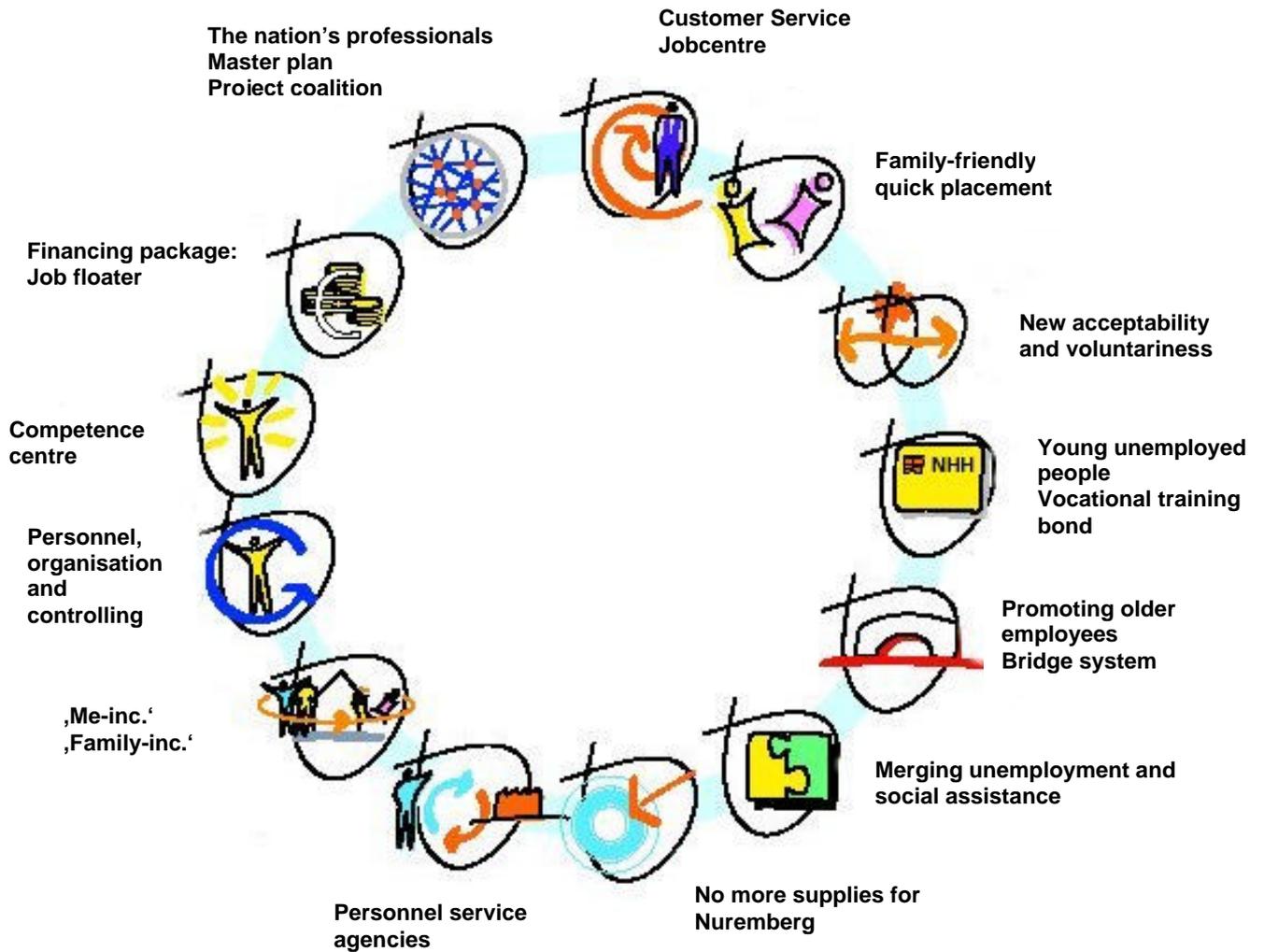


# Summary

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# Modern Services on the labour market

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- ✓ *Dual service to customers*
- ✓ *Insured and employers*
- ✓ *'No customer gets lost'*
- ✓ *Improved customer service*
- ✓ *Family-friendly quick placement*
- ✓ *Quicker services*
- ✓ *New acceptability and voluntariness*
- ✓ *Jobcentre*
- ✓ *Young people*
- ✓ *Vocational training bond*
- ✓ *Bridge system*
- ✓ *Promotion of older people*
- ✓ *Personnel service agency*
- ✓ *Further training*
- ✓ *Self-government board*
- ✓ *Simplification of cash benefits / financial status*
- ✓ *Signature data card*
- ✓ *Job machines = centres of competence = start in East Germany*
- ✓ *Me-inc. / family-inc.*
- ✓ *Reduction of moonlighting*
- ✓ *Mini jobs*
- ✓ *Job balance sheet*
- ✓ *Reduction system*
- ✓ *No more supplies for Nuremberg*
- ✓ *Financing*
- ✓ *Transparent controlling*
- ✓ *IT support*
- ✓ *The nation's professionals*
- ✓ *Project coalition after the Alliance for Work*
- ✓ *Master plan*
- ✓ *Funding package*

Report of the Commission

## Summary

### ***New labour market policy***

- The new principle is as follows: “Personal initiative warrants job security“. Employment promotion policy will be reshaped into an activating labour market policy with particular emphasis on a personal contribution towards economic integration on the part of the unemployed, a concept which will be both supported and secured by a host of relevant services and support programmes. With the help of these services, which range from offers of temporary employment and participation in further education and training programmes to taking up employment, the unemployed will be able to play an active part in achieving the goal of economic integration. In turn, the integrated system of counselling, support and material security helps ensure that these possibilities are purposefully exploited.
- Activating measures in the context of promoting integration will be consistently geared to the needs of the job seekers and the companies of the respective region. The basis for this will be laid by concentrating on groups of persons whose employment opportunities are limited and reinforcing the unemployed’s personal responsibility through measures supporting and influencing his/her behaviour, individualizing the use of instruments and orientating them towards the regular labour market.
- The legal regulations and control systems for activating measures to promote integration will be gradually reduced and simplified. In the medium term, the description of individual instruments will be completely abolished in favour of an orientation towards central fields of action. The experts in the jobcentres will be entrusted with action budgets for services they can offer at their discretion and the use of funds they can decide on, once the precise individual need for integration has been determined.
- Greater decentralisation and the expansion of budgetary competences in the new employment offices will make it possible to place greater emphasis on regional programmes and integrate the activities of all those involved in economic policy and labour market policy in ‘natural economic areas’. An obligatory business objective management programme and effective controlling and benchmarking will ensure that the services are employed fastidiously and efficiently.
- In the long term, unemployment insurance will be continually developed into what will be known as ‘employment insurance’, thus covering the income-based risks that arise from the changeover from one job to another during the entire period of gainful employment. What is important is that the course for this be set today.

### ***Strategic orientation***

- Labour market policy supports the aim of achieving full employment through co-ordinated interaction of monetary, financial, economic, educational and social policies. Labour market policy can only be effective and efficient, if it succeeds in avoiding unemployment or terminating it swiftly with the least possible input.
- Labour market and economic policy must be efficiently interlinked and implemented at local or regional level including all players involved in labour market policy.
- Changing from the ideal of an active to an activating labour market policy in line with EU employment guidelines points in the right direction.
- The [Federal Employment Service - new] primarily pursues the aim of speedy and sustainable (re-)integration into the formal labour market and puts job placement and integration at the centre of its activities. In this respect, it works in a preventive way and makes full use of the action period.
- The main tasks of the [Federal Employment Service - new], i.e. placement of the jobless and related services and benefits as well as guaranteeing the basis of the livelihood in case of unemployment, remain part and parcel of its duties in the sense of 'promoting and demanding'. The way in which these tasks are integrated into the organisational framework will be determined by the results of consistent process management and may be shaped flexibly in the future.
- The tasks which do not range among the prime tasks of the [Federal Employment Service - new] will either be outsourced or funded from sources other than contributions or will be taken over by sub-contractors with staff, organisational and financial costs shown separately on the books.
- As the tasks entrusted to the [Federal Employment Service - new] will increasingly take on the feature of investments into the future or will be of a socio-political nature, it will thus be crucial to put their funding on a broader basis. Contributions will have to be supplemented by a federal subsidy regulated by law and will have to be complemented by an adequate participation of the federal states and the municipalities.
- In the medium term, employment subsidised by government will remain indispensable because the regular labour market cannot absorb all the jobless in structurally weak regions, above all in the new federal states.

Nevertheless, it will have to be linked to local infrastructure measures and funded by taxes.

- The [Federal Employment Service - new] will make increasing use of services offered by private service providers (placement agencies, temporary work agencies). It aims at an ideology-free co-existence and co-habitation of public, non-profit and private placement agencies similar to other European countries.

***Dual service to customers: Job seekers and employers – improved services – jobcentre***

- In future, jobcentres will be the local agencies for all services related to the labour market. The employment office will transform its organisational structure into a jobcentre. The nation-wide introduction of this scheme for main offices as well as local offices will be given top priority.
- Besides the original services provided by the [Federal Employment Service - new], the jobcentre will integrate labour market-related counselling and support services (social welfare office, youth welfare office, housing office, advisory office for drug addicts and people with debts, interface to personnel service agency, etc.).
- The processes at the jobcentre are aimed at determining quickly the need for counselling and support services and early implementation of the measures required also via the personnel service agency (PSA). By splitting up the vacancies in accordance with the job family concept, the chances to place a jobless person will be improved.
- The central organiser will be the clearing office. This office will organise customer control and take over administrative work to relieve the placement officers. More facilities to find information oneself will be provided for customers in need of information. Persons in need of advice receive tailor-made offers from placement officers. Unemployed persons who may only be placed with great difficulty and who are in need of support will be taken care of by especially trained case managers.
- Placement officers will be relieved from administrative and minor work. They will concentrate on getting into touch with businesses and acquire vacancies in the sector they have been assigned to. In addition, they will give advice to job seekers. Their scope of action will be extended through independent action budgets and IT services.
- The jobcentres and the placement workers will develop an adjusted service profile for the companies they have been assigned. They will be in charge of small and medium-sized companies according to sector-specific criteria. Major companies will be allocated to specific contact persons. The competence centres will take care of major accounts.
- Service lines will guarantee that both employers and job seekers can reach the jobcentre. A 'code of good practice' will safeguard the quality of services vis-à-vis both sides of the market.

### ***Family-friendly quick placement and speedier placements***

- Extending the timeframe for action will increase the speed of placements. In future, workers will be obliged to register with the jobcentre thereby informing it about impending unemployment as soon as they are given notice of dismissal.
- Employers will support early placement efforts by giving leave and helping to define a job seeker's profile. Workers who do not inform the jobcentre in time will have to accept flat-rate reductions of their unemployment benefits for every day they report too late.
- An acceleration of the placement process will be achieved through a whole range of measures: simplification of the processes and instruments, more independence for the skilled staff, more facilities for employers and job seekers to obtain information, a reduction in the number of cases every placement officer must handle, use of personnel service agencies, better inclusion of the employers in the process and consistent implementation of the new rules governing suitability of jobs.
- Placements will become family-friendly. Unemployed persons bearing special responsibility for dependent persons in need of care will be given top priority with regard to placements. Existing child-care possibilities will be pooled to better reconcile family obligations and occupational duties. In conjunction with local authorities, intermediary organisations, companies and other private institutions additional child-care facilities will be set up.
- Unemployment 'will be given a face': the individual person and his/her personal circumstances become the centre of attention through intensive help and advice from the responsible case manager.
- Furthermore the Board of the [Federal Employment Service - new] and the heads of the [local employment offices - new] will receive a weekly list of those unemployed persons bearing particular responsibility for dependent persons or relatives in need of care. This clearly emphasizes the need for action and the personal responsibility of the heads of the [local employment offices - new].
- Giving priority to families affected by unemployment will also be reflected in a bonus system for placement officers and their teams. It is aimed at speeding up the placement process and reaching out to target groups like young people, severely handicapped persons or those threatened by long-term unemployment.

### ***New acceptability and voluntariness***

- The obligation to accept a suitable job offered by the placement officer will be reworded according to geographical, material, functional and social criteria and consistently implemented with a view to voluntariness and duties.
- The obligation to accept a job offered by the employment office will have to be assessed in connection with the family situation of the unemployed person. More will be expected of a young, single job seeker, particularly in view of mobility, than of an unemployed person responsible for dependent persons in need of care and family members. The 'job-family concept' makes it clear that jobs below one's qualification level can also be considered acceptable.
- If a person out of work rejects a job offer, he/she will have to prove that the job rejected has been unsuitable. This applies to all objections concerning the personal sphere of the unemployed person.
- Periods of suspension of benefits will, in future, be administered in 'more exact doses'. For this purpose, regulations differentiated according to the reasons for a suspension of benefits will be laid down. Refusing to take part in an integration measure will lead to a shorter period of suspension of benefits than, for example, rejecting an acceptable job offer.
- Through the 'integration agreement' the central principle "Personal initiative warrants job security" will be translated into practice. The activities agreed upon will be verified at regular intervals. Owing to the regulation pertaining to periods of suspension of benefits which can be handled in a differentiated and flexible way, the seriousness of the jobseeker's independent integration efforts can be reinforced.
- In order to be able to take individual living conditions better into account the unemployed will be given the possibility of de-registering from the jobcentre for personal reasons. These persons will then renounce the placement efforts of the jobcentre and, at the same time, the benefits from the unemployment insurance. They continue to be entitled to benefits at a later point in time. Their claim to unemployment benefits will lapse after five years only.

### ***Youth unemployment – vocational training bonds***

- Jobcentres will take over the duty to see to it that no young person will be sitting at home drawing benefits without active search by both parties for a period of on-the-job training or a training place.
- In future, young people's potential talents are to be identified earlier and be adequately promoted at general-education schools. Pupils with less talent for theory will be continuously given the possibility of developing their potential talents in more practice-oriented classes.
- In order to include more businesses in vocational training and do justice to the differing talents of young people, more diversified recognized occupations will be developed and accepted on the labour market.
- Qualification elements from existing recognized occupations will be increasingly offered to young jobless people.
- Close interaction at the jobcentre of all those involved at school, in the educational and youth policy sphere and on the labour market will provide help and advice for young people who can only be integrated into the labour market with difficulty.
- The 'vocational training bond' will be a new instrument to finance additional training places. It will be a 'security'-type document for a certain person and a certain purpose guaranteeing the bearer a training place.
- This scheme will be implemented via a non-profit, local or regional foundation.
- For its funding, a trading card system, the purchase of a 'vocational training bond', subsidies and donations for capital stock as well as other measures will be organised. Contributions to fund the 'vocational training bonds' will be voluntary, no levies will be imposed.
- Bearers of the 'vocational training bond' will be guaranteed the financing of their training period through an eligible investment on the capital market.

### ***Promotion of older employees and the „bridge system“***

- In view of the demographic development the promotion of labour market participation of older workers is an important task of labour market and employment policy in Germany and in the European Union. For this purpose, it is crucial to keep older people in employment and promote this aim.

At the same time, it is indispensable to deal responsibly and honestly with the still high unemployment rate among older workers and to open up new perspectives for these people.

That is why two complementary ways are proposed:

Either remaining in employment by means of a wage insurance or renouncing unemployment benefits or the services offered by the jobcentre through the bridge system.

- Wage insurance will be supplementary to the current unemployment insurance: After dismissal from work, it will replace part of the loss of income suffered by older unemployed people (as of the age of 55) for the first few years, if they take up a less well paid job subject to compulsory social insurance. These benefits may be cumulated with wage cost subsidies for the employer.
- In addition, incentives to integrate older jobless persons will be created. If older people take up a new job, the contribution rate of the unemployment insurance will be reduced for these persons. The possibilities of employing older people on a fixed-term contract will be extended.
- The bridge system will render it possible for older persons to terminate prematurely the payment of unemployment benefits for a temporary period and to renounce the help and advice provided by the job centre. Older workers (as of the age of 55 years) will be released from the jobcentre on request. In this case, they will receive a cost-neutral monthly payment and full social security cover instead of unemployment benefits. In this way, the jobcentre can concentrate its placement efforts more directly on those persons available to the labour market.
- The bridge system will be designed in such a way that unemployment insurance will not be burdened with additional costs. In view of the foreseeable demographic development this will be gradually reduced.
- Those participating in the bridge system will be shown separately in future labour market statistics.

### ***Merging unemployment assistance and social assistance***

- The co-existence of two social benefit systems leads to considerable administrative costs and lack of transparency. Lacking co-ordination and accountability regarding integration efforts may impair the speed of placing people in new jobs. In order to largely avoid these interfaces in future, every person drawing benefits will be allocated to a single office and receive a single type of payment. In future, there will be three different types of benefits:
- Unemployment benefit I is the original benefit financed from unemployment insurance contributions. Entitlements will, in principle, correspond to current regulations with regard to the duration of payment and the amount paid. The [Federal Employment Service - new] continues to be responsible in this field. The unemployed will be given help and advice at the jobcentre.
- Unemployment benefit II is a tax-funded, need-based type of benefit to secure the jobless person's living once unemployment benefit I is no longer paid or if the qualifying conditions for unemployment benefit I are not fulfilled. A pre-condition is, however, that this person is capable of working. Those drawing unemployment benefits II are covered by social insurance. The duration of benefit entitlement is not limited. The responsibility rests with the [Federal Employment Service - new]. The jobcentre will be the office to be contacted in this case.
- The social allowance will correspond to the current social assistance for those persons who are not able to work. The social welfare offices will continue to be responsible in this area.
- A signature data card will be developed to access income certificates and certificates of employment from the relevant authority or office (e.g. the [local employment office - new]). In future, the employer, with the consent of the worker, will deposit the certificate of employment with a third party storing this information electronically at a central location. Using this signature data card will lead to a considerable cost reduction for administration as well as for companies.
- The calculation and the administration of benefits will be simplified by calculating the benefits on the basis of the average wage in the past twelve months, cancelling the yearly adjustment of the basis for calculation, flat-rate payments, combination and new definition of benefits and abolition of the obligation to deposit one's social security card. The legislator and the [Federal Employment Service - new] will check further possibilities of simplifying the process and will implement them swiftly.

***No more supplies for Nuremberg!***

***Employment balance sheet – bonus system for companies***

- All companies are invited to come up to their responsibility for safeguarding and creating jobs and using all in-house instruments like flexible working time models to avoid dismissals as far as possible.
- The jobcentres and the competence centres will support the companies in this respect and offer their consultative service of 'employment counselling'. This service will cover all fields of action opening up to modern companies in the area of labour law and the way in which working conditions are shaped.
- By means of voluntarily drafted employment balance sheets the businesses will express their social responsibility. Social responsibility, in this context, means creating jobs and safeguarding them. The employment balance sheets will provide information on the structure and development of the staff (qualification profile, proportion of temporary employment, mobility and flexibility parameters).
- The employment balance sheet will be used as a point of departure for employment counselling by the jobcentres or the competence centres.
- Companies with a positive employment development will obtain a bonus from the unemployment insurance. The same will apply to businesses which actively safeguard jobs and maintain their employment level. Thus incentives for the promotion of employment and the safeguarding of jobs will be created.
- When implementing the bonus system the differences between small and medium-sized companies and big companies will have to be taken into account besides a simple measurement, without a lot of red tape, oriented along the lines of the contribution amount the company pays into the unemployment insurance.

### ***Setting up personnel service agencies (PSA)***

#### ***Further training close to the company - integration of those who can only be placed with difficulties***

- The personnel service agency (PSA) will be an effective instrument to reduce unemployment. Its aim is to remove obstacles for hiring an unemployed person and to integrate jobless people quickly into the regular labour market by means of a new form of placement-oriented temporary job in which they will be hired out to employers ('adhesive effect').
- As independent organisational units the PSAs render services for and on behalf of the [employment office - new]. They are bound by collective bargaining structures. Depending on local circumstances, the PSA may be operated by other service providers or in cooperation with a private enterprise or, by the [employment office - new], as a business unit under private law. Wherever possible, the [employment offices - new] will strive for a new solution by including third parties. PSAs will have to compete with private third parties and will cooperate in particular where private service providers have special market knowledge.
- Furthermore the jobcentre will take over the principal tasks of the [Federal Employment Service - new] and, in addition, give advice to today's recipients of social benefits who can work, whereas the new focus of the PSAs will be to hire out temporary workers with a view to finding them a permanent job.
- In accordance with the regulations governing the new form of acceptability the unemployed will be obliged to take up employment with the PSA. Rejecting a suitable job offer will lead to a cut in benefits. The PSA will have the final say in hiring unemployed persons. The type of work contract with the [employment office - new] will ensure a mixture of the target group.
- As soon as the jobless person has concluded a work contract with the PSA he/she has an employment subject to compulsory social insurance contributions. During the probation period, which can be shortened if he/she proves to be a good worker, they will receive a net wage equal to their unemployment benefits, afterwards he/she will be paid the collectively agreed PSA wage. If a worker changes into regular employment he/she will receive the standard wage applicable.
- The PSA will offer coaching measures to support placement in the formal labour market and in-service training measures.
- Similar to temporary job agencies, a personnel service agency can only work efficiently, if the restrictions of the 'Law on the Supply of Workers

by Temporary Employment Agencies' do not apply. Thus their legal abrogation must be provided for on condition that collective agreements be concluded.

***New employment and reduction of moonlighting through 'me-inc.' and 'family-inc.' with fully fledged security  
'Mini jobs' with flat-rate contributions and tax deductible private services***

- The two new instruments of 'me-inc.' and 'mini job' will open up new paths to come to terms with the problem of moonlighting. The concept of 'me-inc.' aims to reduce moonlighting by the jobless, whereas the 'mini jobs' are intended to reduce moonlighting in the context of private households.
- The concept of 'me-inc.' will be a preliminary stage to full self-employment. The unemployed who register a 'me-inc.' will receive subsidies from the [employment office - new] as an incentive for a period of three years. The amount of the subsidies will depend on the unemployment benefits and the social insurance contributions paid by the [employment office - new], they will be graded according to the period of time they are paid out and depend on the income level of the 'me-inc.'
- The entire income of the 'me-inc.' will be subject to a flat-rate tax of 10%. The upper earnings limit will be EUR 25,000. The total income will be subject to compulsory social insurance contributions.
- It will be possible for small companies and craft businesses to use the benefits of the 'me-inc.' to a maximum ratio of 1:1 i.e. regular worker to proprietor of the 'me-inc.'. In private households, however, no restrictions will apply. The 'family-inc.' is an extension of this scheme to family members.
- In order to legalize income from moonlighting that cannot be transformed into self-employment the upper earnings limit for mini jobs for services rendered in private households will be raised to EUR 500 and the contribution payments for minor jobs will be simplified. The earnings will be subject to a social security flat-rate contribution of 10%. All mini jobs a person registers taken together may not exceed EUR 500. The regulation for mini jobs will apply to jobless people and those who are not gainfully employed.
- Both the 'me-inc.' and the 'family-inc.' as well as the mini job holders will, in future, be commissioned mainly by private households having employed moonlighters in the past. That is why private households will be given the possibility of tax deductions for commissioning household services so that clandestine work will no longer be worthwhile.

***Staff – transparent controlling – efficient IT support of all processes - organisation and monitoring – self-government***

- The changes triggered off by the vision and the re-orientation of the [Federal Employment Service - new] require a new model which will serve as a guideline for every officer in his/her daily work.
- The strategic and organisational orientation of the [Federal Employment Service - new] must be matched by a new staff concept.
- Within the [Federal Employment Service - new] the employment relationships will be re-designed. Uniform staff regulations will be introduced. This restructuring process will require the elaboration of transitional regulations for the entire staff and must, among other things, respect the criteria of being socially compatible, financially equalizing and fair and will have to be enshrined in a 'Reform Act of the [Federal Employment Service - new]'.
  - In future, [employment offices - new] will no longer be controlled through detailed input control (outflow of funds as a means of process control) but by agreed or pre-defined results.
  - Controlling will lie exclusively in the hands of the central office and the [employment offices - new]. Whereas the central office will focus on strategic controlling, operative controlling will be taken over by the [employment offices - new] and set against the background of strategic objectives.
- Future IT will generally support all business processes, secure nationwide available and uniform data keeping for all technical applications and provide public access to information and services of the [Federal Employment Service - new] on the Internet (e-government) as well as information facilities where people can obtain information themselves.
- From now on, the structure of the [Federal Employment Service - new] will follow a two-tiered model. The central office will head the organisation which will set up a competence centre in every federal state fulfilling independent operative tasks in the field of employment promotion and employment development besides the 181 [local employment offices - new] that will satisfy local customer needs via the jobcentres.
- The bodies of the [Federal Employment Service - new] will be the Board of Directors and the Supervisory Board at federal level and management and advisory councils at the level of the local [employment offices - new].

***Transforming regional employment offices into competence centres for new jobs and employment development  
Start in the new federal states***

- To achieve the objective of full employment, labour market, economic and social policy initiatives must be co-ordinated. For this purpose, a new set of instruments will have to be created, which will make a more efficient contribution towards the creation of new jobs and the development of new employment opportunities.
- The regional employment offices will thus be converted into competence centres whose tasks in the area of employment policy will be funded by taxes.
- In order to interlink labour market and economic policies, competence centres will not replace local initiatives but co-ordinate these even across administrative borders offering complementary solutions and resources to federal states, municipalities, companies and chambers of commerce and industry. They will put to use their competence in the area of labour market policy for the following tasks:
  - They will be the principal contact point for key accounts (key account management) and support the jobcentres in counselling small and medium-sized companies (employment counselling, support for setting up new plants, growth initiatives and counselling services for start-ups). They will also be liaison offices for state governments, co-ordinate cross-regional training programmes and conduct trend and regional labour market research.
  - The competence centres will create transparency on the further training market by certifying the institutions of further training and the service these offer. They will determine impending qualification bottlenecks and set up suitable framework programmes.
  - The competence centres will establish their own consultancy areas where the teams will give advice to the jobcentres as far as the operative implementation of job-creating measures is concerned.
  - In regions with a clear-cut profile and a consistent cluster strategy, a considerably higher growth dynamic and, as a consequence of start-ups, industrial settlements and good customer service, the creation of a number of jobs that is above average will be achieved. These changes will be introduced in the new federal states first as in these regions, in particular, timely co-operation with the economic players to develop a growth-dynamic cluster has priority.

### ***Funding measures to reduce unemployment***

- The concept of job floaters will replace the funding of unemployment by the financing of work. If a business gives permanent employment to a jobless person when the probationary period has elapsed, it will be given the option of a funding package in the form of a loan. This offer will be addressed to small and medium-sized companies both in the old and the new federal states.
- The job floater may be made available to all creditworthy companies creating a new job.
- With a job floater to the amount of EUR 100,000 (EUR 50,000 as a production loan, EUR 50,000 as a subordinated) and allocation of EUR 100,000 per worker per year, financing requirements would be EUR 10 billion annually.
- It is impossible to exactly calculate the efficiency of the individual innovation modules and their effect on the reduction of unemployment. The broad ranges, however, may be roughly estimated and translated into plausible target figures. All in all, it may be possible that the ambitious aim to have 2 million unemployed earn their living once again in the coming three years lie within the bounds of possibility.
- The lever to reduce unemployment is most effective, if it helps those people threatened by long-term unemployment. This will be the target group of the personnel service agencies. All the measures, though, will have to be interlinked and must not only have an effect on the duration of unemployment but also decrease the number of new unemployed persons ('no more supplies for Nuremberg').
- According to current estimates, a reduction in the number of jobless people by 2 million will lead to possible savings of EUR 19.6 billion in unemployment benefits and unemployment assistance. Part of these savings will be spent on the promotion of employment in the so-called 'me-inc.' or 'family-inc.' and at personnel service agencies. Further re-allocations of expenditures on an active labour market policy in favour of efficient measures (for example, company-focused training measures) will lead to a further increase in efficiency.
- Not only the contributors but also all the taxpayers will profit from the reduction of unemployment. Two thirds of the savings will be passed on to the contributors and one third to the taxpayers. Including those recipients of social assistance who are capable of working in the responsibility of the jobcentres and personnel service agencies will benefit the municipalities which urgently need the funds saved for investments creating new employment.

***Contribution of the 'nation's professionals' – master plan  
Project coalition after the Alliance for Work***

- It simply does not suffice to leave the solution of the problem solely to politicians, trade-unions, companies or even the unemployed themselves. Everybody is called upon to concentrate on his/her specific skills and strengths and to set about working wherever possible.
- All the nation's professionals with their different contributions are invited:
- 11,000 full-time politicians at federal, state and municipal level
- 90,000 staff at the [Federal Employment Service - new]
- 1.7 million entrepreneurs and managers
- 80,000 officials at trade unions works councils
- 72,000 representatives of industrial associations and employers' organisations
- 1,318,000 scientists and scholars
- 1,868,000 school teachers, nursery school teachers and social education workers
- 53,000 priests and ministers
- 545,000 clubs and associations
- 89,000 journalists
- 260,000 artists
- 60,000 staff assuming responsibility in social institutions of the voluntary welfare work
- 800,000 initiatives of the unemployed and self-help groups
- With the support of the alliance of professionals, a coalition for a nation-wide network of concrete projects will be established.
- Unemployment will be reduced all over Germany through a mosaic of projects consisting of many components.