



Jobseeker screening, segmentation and organizational reform in Austria

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The organizational background - some facts and figures

Organization & structure of the AMS

- * Building up the „new AMS“ in 1994
- * Structured on 3 hierarchical levels:
- * 1 federal, 9 provincial and 98 regional/local organizations/offices
- * Strong involvement of social partners across all three levels
- * Strong commitment towards service-, customer- and process-orientation, decentralisation, MbO, controlling ...



The organizational background - some facts and figures

Size / number of staff

- * 4.190 positions (4.550 employees)
- * 145 in one federal office
- * 695 in nine provincial offices
- * 3.350 in 98 regional / local offices (size differs between 10 and 140)
- * for information, job placement, skill training & subsidies, unemployment benefits/security of subsistence ...
- * ... and 8,150.000 inhabitants, 3,185.000 dependent workers, 240.000 unemployed ...

- ✳ Problem/impulse: Increasing unemployment, increasing need for different services, ...
but: constant resources (staff) ...
- ✳ Therefore: Need for developing better services, improvement of processes and work-flow, optimizing technical support, optimizing use of resources ...
- ✳ Systematic use of internal and external know-how / expertise

Study showed ...

- ✳ ... need to improve efficiency (to do things right)
- ✳ ... need to improve effectiveness (to do the right things) - and therefore to look at the structure of organization / work / services ...

Crucial points:

- ✳ - interaction between placement and administration of unemployment benefits
- ✳ - managing different needs of clients

- ✳️ Combination of internal and external expertise created a **new model** to organize services for jobseekers ...

- ✳️ This is characterized by **4 key-points**
 - segmentation of clients
 - combining and integration of services according to these segments
 - establishing of 3 different areas of services („3-Zonen-Struktur“)
 - offering one-stop-service for „standard“-clients

- ✳ Traditional differentiation of clients
 - persons / employees / jobseekers vs. employers - is too „rough“...
 - further differentiation of jobseekers in (statistically defined) target-groups is too „fine“ ...for structuring services and organization
- ✳ New segmentation should relate to individual problems and need for support

- ✳ Finally identification of **3 types/segments** with different needs:
- ✳ **„Info-Kunden“**: need for information without further continuous support
- ✳ **„Service-Kunden“**: need for active support in job-finding and financial support
- ✳ **„Beratungs-Kunden“**: need for more intensive and individualized support and active measures for re-integration into the labour-market

Integration of services and staff-know-how according to segments resp. problems & needs

- * **„Info-Kunden“**: information about labour-market, vacancies, self-service ...
- * **„Service-Kunden“**: registration, systematic matching and information about vacancies, guidance, training (restricted), administration of unemployment benefits ...
- * **„Beratungs-Kunden“**: moreover intensive forms of counselling, guidance, training, measures & subsidies (qualification, employment, support)

- ✳ According to segmentation of clients and related services now the regional offices get structured in **3 areas (“Zonen“)**
- ✳ „Service-Kunden“ can get all their services on one spot, out of one hand ...
Staff in the „ Service-Zone“ is now able to give support in job-finding as well as to administrate benefits

- ✳ Process starts with clearing client's problems, needs, wishes ...
- ✳ if there is only demand for information > client is conducted to „**Info-Zone**“
- ✳ if there is need for active support > „**Service-Zone**“: Registration etc., -> „basic/first level-profiling“ -> „activity/integration plan“ ->
- ✳ decision, whether client remains in the „Service-Zone“ or will be transferred to „**Beratungs-Zone**“

Criteria for transfer to the „Beratungs-Zone“:

- ✳ relevant physical, psychological or social restrictions
- ✳ lack of specific qualification, job orientation, self-help-ability
- ✳ lack of schooling / education
- ✳ unresolved (child)care responsibility
- ✳ ... duration of unemployment more than 3 months

That means, clients will be guided/transferred from „Service-Zone“ to „Beratungs-Zone“

✳ immediately after first contact, when need for more intensive support - according to criteria - is evident...

or

✳ when this need can be seen during process of job-finding-support in the „Service-Zone“

or

✳ when period of unemployment lasts longer than 3 months

- ✳ **Model was tested**
 - in local offices out of 6 different clusters (according to size, labour-market-situation ...)
 - over a period of a whole year
- ✳ to see, whether the model is working and in which aspects it should be modified
- ✳ guided and systematically evaluated by a leading board (management) and a project-team (including all 3 levels of organisation)

Dimensions of evaluation:

- * labour-market related targets / indicators
- * organizational (process) targets
- * feedback of clients
- * feedback of staff

Results:

- * Clear positive feedback of clients and staff (esp. reduction of waiting time, better time management, less disturbance ...)
- * moderate effects according to defined targets / indicators

- ✳ **Roll-out** according to a central master-plan
- ✳ within a 3-year-period
- ✳ led by a leading board and a central project-team including all involved fields / levels
- ✳ and implementation-teams in all 9 provincial organizations
- ✳ for continuous support
- ✳ and systematic evaluation (analog to evaluation during the pilot-period)

- ✳ Schedule / time-table (milestones) realised
- ✳ training of staff successful
- ✳ scope for local variations productively used
- ✳ implementation / change process without loss of effectiveness

For clients ...

- ✳ More consequent process- and client-/customer-oriented workflow
- ✳ services & know-how organized and offered according to individual problems and needs of clients
- ✳ (all) contacts by appointment („Beratungs-Zone“)
- ✳ reduction of (unplanned) disturbances
- ✳ full one-stop-service for „Service-Kunden“ (more than 60% of all clients)

For organization ...

- ✳ Dissolving of a „2-firms-ideology“
- ✳ better cooperation, increasing working-climate, better individual „work-fit“
- ✳ reduction of unnecessary duplication of work ...
- ✳ better use of resources - more effectiveness & efficiency

• Data:	2000	2003
• Unemployed	194.314	240.079
• Unempl Inflow	728.672	847.442
• Av.Duration/Unempl.	118 days	101 days
• Outflow<3M	507.850	546.881
• DurationBenef.	15,9 days	13,3 days
• Subs.Cases	338.719	685.025