



The 4-Phase Model (4PM) for activation and the management of transitions

THE 4PM IS A CONSISTENT AND SOPHISTICATED CONCEPT WITH FOUR PHASES FOR INDIVIDUALISED SERVICE PROVISION TO JOBSEEKERS (NOT ONLY UNEMPLOYED)

Publication date: March 2017

GERMANY

	Customers needed to be provided with more customer-oriented services, identifying their individual problems and directing them towards a solution. At the same time, placing and counselling specialists needed better support to fulfil their tasks in a systematic, high-quality and economic manner and in line with target achievement and the legality of actions. Managers needed better transparency for measurement planning and operative controlling.
Name of the PES	Bundesagentur für Arbeit (BA)
Scope of measure (a pilot project or a national reform)	Regular practice
When was the practice implemented?	2009, ongoing
What was the driver for introducing the practice? Was it internal or external?	Internal
Which organisation was involved in its implementation?	BA
Which groups were targeted by the practice?	Employment counsellors
What were the practice's main objectives?	High-quality and individualised service provision to jobseekers
What activities were carried out?	Introduction of a binding common concept for the provision of services to jobseekers according to four phases including: i) profiling, ii) target definition, iii) strategy selection, and iv) action and controlling. Profiling is an integral part of individualised service provision to all jobseekers and its mandatory starting point. As a result of profiling the counsellors can forecast employability by mapping jobseekers' proximity/distance to the labour market with the two principle categories 'near' (integration into the primary labour market within 6 months is feasible/likely) and 'far' (integration within 6 months unlikely) cases. Employment counsellors have a wide range of discretion regarding the choice of services and measures. This discretion is bounded by the profile of a jobseeker. For specific profiles only selected service bundles should be chosen. This decision is supported by a so-called product directory which includes recommendations, lists the most suitable ALMP-measures for the different strategies and describes promising implementation alternatives (so-called 'action strategies'). This product directory can be complemented with local activation/integration strategies and service bundles.
What resources and other relevant organisational aspects were involved?	In-house training and IT-support
What were the source(s) of funding?	BA budget

What were the outputs of the practice: people reached and products?

Profiling, product directory and action strategies are used with all jobseeking customers. Therefore, a high transparency exists both for placing and counselling specialists as well as for customers throughout the whole process.

What outcomes have been identified?

In identical or similar cases customers receive a fair and equal treatment regardless of which office they contact for support. Systematic and structured business processes help the customer to understand the individual steps of the integration process and clarify both the customer's and the PES' contribution.

What are the lessons learnt and success factors?

The placement and counselling officers should be supported by an IT-system during the entire process of consultation and placement. The information required by the system should be appropriate to the actual phase of the counselling and placement process – not all details might be needed in all phases and for all customers. The placement and counselling officers should have enough freedom to decide on the basis of their professional knowledge. Possible knowledge gaps that the counselling and placement officers might have, should be closed by specifically designed training, briefings and cooperative case debriefings by managers.



Contact details for further information

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