?	Data on transnational labour mobility is collected in the central PMS and monthly processed and analysed with regards to the qualitative and qualitative targets of the BA.	Interviews.
How is the quality of service/client satisfaction related to geographical-	Customer satisfaction surveys among ZAV customers are undertaken by the Centre for Customer and Staff Enquiries.	Interviews.

Specific to geographical mobility		Source
labour-mobility activities measured?		
Is contact maintained with clients to ascertain the results of services related to geographical labour mobility provided? For example, are any follow-up surveys undertaken?	Yes, a customer satisfaction survey carried out quarterly by the ZKM. The ZKM asks for feedback from a random sample of 50 customers per team (15 teams in total). A customer satisfaction index is built on placement and advisory services, information offer, staff performance, matching quality of proposed candidates.	Interviews, SC Meeting.

4.2 Use

Specific to geographical mobility		Source
At what organisational level (strategic, operational, etc.) and frequency is the effectiveness of services related geographical mobility monitored?	Performance monitoring of geographical labour mobility activities is entirely integrated in the BA performance measurement system.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	Performance monitoring of geographical labour mobility activities is entirely integrated in the BA performance measurement system.	Interviews.
Are good practices identified and shared? By whom?	Within the Regional Labour Market Monitor, good practice is collected and classified, including a category 'migration'.	BA contribution.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	Data on cross-border mobility of workers is in the framework of EURES-T exchanged with partnership countries/regions.	Interviews.

5 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	There are 133 EURES advisors in the BA. 85 of them work at the ZAV (226 employees in total) to support transnational mobility, while the other 47 work in border regions in local PES offices supporting commuters and employers in cross border regions. Each local BA office has a EURES assistant (187 assistants in total). EURES–DE is predominantly an internal service! EURES staff supports regular BA staff when advising job seekers who indicated to be willing to work abroad and employers willing to hire foreigners. EURES services (at least matching and placement) are **not directly** provided to customers, they are add-on services for local PES agencies provided for PES customers.	Interviews.
Most important stages and tools	Self-service information (www.ba-auslandsvermittlung.de, www.arbeitsagentur.de, www.zav.de), first-level support and hotline (Berufsinformationszentren, ZAV InfoCenter), information seminars in local offices. Information guides and leaflets for workers (transnational and cross border) job fairs, VerBIS (matching and placement tool of Bundesagentur für Arbeit).	BA contribution.
Assessment of the tools: what works well and why and what needs some improvement?	All vacancies of the Jobbörse including those who are formally registered (= employer is a customer of BA) as well as those vacancies introduced directly by the employer using the Jobbörse only as a self-service tool (= employer is not a customer of the BA) are transferred to the EURES Web Service. Only those vacancies that are both **not registered and published anonymously** (= employer wants to hide his contact data) are excluded from the data packet that we send on a daily basis to the EURES Portal. As well excluded from the data transfer are those vacancies where an employer has notified explicitly that he does not agree that his or her data is transferred to the EURES Web Services.	BA contribution.
Which factors facilitate or hinder cross-national placement of individuals by EURES? Describe	Factors facilitating and/ or hindering geographical labour mobility include: • Language proficiency ;	Interviews.

Information about EURES		Source
short their impact.	• Qualifications; • Geographical proximity/cross-border region; • Duration of unemployment spell/ employment opportunities; • Necessity for career development.	
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not?	It is mainly considered very labour-intensive (a 'relic from the past'). Data is also unreliable given the different ways of input across the EU/EEA.	Interviews.
Alternative ways for measuring the performance of EURES (describe shortly)	Tagging of vacancies and job seeker profiles, number of filled vacancies. Customer satisfaction surveys are considered to be generally very suitable for exploring a wide range of themes, including EURES, among job seekers and employers.	Interviews.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	Monthly performance data on ZAV activities, including EURES, which is generated by the regular PES PMS.	Interviews.
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	EURES is mostly visible in the cooperation with other BA units: that is why customer satisfaction is ultimately the main indicators on EURES performance in DE.	Interviews.

Annex

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Bundesagentur – Performance indicators 2011

(cf. Vorstandsbrief zur Planung 2011, SGB III, Planungsbrief 2011 (SGB II).

Objectives and indicators differ between policies:

- Services delivered in the framework of the unemployment insurance scheme (SC III);
- Services delivered in the framework of the social assistance scheme (SC II).

A: Services delivered in the framework of the unemployment insurance scheme (SC III):

- Avoidance of unemployment and a sustainable reduction of the duration of factual unemployment:
  - **Integrationsgrad Job to Job:** share of registered job seeking persons still employed but expecting unemployment placed into new jobs;
  - **Integrationsgrad gesamt:** share of customers (unemployed persons, benefit recipients or participants of employment and training measures) placed into jobs;
  - **Anzahl erfolgreich besetzter Stellen:** Number of successfully filled vacancies;
  - **Abgeschlossene Dauer faktischer Arbeitslosigkeit - Leistungsempfänger:** length of the time spell in which someone is a customer (see above) and a benefit recipient, measured at the end of that time spell;
  - **Abgeschlossene Dauer faktischer Arbeitslosigkeit – Nichtleistungsempfänger:** length of the time spell in which someone is a customer but not a benefit recipient, measured at the end of that time spell;
  - **Kundenzufriedenheitsindex – Arbeitnehmer:** Index of customer satisfaction - employees;
  - **Kundenzufriedenheitsindex – Arbeitgeber:** Index of customer satisfaction - employers.
- Successful job entries of young people (under 25):
  - **Einmündungsquote SGB III:** relation of the number of registered applicants for vocational training placed into training and the number of school leavers;
  - **Anzahl erfolgreich besetzter Ausbildungsstellen:** Number of successfully filled opportunities for vocational training;

- **Kundenzufriedenheit mit der Qualität der beruflichen Beratung:** Customer satisfaction with the vocational counselling.

- Occupational rehabilitation:
  - **Integrationsgrad Reha sechs Monate nach Hauptmaßnahme:** share of registered persons able to work after occupational rehabilitation placed into jobs;
  - **Abgeschlossene Dauer faktischer Arbeitslosigkeit Reha – Ersteingliederung:** length of the time spell in which someone is a customer in occupational rehabilitation but not a benefit recipient, measured at the end of that time spell – customers who have never worked;
  - **Abgeschlossene Dauer faktischer Arbeitslosigkeit Reha – Wiedereingliederung:** length of the time spell in which someone is a customer in occupational rehabilitation but not a benefit recipient, measured at the end of that time spell – customers who have already worked.

<u>B: Services delivered in the framework of the social assistance scheme (SC II)(cf. Annex, Plannig Letter SC II 2011, p. 4):</u>

1. Ziele des SGB II (nach § 48 a SGB II): Legal objectives of SC II:

- Verringerung der Hilfebedürftigkeit: Reduction of needy (*Hilfebedürftigkeit):*
  - **Summe der Leistungen zum Lebensunterhalt:** Sum of means for subsistence:
    - a Summe der Leistungen für Unterkunft und Heizung: Sum of means for housing and heating (sub);
    - b Bestand der erwerbsfähigen Hilfeberechtigten: Pool of employable needy persons (sub);
    - c Zugangsrate der erwerbsfähigen Hilfeberechtigten: accession rate of employable needy (sub);
    - d Abgangsrate der erwerbsfähigen Hilfeberechtigten: seperation rate of employable needy (sub).
- Verbesserung der Integration in Erwerbstätigkeit: Improvement of integrations into work:
  - **Integrationsquote:** Total degree of integrations:
    - a Quote der Eintritte in geringfügige Beschäftigung: Take-up of jobs out of social insurance system (sub);
    - b Quote der Eintritte in öffentlich geförderte Beschäftigung: Share of publicly subsidised employment (sub);
    - c Nachhaltigkeit der Beschäftigung: Take-up of Jobs > six months (sub);
    - d Integrationsquote der Alleinerziehenden: Degree of integrations of lonely parents (sub).
- Vermeidung von langfristigem Leistungsbezug: Avoidance of long-term dependency:
  - **Bestand an Langzeit-Leistungsbeziehern:** Share of customers in files contacted > 24 months:
    - a Integrationsquote der Langzeit-Leistungsbezieher: Degree of integrations of customers > 24 months (sub),
    - b Aktivierungsquote der Langzeit-Leistungsbezieher: Share of measures of customers > 24 months (sub),
    - c Zugangsrate der Langzeit-Leistungsbezieher: accession rate of customers > 24 months sub),
    - d Abgangsrate der Langzeit-Leistungsbezieher erwerbsfähigen Hilfeberechtigten: separation rate of customers > 24 months (sub).

2. Qualitätsstandards der BA 2012: Service Quality:

- Ergebnisqualität: Quality of results:
  - **Kundenzufriedenheit:** Customer satisfaction index:
    - a Individual questions surveys (sub).
- Prozessqualität: Quality of service delivery:
  - **Index aus Prozessqualität:** Process quality index:
    - a Bearbeitungsdauer: Duration of finalised decisions (sub);

b Erstberatung: Share of first contacts in time (sub);
c Angebot U 25: Share of offers to young costumers < 25 years (sub);
d Eingliederungsvereinbarungen im Bestand: Share of contracts in pool (sub);
e Duration of finalised contradictions (sub);
f Share of contradictions granted (sub).

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