



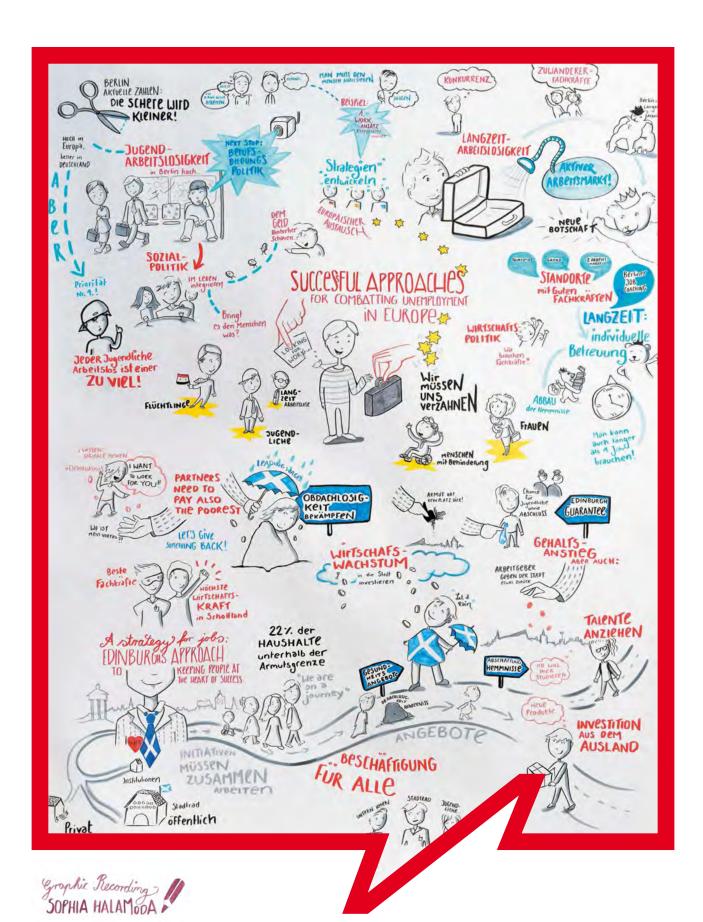


Conference Berlin, June 2 & 3, 2015

Conference Documentation







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Conference "Successful Approaches for Combatting Unemployment in Europe – BerlinWorks as a Starting Point"

June 2 ⊕ 3, 2015, Quadriga-Forum, Werderscher Markt 13, 10117 Berlin

Moderation: Sabine Beikler (Der Tagesspiegel)

Tuesday, June 2nd 2015

12.30 - 13.00	Arrival with light refreshments
13.00 - 13.15	Welcome Dilek Kolat, Mayor and Senator for Labour, Integration and Women's Issues, Berlin, Germany
13.15 - 13.20	Welcome and presentation of the agenda, background for the conference Sabine Beikler, Moderation
13.20 - 14.00	A strategy for jobs: Edinburgh's approach to keeping people at the heart of economic success Ken Shaw, Head of Employability & Skills, Economic Development, City of Edinburgh Council, Edinburgh, United Kingdom
14.00 - 14.30	Presentation of the programme "BerlinWorks" and results achieved to date Boris Velter, State Secretary for Labour, Senate Department for Labour, Integration and Women's Issues, Berlin, Germany
14.30 - 14.50	Coffee break with time for exchange and networking
14.50 - 15.30	Speed dating
15.30 - 16.50	Work in parallel workshops (With a further coffee break and additional opportunities for exchange and networking)
Page 23 →	Workshop 1: Overall reduction of unemployment – Biggest challenges and successful approaches Moderation: Prof Dr Matthias Knuth
Page 29 →	Workshop 2: Enforcing decent work conditions as a general principle – New approaches for combatting precarious working conditions Dr Mary Dellenbaugh, Europe Agency

Page 32 → Workshop 3:

Developing metropolitan areas into top locations for skilled workers – Education and qualification: the most important impulse

Moderation: Stephanie Urbach, gsub mbH

Page 38 → Workshop 4:

Improving the cooperation between local labour market actors – Good practice for partnerships and coordinated use of resources

Moderation: Louise Jacobi, gsub mbH

16.50 - 17.00 Short summary of the first day of the conference

Sabine Beikler, Moderation

Wednesday, June 3rd 2015

09.00 - 09.05 Welcome and introduction to the second day

Sabine Beikler, Moderation

09.05 - 10.40 Further work in the four parallel workshops

10.40 - 11.00 Coffee break with time for exchange and networking

11.00 - 11.50 Presentation and summary of the workshop discussions

Workshop moderators, Sabine Beikler, Moderation

11.50 - 12.50 Podium discussion

"Strategies for Active Labour Market and Vocational Education Policy"

Dilek Kolat Mayor and Senator with:

- > Emilia Bjuggren, Vice Mayor of Stockholm, Sweden
- > Councillor Penny Holbrook, Birmingham City Council, United Kingdom
- > Denis Leamy, OECD LEED Board Member, Ireland
- > Councillor Christian Meidlinger, Vienna City Council, Austria
- Marcin Kasparek, Vice-President of the Polish Human Resources Management Association (PSZK), Poland
- > Kari Tapiola, Special Adviser of the Director-General of the International Labour Organization (ILO), Switzerland

12.50 - 13.00 Closing

Boris Velter, State Secretary for Labour, Senate Department for Labour, Integration and Women's Issues, Berlin, Germany

13.00 Conclusion with light refreshments

1. Background and Goals of the Conference



The conference moderator, Sabine Beikler, raises critical questions during the podium discussion.

In light of the high and persistent youth and long-term unemployment rates in Europe, this conference's goal is to improve the European exchange about these central social challenges and to learn from one another.

Which means and strategies can be used to successfully combat unemployment, in particular youth and long-term unemployment in European cities? How can qualified employment and "decent work" be promoted? How can European cities be developed into attractive locations for skilled workers? What contribution do active labour market policy, qualification and vocational education make?

The labour market in Europe has recovered from the finanical crisis step by step, however the youth and long-term unemployment rates have become entrenched at a high level, especially in the countries with the highest unemployment rates. The reduction of (youth and long-term) unemployment is therefore a central challenge on European, German federal and Berlin levels.

One positive dynamic of the labour market is dependent on how successful European cities are in further developing themselves into attractive locations for skilled workers. Particular significance is given here to the mobility of highly skilled workers and the increasing

participation of women in the workforce. In addition, measures to integrate refugees, migrants and persons with disabilities contribute both to the securing of skilled personnel as well as to inclusion and the improvement of social participation.

2015 is the third year in which the programme Berlinworks has been implemented. The goals of the programme – reducing the number of unemployed persons, enforcing decent work conditions as a basic principle, developing Berlin into a top location for skilled workers, and improving cooperation between key actors – dictated the topics of the four conference workshops. The motivation behind this structure was the consideration that the goals of BerlinWorks are also highly relevant for other European cities, and therefore offer a good framework for European exchange.

Learning from other countries and metropolitan areas also means reflecting on and further developing one's own labour market and vocational education policy. Examination and exchange aid in the advancement and improvement of individual approaches – yet another goal of this conference.

2. From Berlin to Europe



The senator for labour, integration and women's issues, Dilek Kolat, introduces the guests to the highlights of the Berliner labour market policy.

2.1 Greeting and the introduction of the Berlin labour market

In her welcoming speech, Dilek Kolat, Mayor and Senator for Labour, Integration and Women's Issues in Berlin, summarises the most important data and facts regarding the Berlin labour market and at the same time puts them into the European context. Initially, she points out that the issue of unemployment is an important part of parliamentary debates in the Berlin House of Representatives. To a certain extent, labour market policy is also social and economic policy and closely connected to the securing of skilled personnel. In her speech, the Senator puts the Berlin labour market policy into a European framework and presents European comparative figures. In her opinion, the programme BerlinWorks is well suited for the European comparison. However, at this conference it is not only about presenting what will be implemented in Berlin but primarily about continuing the exchange with the European partners. Because the conference is part of a European dialogue that was initiated by the Senate Department for Labour, Integration and Women's Issues with two previous events and shall be continued. On 29 April 2015, the Metropolises Conference "The Future of Youth in European Metropolises"

took place. Here, the Senator had presented 10 points for systematically and consistently combatting youth unemployment. On 19 and 20 May, scientists and experts discussed current findings on the effects of labour market policy measures and approaches under the topic of "Impact Studies in the Labour Market Policy". These should also be incorporated into the Berlin labour market and vocational education policy. Because according to the Senator it is important to analyse the implemented programmes and projects in terms of their effectiveness.

Dilek Kolat highlights combatting youth and long-term unemployment as important issues in Berlin. Thus, the contribution of the active labour market and vocational education policy is decisive, since the increase in jobs does not happen all by itself and does not automatically lead to a reduction in unemployment. Also, the "passive restoration" of the labour market due to demographic changes cannot be expected for Berlin.

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The Senator takes the opportunity during her welcoming speech to mention the unemployment numbers for May 2015. According to these numbers, 196,553 people were registered as unemployed in Berlin in May. The youth unemployment rate was 9.9%. These figures played an important role insofar as for the first time, with the creation of BerlinWorks, a Berlin government determined a concrete target number for combatting unemployment: The number of unemployed in Berlin should fall to under 200,000 in the course of the legislative period 2011-2016 and the youth unemployment rate to under 10%. In November 2013, a number of fewer than 200,000 unemployed was reached for the first time, then again from September to December 2014. According to Mrs. Kolat, this shows that the development of the labour market figures run in seasonal cycles. This year was the first time that a number below 200,000 unemployed could be reached already in spring. Now it is important to permanently go below the Berlin target values in respect to unemployment and youth unemployment.

Compared to other European countries, Germany has the lowest youth unemployment rate, however, in Berlin it is much higher that the national average. Berlin still brings up the rear in this concern, said the Senator. Still, the rate has significantly improved and Berlin is catching up to the other States. At the beginning of this term, youth unemployment was still at 14.1% and with that 4.2% higher

Boris Velter, State Secretary for Labour in Berlin, presents the 10-point plan for reducing long-term unemployment in Berlin

than in May 2015. This shows that efforts in the labour market policy are paying off and signs of success can be seen. However, every unemployed youth is one too many.

Furthermore, Mrs. Kolat addresses the longterm unemployment in Berlin. She states that the percentage of long-term unemployed in relation to the total number of unemployed is significantly higher in the national average with almost 38% than in Berlin with around 33 %. Long-term unemployment can be fought because the Berlin labour market is developing and offers many opportunities. Another possibility for supporting the long-term unemployed are employment measures; these are successful if at the same time intensive assistance is provided, which is the case with the Berlin Job Coaching. Prior to the implementation of the State's labour market programme, BerlinWorks, the explicit focus on the 1st labour market was missing. Even if the orientation towards the general labour market is the focal point, there are people who need more time to return to the market, said Dilek Kolat. This time needs to be granted to the people. Federal instruments that are limited to one or two years therefore come up short.

Mrs. Kolat thanks the participants and wishes everyone an interesting conference as well as an intense and stimulating exchange!

2.2 Presentation of the programme "BerlinWorks" and the 10-point plan for combatting long-term unemployment

At the beginning of his presentation, Berlin's State Secretary for Labour, Boris Velter, indicates that this international conference is no Berlin "navel-gazing" but stands for a continuity of the European exchange as already stated by the Senator during her welcoming speech. He points out that a good development has taken place with BerlinWorks despite the difficult circumstances. For this, the close interlocking of the labour market actors is particularly important and noteworthy.

The focus of his presentation is the most important results that BerlinWorks has achieved so far.

Goal 1 from BerlinWorks is the reduction of the number of unemployed people. Since starting the programme, this number could be reduced by 20,000, from which long-term unemployed Berliners also benefited. Regarding goal 2, enforcing Decent Work as a basic principle, Boris Velter mentions that the real income in Berlin has increased in recent years and that there are now around 1.3 million employees subject to social security contributions. At the beginning of the legislative period in 2011, however, there were only 1.2 million. The goal of "Decent Work" is implemented in close cooperation with the social partners, Boris Velter continues. These also work together when it comes to the implementation of the horizontal objectives of enforcing gender mainstreaming, inclusion of people with disabilities as well as the integration of people with migrant backgrounds. He further states that a top location (goal 3 of BerlinWorks) also demands top apprentices. According to Mr. Velter, Youth Employment Agencies could help to increase the number of well-trained young people in Berlin. The Berlin State programme, Mentoring, also contributes to this by reducing the number of training dropouts. This aspect is especially important since Berlin's rate of apprentices who drop out of their apprenticeship contracts is 10% higher that the national average. The State Secretary mentions that 1,000 new apprenticeship positions are to be gradually made available from 2015 on. This is one result of the "Berlin Agreement" which was reached by the special commission, "Training Place Situation". With regard to goal 4 of BerlinWorks, improving the interplay between actors, important results have been achieved. In this context, Boris Velter refers to the "Joint Declaration on Strengthening Social Partnership in Berlin". An equally important element of the cooperation is the Framework Labour Market Programme, which was developed together with the Regional Directorate Berlin-Brandenburg of the Federal

Employment Agency. Concerning the immediate future, Mr. Velter emphasises three points: the Youth Employment Agency Berlin, career and study orientation as well as the integration of refugees into the labour market. The Youth Employment Agency, as a key project of the Senate still to be implemented in 2015, in a first step could cause changes in the unemployment statistics because young people who have not been registered yet would then appear in the statistics. The career and study orientation sets forth that, more often than to date, various professional fields should already be presented in schools, so that the pupils get an idea of different occupations. With regard to the integration of refugees, Mr. Velter points out that an overall concept for the State of Berlin is being developed. The aim is to quickly integrate refugees into the training and labour market.

At the end of his presentation, Boris Velter introduces 10 points for the reduction of long-term unemployment in Berlin.

The long-term unemployed are not a homogeneous group

- The target group of long-term unemployed includes people with very individual fates.
- Therefore the long-term unemployed, with their individual needs and wishes, must be approached and lifted up out of their current situation.
- More information and facts are needed on the different target groups among the long-term unemployed.

2. Pay special attention to long-term unemployed young people

- The regional policy must pay particular attention to how and in which situations young people become/became long-term unemployed. The focus here is on prevention.
- Even more preventive intervention must take effect, for example, in schools and during the transfer from school to work as well as on the second threshold from vocational training into the working world.
- Vocational training or a certified qualification should have priority, also for young adults over 25 years of age.

3. Qualitative High-Quality Profiling

- Existing profiling approaches must be further improved.
- A rethinking of the approach to profiling from deficit to "empowerment" must be done: strengths and talents that each person has must be identified in the profiling and then reinforced.

4. Intensive support of the long-term unemployed

- Support and coaching in the form of personalized services with smaller support ratios per agent are required.
- These can be located in public or private institutions or agencies, a combination of both systems is also possible.
- With the "Berlin Job Coaching", the first, good experiences with this form of personalized services at the State level have been made.

5. Priority for the fastest possible integration into the general labour market

- Integration into the general labour market promotes employability through practical work experience.
- This also leads to lower costs.
- From the "Berlin Job Offensive", information is already available on how to successfully and directly integrate a high number of close-to-market job seekers into the primary labour market by applying smaller support ratios per agent.

6. Gradual integration when rapid integration is not possible

- It is known that, as a general rule, most people who have been unemployed for a longer time also need more time to get back into the labour market. Being without work for a long time weighs heavy on the mind, motivation and skills.
- A gradual process of regaining the skills, attitudes and competencies necessary for work has to be initiated, which is accompanied by coaching and qualification measures.

The demand side – convince and encourage companies

- To reduce long-term employment, the companies themselves are needed in the first place.
- Together with the social partners, a lot of convincing needs to be done to ensure that businesses, in light of the increasing demand for skilled workers, give even more and more often those a chance whom they might have previously ignored

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- 8. Wage subsidies for small and medium-sized businesses as an incentive and for long-term continuance
- Various evaluations at the national and international level have shown that wage subsidies are an effective means to increase the chances of integration of the long-term unemployed, but above all the sustainability of the integrations as well.
- It is usually the small and very small businesses that take advantage of these offers and hire long-term unemployed people.
- Ensure the sustainability of the integrations – coaching during the new job
- An important point that needs to be considered is sustainability of the integrations into the general labour market. Many of the long-term unemployed who have found a job fail even after a short time, often during the probationary period.
- Again, accompanying coaching and customized training in the respective workplace are required. For this, our Berlin Job Coaching for the "primary labour market" offers the necessary help: support through a coach but also the possibility to apply and finance individual qualification measures quickly and without a lot of red tape.

10. Social participation – publicly funded employment with transitions

- Solutions are needed for those who cannot be integrated into the general labour market even in the longer term.
- For this, publicly funded employment is still needed, which is designed in a way that the transition into primary labour market is promoted and remains possible throughout the whole process.

3. From Europe to Berlin



Ken Shaw during his presentation about the "Partnership for Jobs" in Edinburgh

3.1 A strategy for jobs: Edinburgh's approach to keeping people at the heart of economic success

Ken Shaw, Head of Employability and Skills, City of Edinburgh Council, describes in his presentation the strategy of the City of Edinburgh. This is primarily based on the link between economic success and employment growth. In his presentation, parallels to Berlin and the Berlin approach become apparent, for example with regard to the importance of the service sector in both cities. The emphasis on the partnership approach as well as - in the operational implementation - the accentuation of the follow-up support for unemployed people placed are also similar. However, there also differences such as the economic conditions and labour market data. Both cities take certain target groups of the labour market and particularly young people into consideration. In addition to the qualitative requirement of an effective labour market policy, the quantification and verification of goals also play an important role for both BerlinWorks as well as the Edinburgh approach.

The fundamental question in the design of the new employment strategy for Edinburgh was: How can as many people as possible benefit from the growth?

Edinburgh is considered an economically prosperous city with a growing and young generation, low unemployment (4.3%) and a higher per capita income than the rest of Scotland. More than half of the inhabitants have a university degree. By far the largest proportion of workers – 94% – is employed in the service sector. The downside: although the inhabitants of Edinburgh can be considered prosperous, 22% of the households live below the poverty line. The people affected are concentrated in certain districts of Edinburgh.

In order to meet the challenges, the city established a "Partnership for Jobs", in which the public, private and third sector work together. In addition there are colleges and universities as well as other service providers and organisations. The activities of the partnership are financed by the EU as well as national and regional funds. Furthermore, the financial resources of charities and lottery funds play a role.

The partnership is based on a shared vision that was in development for more than one and a half years. For the implementation, Ken Shaw continues, the partnership conceptualised specific themes and defined targeted activities and quantified goals for them: The development of Edinburgh should be invested in and businesses supported by either securing or creating 20,000 jobs. Furthermore, the activities were aimed at providing further training for 10,000 people and investing a total of 1.3 billion British pounds in urban development over three years. These goals were largely achieved, partially exceeded.

The Edinburgh approach also has an interesting and practical model to offer: The "Joined up for Jobs" network makes concrete offers for companies and job seekers. For this, the 5-stage model explained by Ken Shaw plays a central role: In consecutive phases, it combines the work on placement constraints, skills development and customised qualification for the job as well as additionally offering support for the further professional career in case of being hired and in terms of follow-up assistance. In this model the gap between the sides of supply and demand is closed through differentiated offers of the "Joint up for Jobs" network. Each of the 5 stages is assigned different activities (e.g. health or debt consulting, customised action plan, skills for the job search, job placement, follow-up assistance in the company, etc.), which are worked through by the people and simultaneously mark the goals to be achieved at each stage. Furthermore, it is important that the job seekers develop specific skills at each stage: life skills, basic skills, key skills, vocational skills, up-skilling. This skill development concept emphasises Edinburgh's holistic approach and is distinguished by its relevance for other European regions and cities.

Just like in Berlin, combatting youth unemployment also plays an important role in Edinburgh. In this context, Ken Shaw addresses the development of skilled workers. The "Edinburgh Guarantee" supports young people in the transition from school to work. During the crisis in 2008, it was difficult for graduates to find a job in the primary labour market. Now, however, there is a need for skilled workers and young people are in high demand. According to Ken Shaw, the social partners have worked together with over 350 companies in the last 4 years as part of the "Edinburgh Guarantee". Initially, youths are socially stabilised through a holistic approach, he explains. Based on this, an offer for training modules and qualifications is made in order to increase the employability of young people and introduce them to the work world. With this initiative, 1,514 youths could be placed in a job or training programme in the recent years. When presenting these results, Ken Shaw stresses the fact that small and mid-size businesses above all take part in this initiative and make up 67 % of the companies in 2015.

Conclusion:

The partnership and holistic approach in Edinburgh coupled with a targeted integration of companies and concrete offers for job seekers and businesses leads to a surplus in the economy, which amounted to 29.4 million pounds according to Ken Shaw. 4 million were saved on support services and another 1 million pounds were additionally mobilised by the city of Edinburgh. Another, rather qualitative result is the change of the organisational cultures in the participating institutions. The development has not been completed yet and the partnership is still underway, says Ken Shaw. It is important to link the people with the possibilities opening up and continue working on the root of the problem, poverty and inequality in the city.



3.2 Podium discussion "Strategies for Active Labour Market and Vocational Education Policy"

During the panel discussion, the Berlin Senator for Labour and several representatives of European cities had a chance to speak and discussed their respective strategies for an active labour market and vocational training policy. Some of them also talked about Decent Work and the development of skilled workers. The moderator, Sabine Beikler, posed questions, which were thoroughly researched in advanced.

Dilek Kolat, Mayor and Senator for Labour, Integration and Women's Issues in Berlin, addressed the reasons for the still high youth unemployment in Berlin. It is connected to the general labour market development in Berlin, which is characterised by long-term unemployment as well as historically through the fall of the Berlin wall and the changes due to the reunification. For example, Berlin has lost a high number of industrial jobs since the fall of the Wall, which still has an effect today on the employment and training opportunities of young people. Moreover, youth unemployment is often concentrated especially in large cities. This is why Berlin is currently implementing Youth Employment Agencies. They should ensure that young people receive support during the transition from school to work.

The idea is to prevent young people from being without any kind of vocational qualification, since this is the main reason for not being able to successfully enter the labour market. For 2015, Berlin has planned to establish Youth Employment Agencies in four districts; next year further agencies are to be opened in the other eight districts.

When asked about the joint declaration for strengthening the social partnership in Berlin, the Senator stresses the importance of a close partnership between the business association, unions and the Berlin Senate. Only with a qualitatively sound and tight social partnership, which ensures a constant mutual exchange of information and communication as well as concrete, repeatedly renewed agreements, can progress in terms of reducing unemployment and the development of skilled workers be achieved. Strengthening the tariff partnership plays an important role in this. Innovative collective labour agreements are, for example, those where employers explicitly commit themselves to do something for young people, said the Senator when asked.

The moderator points out that for the 11,00 available apprenticeship positions there are 16,000 young people who are seeking an apprenticeship and that also the Governing Mayor, Michael Müller, highlighted that more training opportunities are needed.



Senator Dilek Kolat is convinced of the targeted individual support of the unemployed in the Berlin Job Coaching Programme

With regard to this, Dilek Kolat explains that without the support of the economy youth unemployment cannot be reduced. She notes critically that the German economy is increasingly withdrawing from offering training opportunities. Although there are more companies, there are fewer apprenticeship positions than in recent years. Therefore, the special commission, "Training Place Situation", was founded in Berlin under the Governing Mayor. The commission decided that from 2015 onwards, another 1,000 apprenticeship positions should be made gradually available in addition to the number of positions reported in 2014.

Another important issue for Berlin are the refugees. Dilek Kolat emphasises that it has to be taken into consideration that the refugees also have something to contribute and that people are at the centre. She therefore doesn't like to call them refugees, but rather displaced people. It is important to integrate these people into training and work as quickly as possible. These are the goals of the Senate's activities.

When asked about the Berlin Job Coaching programme, the central instrument of the Berlin labour market policy, the Senator is convinced of the correctness of this approach. A targeted, individual support with smaller support ratios per agent, working on the reduction of constraints and reinforcing the talents of each individual are the right way. The presentations at this conference also confirm this.

"Benefit Street" is a keyword that took the participants to Birmingham. A local television station had shown that an entire street relies on welfare payments.



Ms. Penny Holbrook describes the approaches of labour policy in Birmingham

According to Penny Holbrook, City Council Member, Birmingham, UK, this broadcast confirms that due to low rents social problems are concentrated in certain socio-spatial layers. She states that several districts of Birmingham were neglected by the policy in the past. For her, the main problem is the high number of unemployed people without sufficient qualification. Therefore, the "Youth Promise" programme was established for young people from ages 14 to 20, which - similar to Edinburgh - is the local implementation of the European Youth Guarantee. Thus accordingly, young people receive an apprenticeship or job within 4 months after registering as unemployed. For people who are far removed from the labour market, customised measures are offered. As a further important pillar of the Birmingham labour market policy, Penny Holbrook names the integration of businesses. Earlier, to great an emphasis was placed on subsidies, which is no longer the case today. Large companies would now be encouraged to take on more responsibility in the field of labour market policy. Correspondingly, businesses and

the city have committed to create 20,000 new jobs and apprenticeships for young people without work. For this, there is an accompanying support for new hires, similar to the "Berlin Job Coaching". Ms. Holbrook explains that overall the trend continues towards decentralisation in the UK. More and more, understanding prevails that the sometimes considerable local differences have to be taken into account at the national level. Good experiences have been made in this regard with the use of ESF funds.



The focus of the Stockholm employment policy is the group of NEETS, the guests learn from Ms. Emilia Bjuggren

the relatively low unemployment figures in Sweden and the simultaneous relatively high youth unemployment. Ms. Bjuggren refers to the very robust economy in Stockholm and that here youth unemployment is "only" about 8%. Although this is still a high percentage, it is even higher throughout the rest of Sweden. She reports that the focus of the Stockholm local employment policy is on the group of NEETS ("Neither Employment nor Education or Training"). Stockholm has developed a system in order to identify and actively seek out these youths. ESF programmes are used to increase the motivation of the young people and build up their self-confidence. She further explains that the requirements for graduating from school are very high in Sweden. You actually need the A-levels to get a job. Another employment programme mentioned by Ms. Bjuggren is aimed at getting young people directly into jobs within four weeks to six months. As part of this programme, young people at first work part time in order to then preferably start at the university or begin an apprenticeship. In this context, Emilia Bjuggren points out that

traditionally Sweden was characterised by a protectionist labour market. That means: Whoever had a job had a relatively high level

Emilia Bjuggren, Deputy Mayor of Stockholm,

Sweden, addresses the contradiction between

of security. On the other hand, for young people it was difficult to get their first job. Today, reality is different: Short-term and precarious employment dominates; to hire and fire people has become easier. A third of businesses in Stockholm complain about the lack of skilled workers, according to the Deputy Mayor. To counteract this, wages need to be raised since Stockholm is very expensive. Many people could live very well from their salaries in other regions of Sweden, but it's not enough for Stockholm. She emphasises that there is a demand for well-qualified workers in Sweden and that public investment would have to be increased.



Mr. Marcin Kasperek adds the issue of finding personnel in Poland to the discussion

Marcin Kasperek, Vice President of the Polish Human Resources Management Association (PSZK), Warsaw / Poland, points out the currently rapid growth of the Polish economy, mainly in large cities. Warsaw and Poznań, for example, show a high economic growth as well as a low unemployment rate (5% and 3.5%). The HR departments have big problems in finding personnel. He describes that a big boom in education is currently taking place in Poland. In Warsaw for example, 10% of the 2.3 million inhabitants are students. Many of them, however, would go abroad after completing their studies, especially to Great Britain, to cities such as Manchester and Birmingham. More than 2 million people have already left Poland. They are actually needed in their home country. Therefore, return programmes are currently financed by the ESF. However, Mr. Kasperek fears most will remain abroad. He explains that in Warsaw the focus is on education and training programmes. Reaching small and mid-size companies is however especially difficult although this is necessary to make a difference concerning labour market policy. Only a few small and mid-size companies offer apprenticeship positions and have specific problems in recruiting skilled workers. This is why small and mid-size companies receive increased support within the framework of the ESF.

Mr. Kasperek sees another problem in the large differences between urban and rural areas and the lack of (transport) connections between the cities. Here, investments with the EFRD must be made so that Polish people in rural areas can become more mobile. The general trend in Poland is migration to large cities. Therefore, businesses must take on more responsibilities and ESF funds used more effectively in the future



Für Gemeinderat Christian Meidlinger aus Wien sind die Verbesserung der Qualifikation von Jugendlichen und Gute Arbeit wichtig

District Council, initially points out some data and facts: regarding the economic power, Vienna is in 12th place out of 274 EU regions. The unemployment rate in Austria is at 5.6%, the youth unemployment rate at 7.6% and the share of long-term unemployed people make up 27% of all unemployed. With 13%, Vienna has the highest unemployment rate of the Austrian regions. He describes that Vienna is still suffering from the economic crisis, which is reflected in lower economic investments. Mr. Meidlinger states that Vienna has an annual influx of 25,000 people and is the second

Christian Meidlinger, member of the Vienna

Mr. Meidlinger states that Vienna has an annual influx of 25,000 people and is the second largest German-speaking city. The creation of jobs is however lagging behind. More than half of the unemployed have only completed compulsory schooling or did not finish school at all. He specifically describes that 4,000 young people are in inter-company training centres of the dual system. The Vienna Employment Promotion Fund (waff) helps young people and supports them with a 3,000 EUR grant until the completion of their apprenticeship, because the qualification is the decisive criteria to reduce unemployment. For him it is important to focus on offering Decent Work instead of competing for low wages. In Austria, social partnership has a long tradition and

is very important (e.g. the current Ministers for social and economic issues are recruited from the social partners). The social partners also launched the Qualification Plan 2020 in Vienna. However, at the end of May 2015, training providers in Vienna demonstrated against feared cuts in the education sector. According to Meidlinger, the funds for active labour market police are very inflexible; the funds – also from the ESF – must be able to be used more flexibly. At the European level, the stability fund should be dissolved and used for public investments. In this context, Meidlinger demands new rules of the game in Europe.



From the perspective of Kari Tapiola, it is questionable whether there still is a European consensus on what Decent Work actually is

In the opinion of Kari Tapiola, Special Adviser to the Director-General of the International Labour Organization (ILO), the objectives of Decent Work were implemented until the financial crisis happened, and after that less and less. In almost all European countries it becomes more difficult to defend Decent Work. The institutions are weakening according to Tapiola. Countries with traditional social partnership dialogues find themselves in a better position. The middle class in Europe is more and more divided into two, whereby one half is affected or threatened by decline. A bleak macro-economic climate is prevailing. The model of "Flexicurity", i.e. the connection of flexibility and security, propagated by Europe is an artificial invention and does not work. The situation, however, is not hopeless. He points out that technologies progress and people are better informed today. He is also convinced that a lot can be achieved at the micro level (local level). For this, however, targeted measures are needed, for example, in the area of transitioning from school to work. It is questionable if there is still a consensus in Europe on what Decent Work actually is.



Denis Leamy from Ireland stresses the importance of local job creation through programmes aiming at early interventions and inclusion

Denis Leamy, OECD LEED Forum board member and Managing Director of POBAL, Dublin, Ireland, Initially speaks about the OECD. As part of the OECD, one could extend the focus beyond Europe and benefit from programmes and findings from Australia, Canada, the USA, etc. In addition, with the OECD LEED Forum, the OECD provides an exchange platform for local employment and education policy. In his opinion, this exchange, however, must still be further deepened and promoted.

Regarding his native country of Ireland, there is a high percentage of people who go to university and are then directly recruited by companies like Microsoft or Google. More important than these large enterprises, however, is the local job creation, said Denis Leamy. In Ireland, this is organised through local development agencies, especially in disadvantaged areas. In his capacity as Managing Director of POBAL, an intermediary on behalf of the Irish Labour and Social Department, he is currently responsible for the management of 25 programmes. The most important ones are aimed at the early intervention and inclusion on a local level. Additionally, in 2015/2016, especially

innovative skills are to be promoted in and for companies. Entrepreneurial spirit and social innovation are at the centre, although these terms are interpreted in very different ways. In this context, Denis Leamy points out that the OECD operates a Centre for Entrepreneurship in the Italian town of Trento, which takes up international discussions and pursues the different country and culture-specific approaches.

The conclusion of the discussion:

Despite all the differences between the major European cities with regard to economic, legal and labour market conditions as well as the different training and qualifications systems, there are still many similarities. This concerns both the analysis as well as the respectively chosen approaches to combat unemployment.

Everyone agreed that qualified school, university and vocational training graduation are the best insurance against youth unemployment. Therefore, the different approaches focus on those young people who have not finished school or are without a qualified education or training. The approaches are characterised by individual coaching, outreach counselling, strengthening of the dual system or interventions at the interface between school and company, with qualification and (part-time) employment. Hereby, the European Youth Guarantee and the planned Youth Employment Agencies in Berlin play an important role. There was also a consensus about how important it is to win over the social partners and companies. Only with that, successes in labour market policy can be achieved, which do not, however, happen automatically but always require political initiative and the willingness of the major players to work closely together. Where traditions of social dialogue and well-functioning social partnerships exist, the opportunities to enforce the basic principle of Decent Work are greater than when this is not the case.

Youth and long-term unemployment are often concentrated in specific areas or neighbour-hoods of big cities. Therefore, some cities (Birmingham, Dublin, Stockholm) emphasize the socio-spatial approach, which is also particularly supported by the OECD LEED Forum. Especially at the local level, they see the opportunity to reach both disadvantaged target groups of the labour market and businesses equally, generate jobs or apprenticeships, build and develop partnerships and to effectively use the financial means for the integration of young people and the long-term unemployed.

Large cities are attractive for professionals and a trend towards the big cities is undeniable. But they are also expensive. In the big cities, it is – especially for SMEs – increasingly difficult to find suitable staff. They need support through appropriate preparation of the youths and long-term unemployed, so that they are equipped with the necessary basic skills and qualifications in order to be able to succeed as a professional or gain access to the companies at all. Countries like Poland suffer from the emigration of qualified professionals to other countries and invest accordingly in "return programmes". In the booming big cities, a lack of skilled workers already prevails, which is met with recruitment strategies, infrastructure projects and mobility-supporting measures. In financial terms, national and ESF or EFRD funds play a central role.

4. The European Dialogue

4.1 Workshop 1:Overall reduction of unemploymentBiggest challenges and successful approaches

Moderation: Prof Dr Matthias Knuth

After the employment situation in Germany has improved considerably, the remaining unemployment is strongly characterised by long-term unemployment. The proportion of long-term unemployed to all unemployed is particularly high in Germany compared to other EU countries and is only surpassed by countries that still suffer from the Euro crisis. A further reduction in unemployment in Germany only seems possible if solutions can be found for more long-term unemployed people.

It appears that the discrepancy between the expectations of employers towards applicants and the presentable employability of a large proportion of job seekers is particularly high in Germany. The active employment promotion still has a hard time bridging the gap.

Against this background, two exemplary approaches from Berlin are contrasted with experiences from Denmark and Ireland.



Jens Sibbersen from Copenhagen reports on the placement of unemployed university graduates

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Jens Sibbersen, Director of a career centre for unemployed university graduates Copenhagen, Denmark, explains the approach how academics in Copenhagen are placed in the primary labour market.

He points out that in light of recent labour market reforms in Denmark, incentives and requirements for a rapid re-integration into the primary labour market have increased significantly. A significant change in attitude has taken place in employment agencies as a result of the reform. Instead of only administrating, job centres today are rather partners and promoters of the companies, but also of their customers. The consultation of the long-term unemployed has become more individual and is aimed towards a high level of personal initiative (e.g. an obligation of intensively contacting possible employers). Through these requirements, new formats have been created (e.g. think tanks) and consulting services have become professionalised. However, he also points out the requirements noticeably overwhelm many employees



The Berlin Job Coaching is the subject of Dr Thomas Günther's presentation

Dr Thomas Günther from the Senate Department for Labour, Integration and Women's Issues describes in his presentation the Berlin Job Coaching for publicly funded employment. This coaching offer for participants serves to improve the chances of integration into the primary labour market and is one of a number of instruments under the regional initiative to reduce long-term unemployment, Berlin Works. In his presentation, Dr Günther reports about the concrete implementation, monitoring and database system as well as measuring success. After the start of the Berlin Job Coaching in 2012, positive results have been achieved.

When asked to what extent data protection is granted for the data collected on the participants, Dr Günther emphasises that the participants sign a privacy statement with the coaches. Beyond this, the compilation is done by ID numbers and not using real names. An evaluation can therefore not be done individually.



Sandra Siebe brings the Berlin Job Coaching for businesses into focus

Subsequently, Sandra Siebe from Goldnetz gGmbH speaks about the implementation of the Berlin Job Coaching for businesses. The programme is aimed mainly at former unemployed people who have recently been placed in a job as well as unemployed people who are close to being integrated. In addition to the support services for the creation and consolidation of employment, advising on funding instruments of the State of Berlin for businesses also takes place. As an example

of concrete reasons for activities of the job coaches, Ms. Siebe mentions absence from work due to illness, which is not reported in time by the employee. Here, coaches can, for example, diffuse a conflict by taking over the communication instead of the employer.

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Sabine Daniel from the Senate Department for Labour, Integration and Women's Issues reports on approaches to the vocational training of women in the context of the advancement for women in Berlin. Women shall be especially supported in increasing their career opportunities in the labour market as well as enhancing existing skills.

Ms. Daniel explains that the disadvantages of women due to missing certifications become apparent above all for women who have low qualifications. In this area, women are significantly more excluded from labour participation than men. Because of early motherhood,

childcare or family conditions, many women run the risk of not being able to finish school or a vocational training.

In order to offer support, the Senate Department promotes several measures specifically for women with special needs. The offers consist essentially of qualification measures and social-pedagogic guidance, where the entire family system is respected. They are aimed at long-term unemployed, disadvantaged women who have normally been receiving benefits according to SGB II for more than four years.



Ms. Sabine Daniel addresses the Berlin approaches to vocational training for women

According to Ms. Daniel's opinion, it's all about the basics, which are promoted here. Thus, it

the basics, which are promoted here. Thus, it is especially important to learn how to learn. Even if most times the offers do not lead directly into the primary labour market, important processes are still often initiated. The ESF conditions have proven to be disadvantageous in practice. Accordingly, in the past only the training could be officially funded but not

the accompanying support. In the new funding period, there are indeed simplifications but the administrative effort in other areas has increased significantly. Undoubtedly, the measures are expensive and one has to face the question of how the relationship between costs and benefits could be improved.



The Moderator of the workshop, Prof Matthias Knuth, gives the foreign guests additional information for a better understanding of the German presentations



At the end of the lecture, *Prof Knuth* gives the following information for the foreign guests to understand.

- a) The German education system sets high demands through a dual training of several years. With a qualified vocational training, one is indeed very well prepared for the labour market; however, those who have no qualification are mostly not integrated into the labour market.
- b) Regarding the issue of migration, it should be taken into account that immigrants in recent years are mostly better qualified than the migrants (migrant workers) of the previous decades who had rather less qualifications.



Mick Creedon presents the EU-funded pilot project "Ballymun Youth Guarantee"

Mick Creedon, Director of the Ballymun Job Centre Co-op Limited (BJC), a citizen-based and dual-funded support facility in Dublin's Ballymun district, in his presentation focuses on the pilot project funded by the European Commission, "Ballymun Youth Guarantee". Mr. Creedon reports on the specific situation in the disadvantaged region of Ballymun, the work of the BJC and the programme implementation of the "Ballymun Youth Guarantee". This involves an intensive support of disadvantaged young people in the form of activation, training, qualification and integration into the primary labour market. Within the project, different groups were analysed according to their status and requirements in 2014, and individual support services were developed. For Mick Creedon, among the most important findings from the project are the following aspects:

- good partnership with the national level
- high flexibility and targeted use of resources (instead of funding according to the watering can principle)
- added value of high-quality support

Only beneficiaries could participate in the pilot project. Therefore, the proportion of male participants was higher since many women are not entitled to benefits due to pregnancy and parental leave.

4.2 Workshop 2: Enforcing decent work conditions as a general principle - New approaches for combatting precarious working conditions

Moderation: Dr Mary Dellenbaugh, Europe Agency

Enforcing decent work as a general principle is a primary objective of Berlin's labour market policy. This also includes specific requirements for the design and organisation of work in order to positively affect precarious employment. In this context, characteristics of decent work are living wages or a healthy and humane

workplace design as well as non-discriminatory access to training and work. Further important aspects are the equal pay for the same or equal work and the reconciliation of work and family life. Against this background, the transition to flexible employment and labour mobility were the central topics of the workshop.



Monika Fijarczyk from the Berlin Consulting Office for Posted Employees explains in her presentation the specific problems of the mobile workers from EU countries in the Berlin labour market. She points out that particularly for mobile employees whose employers are located abroad there is a special need for protection. Marginal language and legal skills of the employees, but also specific difficulties in the recognition of their professional qualifications, repeatedly lead to abuse and exploitation.

Applicable minimum conditions are often not respected or circumvented by so-called fake self-employment. Especially in these cases, neither in the sending nor the receiving state social security contributions are paid or the provisions of the Minimum Wage Act complied with. Ms. Fijarczyk highlights that especially the contractors can be reproached for their lack of responsibility when it comes to selecting and making use of subcontractors.

In her opinion, constructive approaches to reduce the abuse result from a better interconnectedness and the strengthening of the cooperation between the already existing consulting structures. Here, it is necessary to more and better sensitise the authorities and contribute to changing the public perception of economic migrants.

In the subsequent discussion it is pointed out that mobile workers are mainly at the mercy of the job agents, functioning as middlemen and actual contact people. This is why conventional standards such as minimum wages, sufficient health insurance or adequate housing are hardly respected and in many cases not even the outstanding salary is paid in full. Even highly qualified employees who work in the IT industry find themselves in these precarious working conditions. The labour conditions in the construction and cleaning sectors are described as particularly dramatic.

It also becomes apparent that existing sources of advice or information are not used by the affected people – or only to a very limited extent. To address this lack of information, information about the conditions and risks are now also widespread in the home countries of the mobile workers. However, more and better information available in different languages, better interconnected support structures as well as a better monitoring system are needed.



Kari Tapiola analyses the issue of Decent Work in the historical context

Kari Tapiola from the International Labour Organisation (ILO) chooses a rather historical approach to the enforcement of Decent Work. In his presentation, "What does 'Decent Work' mean in the European context", Mr. Tapiola raises the question if the European social model has reached critical levels; because the goal, to adhere to international labour standards and thus provide social security as well as enable free employment, is no longer recognizable. In this context, Kari Tapiola refers to the concept of the European social model, in which principles such as fundamental workers' rights, good working conditions, employment protection or the social dialogue, which is based on the voluntary cooperation of the government, workers and employers, have been reflected since 1919. This tripartism was also the basis for the reconstruction in the 40's and 50's and the development of the EU (European Market).

He describes that within the framework of the social dialogue, "Decent Work" was initially part of the reconstruction, however, significantly criticised later in respect to flexibility, especially in the US and UK. Kari Tapiola points out further that a second wave of criticism against the European social model began after the end of the Cold War. Thus, more entrepreneurial freedom was demanded in the West while solidarity and collectivity as a social model became unusable in the East. Kari Tapiola finally sees the third wave in the form of austerity policies, with which in his opinion the social dialogue has come to a standstill. But it is precisely in times of crisis that this dialogue is urgently needed.



Viveka Ansorge introduces the campaign "Job Option Berlin" to raise awareness and present information about mini-jobs

The third presentation of the workshop deals with the issue of "mini-jobs". Under the title "Why a mini-job? Make more of it", Viveka Ansorge from zukunft im zentrum GmbH explains how the goal, converting mini-jobs in "Decent Work" or long-term jobs, is to be achieved. Thus, a campaign under the name "Job Option Berlin" was developed, which should initially create a basis for awareness through YouTube and posters. In the second phase of this educational campaign, events were deliberately carried out on the subject in order to deal with the "classic misunderstandings" in regards to the opinions of mini-jobs. Little is known, for example, that even with a mini-job one has an entitlement to holiday time or that mini-jobs mean higher extra expenses for employers.

In this context, Job Option Berlin also offers individual counselling for people with a mini-job. It's about opening up alternatives. But also companies are given advice. For this, Job Option Berlin has developed extensive information materials.

Ms. Ansorge further refers to the complex problems for workers and describes that the construction of mini-jobs can be criticised, especially in regards to long-term social security (retirement). Furthermore, working hours are often not clearly defined and even exceeded, so that ultimately there is a danger of circumventing the minimum wage with a mini-job. Many workers, however, do not dare to stand up for their rights.

Job Option, therefore, has good arguments ready especially for employers that can contribute to reconsideration on the side of the company. Thus, the conversion of mini-jobs could also contribute to securing skilled employees and reduce the fluctuation in companies. And also the job satisfaction of the workers increases causing team spirit and a corporate bond to be created. Ultimately, "Decent Work" has a positive impact on the quality of work. Also noted is that the number of mini-jobs is gradually decreasing and even more companies are utilising the advice offered to them.

In the subsequent discussion, it is argued that, nevertheless, many workers see a mini-job as a chance and sometimes only want to work a few hours. One could counter that mini-jobs, however, are less convincing as an opportunity for career changers since they are more often than not accompanied with a dequalification. This concerns especially well-qualified professional and academics.

In the end, it is clear that current information and education are central for a conversion of mini-jobs into employment subject to social security contributions; at the individual level, however, solutions are only conditionally possible. What matters is that, in this context, policy-making is essential.

4.3 Workshop 3: Developing metropolitan areas into top locations for skilled workers Education and qualification: the most important impulse

Moderation: Stephanie Urbach, gsub mbH

During the workshop, the discussion considers what approaches are being pursued in major European cities in order to meet the required demand for skilled labour, ensure a high level of qualification and at the same time contribute to the reduction of unemployment.



In their presentations, Ursula Adam and Klemens Himpele focus on the economic policy quidelines of Vienna as well as the Qualification Plan of 2020



To begin with, *Ursula Adam from the Vienna Employment Promotion Fund (waff) and Klemens Himpele, Head of the Municipal Department 23 – Economic Affairs, Labour and Statistics of the City of Vienna* report on the economic policy guidelines of Vienna as well as the Qualification Plan of 2020.

In the first part of the presentation, Mr. Himpele outlines the characteristics of Vienna as a location for business. This is characterised above all by the fact that Vienna – geographically speaking – is situated relatively far to the east. The high wages in Vienna, as one of the richest European regions, stand therefore in direct competition with the wage level of Eastern European

cities such as Bratislava with the same unit labour costs. Hence, Vienna places great value in high quality and productivity. He goes on to say that knowledge-based services determine the economic standing. Vienna belongs to one of the largest university locations in Europe. Approximately 80% of students remain in Vienna after graduation. Moreover, many international organisations are located in Vienna. In recent years, the city has recorded a sharp increase in population, which continues. Both the employment rate and the unemployment rate are presently rising: this is a result of the rise in population, increase in period of employment and the return of many women to the labour market after maternity leave, according to Himpele. A shortage of skilled workers is especially apparent in the academic sector and at the medium-skilled level. On the other hand, there is a declining demand for workers with only a compulsory education.

The focus of the guidelines of the Viennese economic policy is, above all, decent and high-quality work as well as the aspect of a living wage. Cultivating a low-wage sector is to be prevented. With that, among others, the roots of the "Red Vienna" shall be taken into account.

Ms. Adam reports on the Vienna Qualification Plan 2020 and explains that it is a strategic document. Its goal is to minimize the percentage of technically low-skilled people in the population because in a knowledge-based service economy especially the demand for highly skilled people increases. In addition, the participation opportunities of Vienna's population are to be improved. Accordingly, the goal is to gain more qualifications beyond that of compulsory schooling. Characteristics of the Vienna Qualification Plan 200 are above all the cooperation of different policy areas (labour market policy, education policy, social policy and integration) as well as the cooperation between different policy levels (federal, state, districts, social partners and NGOs). This collaboration is important in order to achieve quantified goals, says Ursula Adam. The Qualification Plan is monitored by a coordinating partner and covers three areas of activities:

- School and vocational training (more young people should continue with further education, dropping out of school is to be minimized),
- Vocational training for adults (number of people who finish their apprenticeship certificate at a later date should increase significantly) and
- 3) Increasing information and the motivation of people.

In the subsequent discussion, the topic is to identify the needs of employers. The shortage of skilled workers is currently not a major issue in Vienna according to the feedback. There is an exchange with the labour market service and the social partners on this topic. In addition, suddenly increasing wages indicate where a shortage of skilled labour is developing.

The recognition system "It's my chance – I can do it!" is met with interest. Skills related to the apprenticeship final exams are recorded. Permission may be given if relevant courses have been completed or professional experience can be proven. The requirements of the participants are checked by a third party.

Another question is asked regarding the professional orientation and whether there are any special experiences. It is explained that this is basically situated in the schools and defined as a school subject. It could, however, be carried out in many different ways by the schools. Generally, the preliminary work for the schools is done from the outside, for example, by companies that offer internships and open-house days. The social partners also approach the schools.

In Berlin, the readiness of young people for an apprenticeship is often complained about by social partners. Therefore it is asked how this topic is discussed in Vienna. It is explained that the expectations of the employers towards the apprentices are increasing. Moreover, Pisa has shown that the last 20% of the student body are not ready for training to the extent as it corresponds to their age. Therefore, free tutoring is offered as well as monetary support services for those companies that train these students. A quality seal was developed for these dedicated companies.



In her presentation, Margrit Zauner informs about the educational counselling in Berlin

Margrit Zauner, Department Head "Professional Qualification" in the Berlin Senate Department for Labour, Integration and Women's Issues gives a brief overview about the Berlin way of educational counselling. Initially, Ms. Zauner points out that there are many similarities between Berlin and Vienna, which can be explained by the fact that both are big cities and fast-growing regions. She explains that the interest of the Berlin way of educational counselling is primarily focused on people who are older than 25. Thus, Berlin is dedicated to an age group that is - in terms of education seldom the focal point. The guidelines of the government policy on the issue of educational counselling are set out in the coalition agreement, Ms. Zauner continues. In this it is stated that comprehensive, low-threshold and unbiased counselling are essential elements for the Berlin labour market. Ms. Zauner describes that educational counselling is closely linked to economic development and perceives educational counselling as well-made interface management. Educational counselling could help to generate lacking professionals.

The Berlin-Brandenburg study on skilled workers has shown as a significant result that without further action in the coming years a skills shortage of almost 500,000 people is to be expected in the economic area of Berlin-Brandenburg. In order to meet this shortage of skilled

workers, existing competencies should be fully exploited. Educational counselling must be available for everyone, low-threshold and publically funded. Another important feature of the Berlin educational counselling is the neutrality, i.e. the independence of further education providers.

Educational counselling centres are accompanied by KES (Coordinating Body for Publically Funded Further Educational Counselling Centres in the State of Berlin), which ensures a common documentation of all educational counselling centres and by k.o.s. GmbH, which supports quality assurance in counselling. The quality development of Berlin's educational counselling is additionally ensured by the accompaniment of an advisory board as well as an annual management review. There is a Quality Framework Berlin Model (QBM) with the motto "Good and high-quality educational counselling".

Three basic principles apply for the Berlin educational counselling: Free and accessible educational counselling is provided for everyone, which serves the equality of opportunities. Educational counselling starts with the interests and requirements of those seeking advice. All counsellors have a common understanding of counselling. In 2014, 21,012 consultations were held.



In the workshop there is a lively exchange on the topics – here, Mr. Sebastian Fischer from the Berlin Senate Department for Labour, Integration and Women's Issues, presents his point of view

Subsequent to the presentation there is a discussion about how counselling offers are published and how the cooperation with the Federal Employment Agency and the Job Centres works. It is reported that those seeking advice are often referred to counselling centres by the Job Centres, for example to the Job Agencies (Jobassistenz) located close by the Job Centres. Other ways in which the counselling centres become known are the long-standing tradition in the cityscape, advertising in public transportation, at education conventions, through mobile counselling, flyers, and especially by the recommendation of others, the so-called "word-of-mouth advertising".

There were further questions and discussion on the whereabouts of the people counselled, among others. In that respect, Ms. Zauner explains that a comprehensive concept of follow-up surveys was launched 3 years ago and regular follow-up interviews of those advised are carried out. Ms. Zauner also reports on the first experiences with the "Education Hotline" (Bildungstelefon) that began on 1 January 2015. The establishment of the Education Hotline took a long time to prepare. There is, however, a good cooperation between the federal and state governments. The experiences so far are positive although there is still room for improvement regarding the counselling numbers. The reason for this is, among other things, that the population must be made more aware of the Education Hotline.



In his presentation about the Port of Rotterdam, Maarten van Kooij introduces the relationships of image, the factor of "Labour" and creating a network of different actors

In the further course of the workshop, *Maarten* van Kooij, Strategic Consultant for the Department of Labour and Income of the City of Rotterdam, explains using the Port of Rotterdam as an example of how human capital can be built up and maintained in strategically important fields. He begins with some data and facts about the port: The Rotterdam port facility is located approx. 80 km from the city centre and features various sectors, including petrochemical industry, maintenance and repair, logistic and maritime services. Here, a stock turnover of 450 million tons per year occurs, this corresponds to 21 billion Euros and a 3.5% proportion of the Netherlands' GDP. 600,000 inhabitants live in Rotterdam, the unemployment rate is 13% (in the surrounding area of Rijnmond only 6.5%), 40,000 people live on benefits. After heavy cuts in the state budget, 65 million Euros are available for the reintegration of unemployed people.

Every two to three years, a labour market analysis for the port is carried out. Approximately 2,400 jobs per year will be created over the next two years. The strongest growth is in the area of technical services. Maarten van Kooij refers to the challenges associated with this. He talks about the bad image of dock work and the challenges of finding qualified personnel for working in the port.

Von Kooij explains that the "Portvision 2030" was developed in 2012/2013 by the actors of the Port of Rotterdam in order to meet the challenges ahead. This has proven to be an important catalyst for much-needed change. The factor "Labour" was identified as one of the ten most important factors for the future of the port. Here, the following aspects were considered especially relevant:

- 1) Motivating young people for port-related or technical studies,
- Increasing the number of students in subjects with technical and logistical focus and
- 3) Improving strategic personnel planning.

However, the most important step was the creation a discussion forum and a network between employers, social partners and local authorities as well as the dialogue of these actors.

In the subsequent discussion, Maarten van Kooij points out that currently schools are the most important place for the dissemination of knowledge about working in the port and improving its image. The employment agencies work closely with the schools with the goal of increasing the number of mid-level qualifications and port-related trainings.



Working with displaced people in the "bridge" network is the subject of the speech by Dr Gerlinde Aumann

Representing Ms. Imke Juretzka, *Dr Gerlinde Aumann of the Center for Refugee and Migration Services* reports on the activities of the network "bridge – Berlin network for the right to stay" and how the professional integration of displaced people can succeed.

For 10 years, the Center for Refugee and Migration Services (zfm) as a partner of the network has offered comprehensive support and funding for the integration into the labour market, vocational qualification as well as placement in training programmes and jobs. Among other things, companies are approached about making jobs and internships available. Dr Aumann emphasises that in all activities networking is in the foreground. Players in politics and administration are included; there is cooperation with the job centres, employment agencies, guilds and the Chamber of Crafts. The Office of the Commissioner for Integration and Migration is responsible for the strategic management, clarification of social and legal residence issues as well as the implementation of trainings and professional events. To sensitise the network partners, a guide was developed in recent years. Personnel are regularly trained.

Additional contents of the work and tasks of the "bridge" network are: guidance function, consultation, coaching, continued education and application training, the acquisition of further professional fields and companies in the hospitality industry, nursing sector as well as the commercial and technical fields, among others.

The network partners accompany and advise people with various support requirements. Ms. Aumann reports that the refugees who are currently coming to Berlin have a relatively good educational background. Overall, however, she refers to the following challenges: a lack of language skills, problems getting legal residence, missing recognition of qualifications, little to no knowledge about the labour market and administrative structures.

In the discussion, especially the challenge of how to really reach the people who are in need of support is identified. The participants agree that there is a need for further optimisation and other access channels must be found.

4.4 Workshop 4: Improving the cooperation between local labour market actors – Good practice for partnerships and coordinated use of resources

Moderation: Louise Jacobi, gsub mbH

One of the main objectives of Berlin Works is "to improve the interaction of the players in order to increase the effectiveness of the means". In Berlin it is mainly about intensifying the cooperation of the Federal Employment Agency and the economic and social partners as well as within the Berlin administration and with the districts. In 2013, this intensified cooperation led to, among other things, a common framework labour market programme of the State of Berlin and the Regional Directorate Berlin-Brandenburg of the Federal Employment Agency (update of the programme from 30 July 2014) as well as a joint declaration between the Senate Department for Labour, Integration and Women's Issues, the German Trade Union Confederation (DGB) of Berlin-Brandenburg and the Confederation of Employers and Business Associations (UVB) of Berlin and Brandenburg.

The partnership approach has played a central role at the European level for a long time. Again, it comes down to the involvement of the economic and social partners, the authorities, but also the civil society players, especially in the implementation of the European investment and structural funds. The European approach relies heavily on the involvement at the regional, local and urban levels as well as the relevant stakeholders there. In many European member states, this led to regional, urban and local partnerships as well as decentralised or "territorial" employment initiatives.



Matthew Ainsworth reports on the integration achievements of the "Working Well Pilot" programme in the Greater Manchester region

Matthew Ainsworth, Project Manager for the Employment Initiatives in Greater Manchester, talks about the reduction of unemployment in the Greater Manchester region through integration and decentralisation. Mr. Ainsworth describes Great Britain's predominantly centralised system for the provision of social assistance and points out that services developed on this basis have proven valuable for people close to the labour market, however, for those with more complex needs it has not.

Therefore, the Greater Manchester region and the Department for Work and Pensions (DWP) jointly designed an innovative programme that is supporting 5,000 people. In the Greater Manchester region (GM), more than 250,000 people are unemployed. A large number of them have complex and persistent problem with health, housing, low skills or within the family. The local authorities in Greater Manchester thus have constructed an integrated and coherent system of employment and qualification support measures, which is primarily aimed at those with the greatest needs. Mr. Ainsworth reports that the "Working Well Pilot" programme shows greater success than comparable national programmes and notes that so far about 20% of the participants have started working. In comparable national programmes only 3.5% of the participants could be integrated into the labour market.

Mr. Ainsworth identifies two success categories:

- 1) The support ratios per agent are much better with the new funding approach:
 Here, one "Keyworker" is responsible for 30 40 participants. With national programmes, there is one "Keyworker" for approx. every 200 participants.
- 2) The new funding approach is designed much more comprehensively. In addition to support measures that serve the work orientation, support services for social issues including the areas of health, housing and family are granted and it is ensured that these services are coordinated with each other according to the individual situation

Due to its great success, the "Working Well Pilot" programme will be expanded to 15,000 participants till 2017, and from 2017 on up to 50,000 participants.







Alexander Schirp from the Confederation of Employers and Business Associations of Berlin and Brandenburg

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Wolfgang Möller, Department Head in the Senate Department for Labour, Integration and Women's Issues, presents together with Christian Hoßbach from DGB Berlin-Brandenburg as well as Alexander Schirp from the Confederation of Employers and Business Associations of Berlin and Brandenburg the "Joint Declaration on Strengthening Social Partnership in Berlin".

As stipulated in the coalition agreement and the guidelines of government policy 2011 – 2016 as well as in the key points of the Berlin-Works programme, the Senate Department for Labour, Integration and Women's Issues, with the German Trade Union Confederation (DGB) of Berlin-Brandenburg and the Confederation of Employers and Business Associations (UVB) of Berlin and Brandenburg have negotiated a Social Partnership Agreement in 2012/2013.

The "Joint Declaration on Strengthening Social Partnership in Berlin" signed on 22 May 2013 is aimed at the strengthening of the collective bargaining autonomy and the tariff system through strong bargaining parties and also contains a shared commitment of the three partners regarding very different principles of decent work derived from various policy fields.

Already during the creation of the social partnership guidelines, a basis of trust has been developed between the social partners and the Senate Department in charge of Labour. On this basis, a social partnership agreement could be developed that, regarding its regulatory content, goes far beyond respective agreements in other German States.

In addition, other activities were implemented that were initiated as part of the regular social partnership dialogue based on the social partnership guidelines:

- design of funding guidelines (e.g. qualification),
- project funding of "Occupational Health Management",
- establishment of the "Working Group on Fair Labour",
- supporting the establishment of the Youth Employment Agency in Berlin,
- the demonstration of best practice examples in individual sectors, e.g. the monitoring of decent work as a fundamental principle in skilled crafts.



Uwe Schulz-Hofen from the Senate Department for Labour, Integration and Women's Issues and Bernd Becking from the Federal Employment Agency emphasise the successes of close coordination for the "Common Framework – Labour Market Programme"

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In the course of the workshop, *Uwe Schulz-Hofen from the Senate Department for Labour, Integration and Women's Issues and Bernd Becking from the Regional Directorate Berlin-Brandenburg of the Federal Employment Agency* report on the renewal of the common framework labour market programme in Berlin.

The funding of services for the promotion of training and labour market integration in Berlin is done mainly by the Federal Employment Agency and the State of Berlin. The close "horizontal" coordination between the two actors contributes to using the limited financial resources in such way that the activities of the State and Federal Government focus on agreed upon goals, complement each other well and funding competitions are avoided. In Berlin, as the first and so far only State in Germany, these common goals and the respective measures to achieve them have been defined in the "Common Framework – Labour Market Programme" since 2013.

Accordingly, the youth unemployment rate in Berlin shall be decreased to below 10% and the number of all unemployed minimised to less than 200,000 people.

Basic objectives of the common framework labour market programme are:

- greater focus of resources on priority goals
- better collaboration / easier coordination
- current and reliable information and orientation basis for employees
- increase transparency for citizens
- positive pressure towards regular impact assessments
- promote a systematic development of approaches for action

The programme is updated annually with the participation of relevant partners. In the second renewal in the middle of 2015, the establishment of the Berlin Youth Employment Agency, the support of migrants (especially displaced people) and the integration of long-term unemployed people into the labour market through coaching procedures, among other things, shall be included into the common framework labour programme.

So far the biggest challenges perceived for the future development of the common framework labour programme are:

- Early coordination of the use of funding taking into account the respective selfsufficiency during the awarding process
- Educational goal planning, especially for young people struggling in school
- Sustainability in the labour market integration
- · Quantitative achievement of Berlin's goals



Ciaran Reid describes in his presentation the local partnership in the Ballyfermot district in Dublin and its successes

In the last presentation of the workshop, *Ciaran Reid, Managing Director of the Ballyfermot Partnership*, reports on local partnerships and local development agencies in Ireland using the example of the Ballyfermot district in Dublin.

The emergence of local and municipal development structures in Ireland in the last 20 years is a bottom-up reaction to combat the high unemployment rate and the impact of poverty and social exclusion in disadvantaged communities throughout the country.

He reports that there has been a comprehensive review and rationalisation of the community and voluntary sectors since the recession in Ireland. Moreover, there has been a major institutional reform at the level of government and local authorities. The role of local authorities has been strengthened here and now plays an important role in the planning and support of community-based initiatives.

In the Ballyfermot district in Dublin, customised support models for this district with a high percentage of disadvantaged people could be developed based on a comprehensive location analysis. According to Ciaran Reid, the fundamental goal of local, horizontal partnership is to support the Ballyfermot municipality, retrieve its full social and economic potential and reduce unemployment, poverty and social exclusion. In order to implement this objective, a variety of actors (e.g. the municipality, businesses, education and employment providers, job centres) cooperate and set local goals they want to achieve together.

To date, in the framework of the local partnership, 1,500 participants with complex needs could be supported, of which a high percentage was employed.

Further positive results of the local partnership are:

- the implementation of customised projects through a better understanding of people and their complex needs,
- a more intense exchange with the relevant local stakeholders,
- a decreases of state transfer payments to disadvantaged people.

5. Closing Words



Boris Velter, Berlin's State Secretary for Labour, thanks all the guests for the interesting contributions and the successful international exchange

In his closing remarks, the Berlin's State Secretary for Labour, Boris Velter, emphasises that the European dialogue will be constantly continued and one's own work questioned and reviewed again and again. The conference has shown how important the exchange with European partners is.

State Secretary Velter thanks the guests of the panel discussion, the keynote speaker and the people giving input in the workshops for their contributions as well as the participants for their attendance and the many substantial suggestions.

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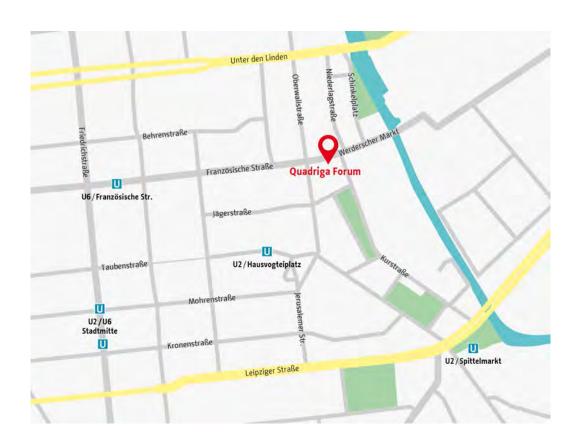
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