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for Public Employment Services**

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Bundesagentur für Arbeit

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In collaboration with GHK Limited and Budapest Institute

1. SERVICES FOR EMPLOYERS: OVERALL MISSION, STRATEGY AND PROFILE

1.1. What is the PES's overall mission and strategy in relation to employers?

The German Federal Employment Agency provides staff resources exclusively for the customer group 'employers'. The experts of the German Federal Employment Agency concentrate either on the field of counselling or placement services specifically for employers or employees. The services offered to employers are standardised all over Germany.

The needs of employers change due to the shifting German labour market conditions (globalisation, structural, technological and demographical change). The Employers Service concentrates on the needs of companies to find better qualified employees, as well as on employee recruitment and development.

The main idea of the Employers Service is that the public sector should become active in thematic areas where the market (employer) fails to help itself. Companies who therefore cannot sufficiently support themselves (SMEs in particular) are the focus. This means that the Employers Service is specifically concentrated in areas where action by the companies themselves or by other organisations reaches its limits in terms of covering demand. The Employers Service therefore, in order to address these issues effectively, creates new concepts for counselling, establishes and extends e-services, strategically adjusts the collaboration with temporary employment agencies, as well as continually improving the counselling-know-how (sales-orientation).

1.2 How does the PES view its role via-à-vis employers?

Role	Importance of the role (scale 1 – 5, 1 is the least important, 5 is the most important)
Labour market advisor	1
Job broker and filler of vacancies	2
Human resource consultant	2
Partner in addressing the needs of jobseekers (in other words, a <i>means</i> to PES-service delivery, rather than an explicit client group)	3
Other (please specify):	

1.3. Which services are offered only on a chargeable basis?

Selected services of the Central Office for International Placement and Speciality Professions, e.g. placement service of seasonal workers.

1.4. Are all services offered in all regions/localities or is there local discretion on what to offer and what not to offer?

The Employers Service offers its services in 176 locations all over Germany. In total, there are 400 teams of Employers Services working with around 5 000 experts in placement services and consulting. Furthermore, there are centralised services offered to employers in a few cities: key account management in Berlin, Munich and Bonn; as well as a special placement service for managers in Bonn.

1.5 What services are currently offered to employers?

Type of service	Offered yes or no?	Brief operational description of services	Segmented or universal service? (If segmented, on what basis?)	Service delivered by which PES staff?
Collection and provision of labour market information	YES	<p>Within the framework of customer support and labour market counselling, information about the labour market is collected.</p> <p>Moreover, statistical data aimed at labour market counselling are recorded.</p> <p>In addition, the labour market monitor accomplishes transparency at the regional level in order to determine future skills needs, market trends, potential for further cooperation and challenges.</p>	Not segmented	<p>Employer-oriented experts in placement services and consulting regarding the communication of information to employers.</p> <p>Statistical data and data of the labour market monitor are processed by members of the Internal Services.</p>
Drafting and posting of vacancies	YES	<p>Aimed at: (1) development of market transparency and (2) placement service involving the selection and proposal of candidates.</p> <p>(1): especially the supply of the self-information-service internet platform 'JOBBÖRSE'.</p> <p>(2): acquisition / reception of job vacancies. Acquisition</p>	<p>(1): not segmented</p> <p>(2): not segmented: choice of one out of three matching</p>	Employer-oriented experts in placement services and consulting.

		in particular of job vacancies which can be dealt with from the available pool of potential applicants.	strategies according to the characteristics of the job vacancy and the regional labour market conditions. (See further information on matching strategies at the end of the document)	
Recruitment services	YES	<p>After the systematic matching (through the comparison of the vacancy and applicant's profile), the expert in the placement service conducts a further comparison (focusing in particular on soft skills) using regional specific labour market knowledge.</p> <p>If information is missing, the expert will request it from the applicant or/and the employer. If necessary, the applicant is asked to send his/her application to the Employers Service for reasons of pre-selection. The Employers Service can provide guidance in assessment centre procedures. It is also possible for the Employers Service to support the employer during the probationary period of the new recruit.</p>	Not segmented. The range of services offered depends on the preference of the clients, but also on the client group (target clients/standard clients) of the employer.	Employer-oriented experts in placement services and consulting. If necessary, during the assessment centres process, employees of the psychological service.

Human resource consultancy	YES	Currently offered at a basic level. Will be extended broadly in the medium term (see 1.1). First tests e.g. advice on training and qualification – are currently running.	SMEs	Specially trained employer-oriented experts in placement services and consulting.
Information and advice on subsidies and ALMP	YES	Within the framework of the above-mentioned services (reception of job vacancies or labour market consultation), always to be considered as a cross-cutting issue in the counselling process.	Segmented: special consideration is given to the deficit in the capability of some potential job applicants. Recently (as in Germany during the crisis) there has been a stronger subsidy of qualification needs, especially of target groups in companies. This involved the non-working time in the short time working scheme being used to further	Employer-oriented experts in placement services and consulting.

			qualify employees with certain risk-characteristics.	
Support for the integration of disadvantaged groups and long-term unemployed before and/or after employment	YES/ NO	<p>Not directly a core task of the Employers Service as it works according to the premise of the ‘best match’.</p> <p>However, within the strategic orientation towards the active acquisition of vacancies, this topic has to be considered.</p>	<p>Segmented: particular focus on target groups that are relevant for corporate policy; especially for the opening-up/ exploitation of the labour force potential (women, elderly, low-skilled workers, etc.).</p>	<p>Employer-oriented experts in placement services and consulting.</p> <p>Head of team of the Employers Service, head of units.</p> <p>Employee-oriented experts in placement services and consulting.</p>
Rapid response and redeployment for large-scale redundancies	YES	<p>Consulting on socially acceptable, but inevitable dismissals and immediate transmission into a new job (for example the German company QUELLE); in the case of crisis-induced dismissals, there is consulting on short-time working allowances in connection with qualifications.</p>	Not segmented	<p>Employees orientated experts in placement services and consulting.</p>

Legal advice and support in relation to employment law	NO	No legal advice by the German Federal Employment Agency.		
Other service(s)				

1.6 On average, how many employers does the PES work with per year? What share is this of the total number of employers in the country?

Number of companies which are liable to turnover tax in Germany:

2009 = 3 135 542

Contacts with *individual business premises of employers* during one year (from 19/5/2010 – 20/5/2011) = 1 159 500. It is not currently possible to provide details of numbers of *individual employers* worked with.

Number of active business premises (i.e. a business premises that employs at least one employee covered by the social security system) in the German Federal Employment Agency's system = 5 615 863.

Ratio of contacts with business premises to companies which are liable to turnover tax = 37 %.

Ratio of contacts with business premises to number of active business premises = 21 %.

1.7 What is the profile of the employers that PES typically work with? For example, what is their size, sector, geographical location?

The majority of the human resources (5 000 experts in placement services and consulting and 400 executives) are reserved for the care and consulting of small and medium sized enterprises (up to 500 employees). The special key account management unit (which is being piloted until 2013) concentrates on companies with more than 500 employees (66 specially trained experts in placement services and consulting and 4 executives).

Division of SMEs – large-scale enterprises (business premises level) in Germany:

- Large-scale enterprises = 5 355 enterprises (0.1 %)
- SMEs (up to 500 employees) = 5 610 508 enterprises.

1.8 Are there some types of employers who are currently less likely to engage with the PES and why?

Recent research results by the Institut für Arbeitsmarkt- und Berufsforschung (IAB), the research institute for the PES indicate that:

'The share of businesses which do not use the services of PES increases with decreasing size of the business. This share is higher in West Germany and lower in the manufacturing industry than in the primary sector or in the service sector.'

1.9 What are the services most used by employers and why?

In the majority of cases, employers use the Employers Service in order to post free job vacancies in the German Federal Employment Agency's database, which is associated with the assignment to a placement service based on the vacancy proposal and selection criteria. Due to changing framework conditions (decrease of unemployment to 2.7 Million in 11/11) and the resulting structural changes in the pool of registered unemployed at the employment agencies, there is an increase in demand for services focusing on labour market information and personnel consultancy.

1.10 What financial resources are allocated to the services for employers compared to services for jobseekers?

Because of the short time available to answer this question, there is no legitimate answer possible.

2. ORGANISATION OF THE SERVICES TO EMPLOYERS

2.1 Does the PES have specialist staff who provide services to employers? If so:

Yes.

In the employment agencies:

- Approximately 5 000 employer-oriented experts in placement services and consulting
- Approximately 400 heads of teams of Employers Service
- 66 specially trained experts in placement services and consulting for key accounts
- 4 executives in the field of key account management.

In the regional directorates:

- 10 programme managers (employers)
- Approximately 100 programme advisors.

In the headquarters:

- 1 head of product development - Employers Service
- 7 product developers and supporters.

2.1.1 How is their work organised?

Generally, the Employers Service teams are divided by region and sector. The Employers Service is available nationwide in all 176 employment agencies.

2.1.2 What training and skills development do the specialist staff receive and for how long?

Professional expertise: introduction of the business system along the business process model for the Employers Service (concerning a common frame for the Social Security Code II and III for the Employers Service – see section 5.2). Implemented in 2006-2007, it includes training for about two weeks. Any need for further training must be determined by the responsible executive. At least once a year, during the yearly staff review, the topic of further training needs must be addressed in order to find individual solutions.

Methodical expertise: as regards the concept for counselling (sales orientation); modular designed compulsory schooling of all heads of teams of the Employers Service and experts in placement and consultancy since 2009 until today. This training (sum of all modules) lasts around one week. Furthermore, the Employment Agency also offers, in order to foster sustainable expertise-building, seminars which can be undertaken by the staff after a need has been identified. Some modules can also be undertaken voluntarily by higher-level executives.

2.2 Does the PES have generalist staff to work with employers? If so:

The PES does not have generalist staff within the framework of the Social Security Code III –dimension (insurance benefits): if necessary, they may work within the framework of the Social Security Code II –dimension (tax-based funding).

2.3 What partnership arrangements does the PES have in place to deliver the service to employers? What type of partner organisations and with what purpose?

The Employers Service is part of the region-specific networks. It is expected that the Employers Service is represented as a professional contact in all the important local networks. The same applies to nationwide operating organisational units, such as key account management, regional directorates and headquarters (basically, the local actors are associations of enterprises, chambers, politics, schools etc.).

The main purpose of this collaboration is to guarantee a better and quicker matching of supply and demand in the labour market. The objectives of the collaboration are:

- creation of market transparency
- getting people employed
- avoiding unemployment

- covering skill needs.

3 CONTACTING AND ENGAGING WITH EMPLOYERS

3.1 How does the PES identify, target and make initial contact with employers that could potentially benefit from the PES services?

The employer classification - into client groups called target and standard clients - has the objective of deploying the existing resources of placement officers.

The priority target group (target clients) is determined by measuring the number of recruitments and the resulting potential for placement services and/or the willingness to provide training, as well as at the recent forecasted number of contacts. All new jobs covered by the social security system are automatically transmitted through the health insurance system every three months; the change between the prior month or the numbers last year indicates the employment pattern of a company. To be able to serve the employer extensively from one single source and to match the comprehensive business policy objectives of the Social Security Code II and III, the following indicators have to be set for the number of recruitments:

- number and forecast of the employment covered by the social security system
- number and forecast of marginal employment (those receiving a wage subsidy)
- analysis and forecast of the performance of the training provided
- number and forecast of the employment of disabled persons
- present and forecasted numbers of contacts with visible and forecasted results (i.e. the extent to which it is expected that the employer is willing to collaborate with the employment agency).

3.2 What tools, approaches and communication channels are used to develop a sustained contact and relationship with the employer and how effective are they? In particular, what is the most effective channel for initial contact?

Methods used include personal contact, contact by telephone, access to email, common employer- account in the internet platform 'JOBBÖRSE' and xml-interface between the systems of the German Federal Employment Agency and the enterprises. Beyond this, there are 'promotionally effective' communication approaches, such as flyers, newsletters, the magazine 'Faktor A' and business talks.

In the future, it is planned to strengthen the access of the employer to online channels. Until now, the telephone is the most used and - on both sides - the accepted instrument.

4. WORKING WITH EMPLOYERS: RECRUITMENT AND FINDING JOB OPPORTUNITIES FOR DISADVANTAGED INDIVIDUALS

4.1 Is reporting of vacancies compulsory?

No.

4.2. What types of vacancies are most reported?

In November 2011, 540 166 job vacancies (with placement order) were published in the internet platform 'JOB BÖRSE' of the German Federal Employment Agency.

→ according to the different types of offers in the JOBBÖRSE:

employment/work	416 616
apprenticeship	121 617
internship/ trainee	4 742
self-employment	4 409

→ possibility of classification of work with additional choice:

managers (high-skilled)

skilled worker

less-skilled worker

(it is not obligatory for this field to be completed, therefore a detailed evaluation is not possible, but 'employment/work' has mainly been chosen).

4.3. What specific tools and systems do the staff use in their work with employers and which ones are particularly effective for recruitment and vacancy filling?

The tools and systems include:

- System for placement service 'VerBIS¹' and internet platform 'JOB BÖRSE'
- Customer database for employers 'zBTR²'
- Labour market monitor
- Management information system (FIS) for a targeted system control
- Labour market reporting.

The combination of all systems leads to an efficient placement service and consulting for employers. It is not recommended to have an isolated efficiency analysis of the individual systems.

¹ See more information about VerBIS at the end of the document.

² See more information about zBTR at the end of the document.

4.4. What tools and approaches are used to incentivise employers to take on disadvantaged individuals and the long-term unemployed and which ones are most effective?

Incentivisation methods include:

- Individual counselling of the employer before the recruitment and the compensation of deficits in the capability of the potential employee with subsidies.
- Individual counselling and support of the employer at the beginning of employment to recognise difficulties as soon as possible and to avoid dismissals.

5. MONITORING AND EVALUATION

5.1. What are the main indicators used in evaluating the effectiveness and efficiency of the services to employers? Aside from measuring the number or duration of vacancies filled, what other indicators are used? What have been the main evaluation results in recent years?

The business policy objectives system of the German Federal Employment Agency provide the basis for the annual planning process, the infra-annual target follow-up performance and the starting point for the target agreements within the framework of the performance and development dialogue (LEDi).

The business policy objectives (Geschäftspolitische Ziele (GPZ); shown in Table 1) can be influenced by setting the focus on the employer-oriented core business. Both the business policy objectives of the Social Security Code II and III must be taken into account to realise a common Employers Service.

Business policy objectives Social Security Code III	Business policy objectives Social Security Code II
Sustainable improvement of counselling and integration	Reduction of assistance
	Improvement of integration into employment
Achieve a high level of customer satisfaction	Achieve a high level of customer satisfaction

Table 1: Business policy objectives of Social Security Codes II and III.

Indicators, which are planned annually and are monitored during the year, are used for the quantification of the GPZ. The Employers Service is measured, in particular, with the indicators shown in Table 2, considering that the number of successfully filled vacancies is illustrated for both of the Social Codes.

In the future, a distinction of the indicator according to the scope of Social Code of the applicant and the scope of the Social Code of the job vacancy will be possible for each of our two systems based on the two different Social Codes. You can have applicants and vacancies registered under different Social Codes but our performance agreements are bound to the Social Code. We have to make that transparent in order to be capable to steer our actions and performance in both Social Code systems. The client satisfaction is also determined and measured for both Social Security Codes II and III.

Indicators Social Security Code III	Indicators Social Security Code II
Number of successfully filled vacancies	Number of successfully filled vacancies
Customer satisfaction index - employer	Customer satisfaction index - employee
Satisfaction with offered applicants	
Extended period of factually unemployment / present period of factually unemployment	Sum of passive benefits
Level of integration (Job to Job (J2J), without J2J rehabilitation-specific)	Integrations/ integrations under 25 years
Number of successfully filled vocational training places	

Table 2: Indicators Social Security Codes II and III.

To provide a timely operational management, the agencies are provided with analysis variables (see Table 3), which describe the indicators listed above in more detail. These analysis variables help to make daily work more transparent to all participants (and are provided daily/monthly).

Analysis variables Social Security Code II and III
Cockpit for counselling and placement service in the management information system (FIS)
Share of successful job offers (management indicator)
Share of vacancies filled successfully (management indicator)
Duration of successful vacancies (management indicator)
Number of new vacancies (management indicator)
Share of nationwide job offers (VV) (analysis ratio)
Share of successful nationwide job offers (VV) (analysis ratio)
Share of job offers (VV) with contact (analysis ratio)
Share of new job vacancies (SteA) with limit job offers (VV) (analysis ratio)
Share of new job vacancies with job offers (VV) within 48 hours (analysis ratio)
Share of new job vacancies < 3 job offers (VV) (analysis ratio)
Share of new job vacancies without job offers (VV) (analysis ratio)
Daily updated control
Number of orders completed successfully

Table 3: Analysis variables Social Security Code II and III.

Analysis variables of the B&V-cockpit

The B&V-cockpit, as an element of the management information system (FIS), produces the necessary transparency on the placement and counselling processes of the individual teams. Thereby, heads of teams and units, and the management are put into a position to intervene and control in a fact- and target- orientated manner to ensure the achievement of the business policy objectives of their agencies. Consequently, the FIS provides important information for the management in terms of management indicators and analysis ratios for each Employers Service up to team level. Both Social Security Code II and III dimensions are considered in an employer-oriented manner. The management indicators measure the results and processes. The analysis ratios enable a better understanding of the management indicators with a description of the causes of undesirable developments. Currently, there is no deterministic and quantifiable link between management indicators and analysis ratios (no quantifiable if-then relation). Analysis ratios are used in particular

for the negative development of the management indicators. Users can navigate from the management indicators to the analysis ratios. Cause-effect-linkages are taken into account here due to experiences. The ratios can strongly influence each other because of complex cause-effect-linkages. Analysis ratios can also have an effect on several management indicators.

Furthermore, it is possible to recognise contemporary developments and trends without any great effort on the basis of time series within the most important data of the respective ratio, the implemented traffic-light system and benchmarks between the Employers Service of the same comparison type. Further data on the individual ratios can be obtained from the data on the cube if required. Individual compilation of desired time series, dimensions, etc., can be carried out by using the data.

An overall consideration of the B&V-cockpits – taking into account the service-specific processes, particularities of the regional labour market and the appropriate background knowledge of the individual ratios – can complete the overview of the situation of the operational unit.

Analysis variables of the daily updated management

The objective of the daily updated controlling by means of the ratio 'number of successfully completed orders' is to create transparency in the contribution of the teams of the Employers Service. The heads of teams of the Employers Service are responsible for this internal management.

To increase the transparency of the development of ratios for the expert on placement service and the executives, the recent situation of successful completion of the order is registered and visualised on a daily basis in a special 'cockpit'. The manual documentation in the formats provided is permissible until a final IT-solution is found.

During the registration, it has to be considered to record both in the cockpit, the vacancies and the apprenticeship places. Deviations between the nominal and actual values can be recognised immediately; requirements for action can be diagnosed rapidly and measures can be adopted on the spot.

In addition, current analysis of the market activity is possible. Evaluations on the share of client groups or employee-clients from the Scope of Social Code II filling vacancies, can be carried out. The 'cockpit' is based on an Excel solution. It is possible to use it for structures of up to seven Employers Service-teams. An overview table of ratios derived from the cockpit is used for the different meeting formats.

By these means, the team results of the 'number of successful completed orders' of the previous day, the development and the levels of target achievements are visible for each team member. Both formats were allocated by the central position introducing the further development of the Employers Service. These formats are compulsory.

Meeting formats

The meeting formats should support the management and control on a supra-legal-sphere dimension on all hierarchical levels within the operative units and they should be implemented in the common Employers Service. The target of these meeting formats is always the supra-legal-sphere and fact-based dialogue which helps to determine appropriate management and controlling measures to achieve the business policy objectives. The major focus is put on the identification of positive and negative developments such as their causes and the deduction of concrete steps.

In short **daily morning meetings**, the team leaders of the Employers Service present an overview of the recent situation of the 'number of successfully completed orders'. For this, both the cockpit and the table of ratios are used. Both formats enable a fact-based dialogue: the staff members can familiarise themselves with the results and the objective of their team and their services provided. Besides the ability to respond quickly, there is also space for a joint debate on measures. Usually the meetings take 10 to 15 minutes and are performed in each Employers Service team of the head of the team of the Employers Service. Staff from the branch offices are involved in the daily morning meeting by telephone, if they belong to the Employers Service team of the main agency or another agency.

On a weekly basis, the aggregated team ratios are treated on a divisional level in **performance meetings**. Together with all Employers Service teams of the Employment Agency, the division management included, **service meetings** take place twice a week.

The monthly ratios are discussed at executive management level together with the division management and if necessary, additional management measures are set.

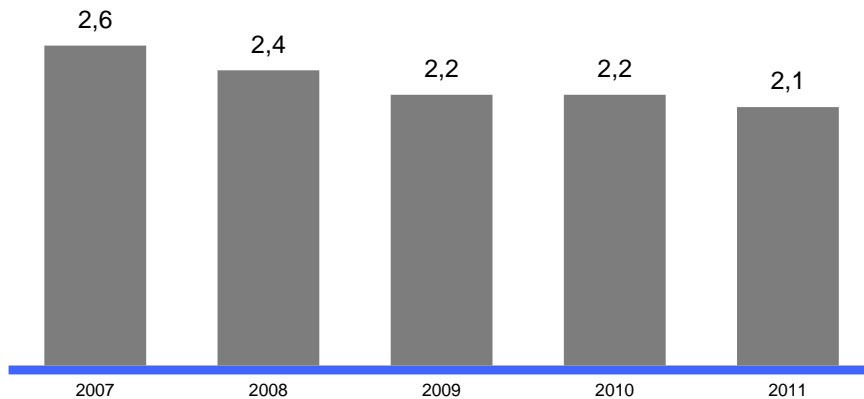
In addition, a **performance circle** per team takes place once a month. This enables an experience exchange of the experts in placement services and counselling and point out deficits in the target achievement and the working process on the basis of analysis variables from the B&V-cockpit and contributions of employees and managers. Within this meeting measures to improve the overall performance can be agreed and monitored.

The dates of the two-week **service meetings** and of the monthly **performance circle** have to be coordinated in a way to minimise the driving times for staff from the branch offices. The meetings are performed with a structured agenda; clear steps for the preparation, implementation and the securing of outcomes ensure efficiency. Besides the management of the target achievement which is operated with target agreements, their sustainability is also an essential element of the meetings. The management of employer-support can be improved and an increase in operative performance can be achieved by means of these regular, structured and target-orientated meetings. Format templates for the meeting formats are available.

5.2. What have been the satisfaction levels and feedback of employers about the services offered?

Customer Satisfaction is since 2007 continuously increasing

Kundenzufriedenheit Arbeitgeber
Durchschnitt Januar-September auf der Schulnotenskala (1-6)
Bundesrepublik
Kalenderjahr 2007-2011



5.3. Is there a system in place to feed evaluation results into service development?

All information is available at a regional level in the Management Information System (FIS) and on the Intranet sites of our internal Evaluation Unit (e.g. responsible for the customer satisfaction surveys of employers). Therefore, they are constantly used by local agencies to mirror their own performance and to make the necessary adjustments. As the satisfaction is part of the indicator system to measure and steer the performance of local agencies, deviations are being analysed and addressed.

6. CONCLUSIONS

6.1. What do you see as the main challenges in relation to delivering effective services to employers?

- 1) Transition of a system dealing with a surplus on the supply side (job-seekers) to one on the demand side (vacancies).
- 2) Enhancement of the self-responsibility of employers to come up with an HR-policy.
- 3) Progress in our own staff to get away from 'just placing people on vacancies' towards a professional HR-consultant approach.

4) To sensitise employers to use to the full extent of the national employment potential (women, elderly, people with disabilities, migrants, etc.). There are no 'Swiss Army Knives' left.

6.2. What are your conclusions on what works best in relation to the delivery of effective services to employers?

- 1) Exclusive provision of placement and counselling resources for the customer 'employer'
- 2) Clearer positioning of the team 'employers service' inside the organisation
- 3) Transparency in the leadership/ steering
- 4) Overarching strategic positioning and a clear commitment of the board of directors towards the employers' service
- 5) Next to content based minimum standards, a further enhancement of counselling competences is to be built up.

6.3. In the Peer Review discussions, on which of the following issues would you most like to focus and what three things would you most like to learn from others?

Role	Importance of the focus (scale 1 – 5)	What would you most like to learn from others in the area(s) you are most interested in (three points in total)?
PES organisation and staffing	2	<i>How can the interface between Employers Service with the rest of the employment services be constructed and managed?</i>
Contacting and engaging employers with	2	<i>What kind of new approaches for contact management are out there (outreach, customer binding measures, after sales services, etc.)?</i>
Recruitment and finding opportunities for disadvantaged individuals	4	<i>How could we better place people with disabilities with employers?</i>
Monitoring and evaluation	4	<i>How can the performance measurement, next to the successful filling of vacancies, be enhanced by measuring the added</i>

		<i>value of counselling services and the use of online channels for successful placements?</i>
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ANNEX

Matching strategies 0-3:

M1: The job vacancy is, within the borders of the legal framework, not customary in the market.

M2: The job vacancy is customary to the market, nevertheless the chances of the technical matching are very low

M3: The job vacancy is customary to the market and requirements by the employer can be verified through technical matching in VerBIS.

M0: Job vacancies that do not fit (according to the placement expert's perception) into the systematic of M1 to M3, are encrypted with M0.

Information about VerBIS (H24)

The staff members of the BA / Jobcenters use this system to inform, to place and to advise their clients. VerBIS is based on a central database with different authorisations of access for all persons involved in labour market issues (employers, employees, specialised services and third parties such as staff members of the BA / Jobcenters). VerBIS, the internet platform JOBBÖRSE and the Job-Roboter (job-robot) form the virtual labour market.

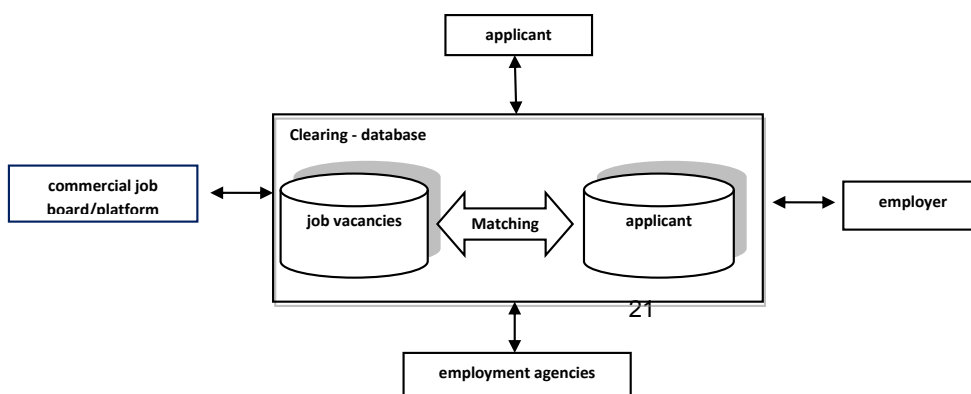
1. What are the objectives of VerBIS?

The following objectives are pursued with the use of VerBIS:

- consolidated IT platform for all counselling and placement functions
- efficient IT support for integration, planning of training goals as well as balancing supply and demand on the labour market
- improvement of the transparency of the labour market with the help of nationwide access to placement relevant client data
- effective and efficient support for placement and counselling activities
- relief of placement and counselling specialists; more free space for the core business.

How shall these objectives be achieved?

Fig. 1: illustration of the approach of a central databank



An integrated database is created with the joint central database used by VerBIS and the internet platform JOBBÖRSE. This integrated database is available to all staff members of the BA / Jobcenters and to a certain extent also to clients and third parties. For example, implemented job vacancies can be seen by the respective placement officer and, with the agreement of the client, adopted into the agency stock. In addition, a qualitative improvement of the data stock should be achieved, which is important for the integration process. Every job vacancy and every applicant profile will be collected in a standardised way. It does not matter if they are collected by the employer or the applicant or a staff member of the BA / Jobcenters. It also includes the deposit of skills and competences with the corresponding degree of proficiency. That means an increase of comparability of the profiles and that these can also be taken into account, for example, in the planning of the training goals or the individual planning of measures. The staff members of the BA / Jobcenters receive a better regional overview of the professional requirements and qualification level in particular. If required they can also receive an overview of the supra-regional market.



Search: The job search for an environmental technician in Nuremberg with an annual income of EUR 35 000 finds the searched position.

Matching: But the matching also shows the job vacancy for a chemical expert for soil with an annual income of EUR 36 000 in Nuremberg as well as the job vacancy for an inorganic chemist in Fuerth with an annual income of EUR 38 000.

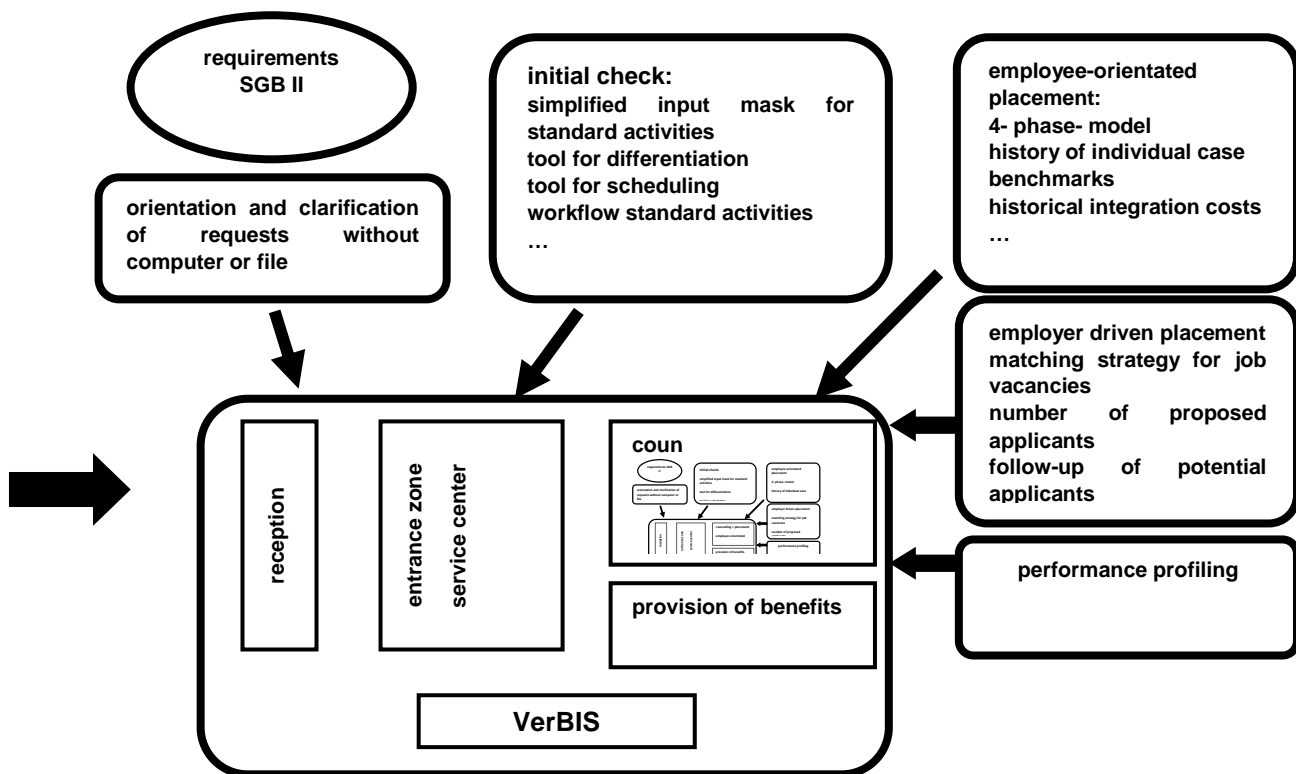


The search for suitable applicants and job vacancies in VerBIS is performed by skills-based and bi directional matchings. This matching system is very flexible and uses standardised criteria and skills. Besides, VerBIS matches supply side as well as the demand side, the profiles of the applicants and the job vacancy profiles (bi-directional). This scheme enables a tailored and quick integration in the labour market and the market for vocational training.

3. What does VerBIS mean to the staff members of the BA?

The approach of VerBIS is to support all placement and counselling processes of the customer centre with a common system and consequently to reduce the administrative burden.

Fig.2 Simplified representation of the IT-support of the core processes in the customer care centre via VerBIS.



What is 'zBTR'? (H25)

The application 'zentrale Betriebsanwendung' (central company application) is a basic service of the BA and facilitates the nationwide collection and management of company data.

Principal users are:

- staff members of the Employers Service and the employee-oriented experts in placement services and consulting in the employment agencies and Jobcenters
- staff members of careers guidance
- staff members of the Central Office for International Placement and Specialty Professions (ZAV)
- staff members of the service allocating company numbers
- agents of the employers oriented experts in benefits such as insolvency support, short-time working allowance and apportionment for winter employment.

The IT-system zBTR includes basically the following functionalities:

- search for data of companies using different criteria and restrictions
- intersection to the database VerBIS with or without data of the companies as well as to the data bases KURSNET, BERUFENET and ELAN
- provision of the data of companies usable for other data systems within an extra cut surface
- CTI-functionality (computer-telephone-integration): it is possible to see the data set of the employer when he is calling by means of the voice-connection
- Microsoft Outlook – 'ticket-functionality': staff members of the service centre can send date of zBTR via Outlook to the team that is responsible for this employer
- use of the 'BK' (administration of drafts) for the preparation of administrative decisions and serial letters.

The data system zBTR provides relevant data sets for all the data systems of the BA processing data of the companies. At the same time modified data of the companies can be transferred directly to zBTR. zBTR provides serial interfaces for the other data systems of the BA.