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**Departamento de Economía**

**Maestría en Economía**

The effectiveness of job search activation policies: the case  
of Barcelona Activa's Job Orientation and Job Search  
Service

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*Tesis de Maestría en Economía de*  
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**“La efectividad de las políticas de activación laboral: el caso de el servicio de orientación y búsqueda laboral de Barcelona Activa”**

Resumen

Este artículo analiza la efectividad del programa de asistencia en la búsqueda de empleo de la empresa de desarrollo local Barcelona Activa a partir de variables instrumentales. Los instrumentos utilizados son la duración del viaje en transporte público al lugar donde se realizan las actividades, y la diferencia entre la inscripción y el inicio de las actividades. Para el análisis, se han utilizado los registros administrativos del programa, los registros de seguridad social y la api de google maps.

En línea con la literatura, la intervención mejora la participación laboral de los participantes. Parecería existir una cierta tendencia a que los efectos de la participación mejoren en el mediano plazo. Este hallazgo va en contra de una parte importante de la literatura existente que concluye que el impacto de las intervenciones de búsqueda de empleo y orientación tiende a desvanecerse a los pocos meses de completar la participación. En este caso, el efecto de la participación aumenta seis meses y nueve meses después.

No se observa un patrón general respecto a los impactos de mayores o menor número de actividades realizadas.

Palabras clave: políticas activas de empleo, variables instrumentales, evaluación de programa, búsqueda laboral

“The effectiveness of job search activation policies: the case of Barcelona  
Activa's Job Orientation and Job Search Service”

Abstract

This paper analyzes the effectiveness of a job search program using instrumental variables. The instruments used are travel time in public transport to the place where activities are done, and difference between enrollment and start of activities. In line with the literature, the intervention improves labor participation.

We also see the lack of a general pattern regarding the greater or lesser immediate impacts of SORF activities. If anything, there would seem to be a certain tendency for the effects of participation to improve in the medium term. This finding goes against a significant part of the existing literature that concludes that the impact of job-search and orientation interventions tends to fade away within a few months of completing participation. In the case of SORF, the effect of participation increases six months and nine months later.

Keywords: active market labor policies, job search, instrumental variables, program evaluation, labor participation

Códigos JEL: J08, J21, C36, E24, D04



# 1 Introduction

Within the field of labor-active policies, monitoring, guidance and assistance are key components of the job-search process. On the one hand, many studies offer promising evidence of their effectiveness as a tool for job placement (Card, Kluve, & Weber, 2010) while on the other, their low-intensity format makes them significantly less expensive than other, more intensive interventions (such as, for example, training or work experience programs). This document is structured as follows: Section 2 offers a brief description of the activities of Barcelona Activa's Job Search Service (Servei d'Orientació i Recerca de Feina), and it classifies this program according to the map of schemes and intervention formats that are used internationally to classify the typology of job search and guidance programs. Section 3 summarizes the international literature on the effectiveness of job-search programs and the methods that are commonly used to evaluate such programs. Section 4 describes the characteristics of the population under study and the patterns of the participation of this group within the framework of this program. Section 5 contains an impact evaluation of the activities of the Guidance and Research Service. Section 6 offers a summary of the main conclusions of the evaluation and specifies a set of recommendations, which are aimed at strengthening the impact capacity of the Job Guidance and Research Service of Barcelona Activa.

## 2 Barcelona Activa's job search guidance

### 2.1 A description of the main activities

Barcelona Activa offers a wide and diverse range of career-guidance activities, which are aimed at increasing the options that individuals have available within the job-search process. From the second half of 2012, this portfolio of guidance and job-search activities

constitutes a stable and specific service. The activities included in the Job Orientation and Job Search Service (SORF) program are organized around the following blocks:

1. Personalized advice: This includes the possibility of conducting an individual, anonymous interview with one of the professionals from the BA guidance team without the need for a prior appointment. The purpose of this interview is to learn about the interests and perspectives of the person concerned and to offer an initial orientation in order to establish a plan in accordance with the established objectives. It also contemplates the scheduling of individual tutoring sessions on a timely basis, whenever these are requested by the participants of other training sessions
2. Group sessions: These are held in different parts of the city and they last for approximately 3 hours. Their main purpose is to inform and work on the employment opportunities offered by the city. Participants in these sessions are recorded in the BA databases.
3. Career guidance: These activities, which are structured in group sessions, usually last for 3 hours and they take place on different dates and at different times. Their aim is to provide tools for analysis and reflection on the employability conditions of the people who participate in them. BA programmed 19 sessions of this type during the fourth quarter of 2014.
4. Job search: These capsules, which have an average duration of 3 hours, are aimed at specific aspects related to the job-search process (CV preparation, job interview, employment, social networking, employability in strategic sectors, etc.), in order to make them more efficient. They take place on different dates and at different times. 49 capsules were scheduled during the 4th quarter of 2014.
5. Labor market: This block contains a set of training capsules, also of short duration, which are aimed at discovering the trends and opportunities of the labor market in the city, especially within its emerging sectors. 16 capsules were scheduled during the 4th quarter of 2014.
6. Barcelona Treball Joves: This block includes work orientation and job-search activities aimed specifically at people between the ages of 16 and 25 and they are de-

ployed in the various districts of the city through Youth Information Points and Youth Spaces. 57 capsules were scheduled during the final quarter of 2014

## **2.2 Job Search Assistance activities in comparative perspective**

Job-search programs are often considered to be an integral part of the labor active programs of different countries, along with other measures such as professional training, public procurement or subsidization of procurement in the private sector (Card, Kluve, & Weber, 2010; Kluve, 2010). And yet, when we talk about job search programs in general, the first thing to say is that we are referring to a complex and heterogeneous set of possible interventions (Blasco & Alegre, 2014). Indeed, job search programs may differ at different levels, and so are the axes that can be used for classification (Klerman et al. 2012; Meyer, 1995; Murray, 2010).

- At the substantive level, we could consider different individual tutoring formulas, job clubs, brokerage with companies, training sessions, job search monitoring and monitoring etc. as job-search activities.
- At the operational level, we could differentiate job search programs according to their duration and intensity (i.e. the level of dedication required from the participant), by their voluntary or mandatory nature (in reference to whether the participation is established, or not, as a condition of being the beneficiary of certain social or unemployment benefits), and in connection with other active policies (i.e. whether they are raised independently and as self-employed persons, or as a component of broader strategies for labor activation).
- At the strategic level, we should take the theory of change that the program prioritizes into consideration: as an assistance mechanism (to improve job search efficiency and suitability), as a training mechanism (to improve skills required by the labor market), or as a threat mechanism (to reduce the incentives for "voluntary" unemployment).

Finally, from a perspective of the change theory of the intervention, it should be considered that both the substantive content and the operational definition of SORF interventions are established in correspondence with their commitment to one or another mechanism of effectiveness. Klerman et al. (2012) provides an informative description of what may be the main mechanisms of action involved in defining these programs.

- Assistance mechanism: When the person looking for a job is sufficiently trained and motivated to access the available job offers, low-intensity activities aimed at identifying opportunities or strategic sectors, or working on specific aspects related to the job search, may be sufficient to promote the expected job placement. It is hoped, therefore, to improve labor participation through better adaptation and greater efficiency in the job search process.
- Training mechanism: When the person looking for a job is motivated, but not sufficiently trained or trained to access the available job offers, training those skills identified as necessary - basic, professional and / or non-cognitive is a prerequisite for labor participation. Therefore, actions of greater intensity are required than those of assistance, but of short duration (otherwise, they would not to be considered SORF).
- Enforcement mechanism: When the person participating in the SORF program is receiving social welfare that may increase the reservation wage, intensive monitoring systems may be required to ensure that the job search process conforms to the plan and that job offers are not rejected. These systems have instruments of "threat" (warnings regarding possible loss of benefits) and / or sanction (withdrawal or reduction of the benefit).

In the context of this heterogeneity, BA's job search activities can be identified by the following distinctive features:

- Unrestricted: With the exception of programs specifically aimed at young people, participation in all other orientation activities is completely open, which means that there are no requirements regarding age, employment situation or level of education that might restrict or prioritize access to them. In any case, it is the content of the activities that ultimately determines the profile of the participants.

- Low intensity: The level of dedication and commitment required to participate in SORF activities is quite low. The orientation sessions (group or individual), as well as the training capsules that make up the job search programming, can be carried out in isolation or independently. Activities that require more dedication can last up to 9 hours, divided into three sessions on different days. At the same time, the scheduling of all activities contemplates different time options.
- Voluntary nature: On the one hand, carrying out the activities is detached from any requirement related to unemployment (such as being the recipient of unemployment benefits / job-insertion income benefits). On the other hand, none of the activities mentioned is a prerequisite for accessing other BA services (or the Catalan Employment Service). With the exception of personalized advice, registration for all other job search activities is usually done via the BA website.
- Self-contained approach: First of all, the offer of career guidance services and capsules is not established as a gateway to any other BA service (or any other institutions), nor as a specific component of a broader activation program (for example, those that also include vocational training or work experience). Secondly, there is no package of predefined integrated activities. At most and as we have already mentioned, some of the longer-lasting activities are rolled out across multiple sessions. From this point of view, we should understand that the definition of each of the activities is self-contained and that the performance of one or other activity depends mainly on the interests and motivations of the people concerned.
- Assistance mechanism: The underlying change theory<sup>1</sup> is based on the assumption that the probability of the labor insertion of certain groups can be significantly increased by better adaptation and greater efficiency in their job search process. Thus, it is believed that low-intensity activities aimed at identifying strategic opportunities or sectors or working on specific aspects related to job search may be sufficient to facilitate the expected job placement.

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<sup>1</sup>Change theory is a commonly-used expression that accounts for the hypotheses and arguments that are the basis of the expectations of transformation associated with the actions that a program incorporates; i.e. the mechanisms by which policy is expected to bring about the changes it seeks.

Both the content and operational design of BA's SORF activities respond to its primary emphasis on the assistance mechanism (improving adequacy and efficiency in the job search process). To some extent, we can consider that some of the components of the service in question incorporate a commitment to the mechanism of training; is, for example, the case of those training capsules aimed at working (albeit in a short period) certain non-professional skills (communication skills, initiative, teamwork, etc.).

## 2.3 What do we know about the effectiveness of job search programs?

In recent years, a lot of evidence has been generated on the effectiveness of job-search programs. What are the main conclusions that we can draw from this? .

To answer that question we conducted a systematic search of literature using Google Scholar. These criteria were aimed at selecting<sup>2</sup>:

- i Programs similar and / or comparable to BA interventions
- ii Strictly evaluated programs (with a legitimate comparison groups, be it experimental or quasi-experimental)
- iii Programs developed in European countries

As a result of this search process, we ended up identifying a total of 32 baseline evaluation studies, referring to a total of 24 programs or policies with SORF components (see Table 8). This is the final sample on which the methodological and effectiveness review is based, to which we have added two meta analysis: Levy Yeyati et al. (2019) and Card, Kluve and Weber (2018).

Active labor market are interventions whose incidence depends on their design, context and implementation.

First of all, it would seem that job-search interventions are often more cost-effective than other labor activation programs (LAP), such as certain training programs and intensive work practices, or the promotion of public employment. In other words, job-search

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<sup>2</sup>The selection of references was also constrained by the period when the paper was written; see table A1 from for more information regarding the research literature

programs tend to achieve effects that are equivalent to, or greater than, other ALPs at a lower cost. However, programs aimed at building human capital (such as vocational training, wage subsidies) also show significant positive effects.

Secondly, job-search programs, especially when compared to intensive training or job training programs tend to generate a much smaller lock-in phenomenon<sup>3</sup>. This is especially the case with those job-search programs that prioritize monitoring, threat and sanctioning instruments.

Thirdly, design and implementation seem to play an important role: program length, monetary incentives, individualized coaching and follow-up, tutoring, training for a specific industry are all relevant features determining the effectiveness of the interventions.

Fourthly, in the case of SORF activities the extent of the impact of these programs is usually limited over time. In other words, their effects are usually concentrated within a few months of the end of the intervention. However, Card, Kluve and Weber (2018) find that while the average effect is zero in the short run, it becomes positive 3 years after completion of the program.

Fifthly, with regard to the underlying mechanism, interventions that include monitoring, threat and sanctioning mechanisms - e.g. benefits that are conditional upon participating in certain job search activities - tend to have more immediate impacts in terms of leaving unemployment than voluntary job-search programs do. Programs that emphasize human capital accumulation have usually a larger average effect.

With respect to sociodemographic characteristics, female participants as well as those that were unemployed for a while seem to be the groups that gain the most from participation.

Regarding the intensity of the activities, it has been found that neither the duration nor the level of dedication required can guarantee the success of the program; this means that less intense programs can be as effective as comparable programs which have a higher level of intensity.

Finally, context is important. However, the empirical evidence is contradictory here.

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<sup>3</sup>This phenomenon describes the situation where program participants are less likely to find employment, not only during their participation in the program, but also in the immediate period following the completion of the program. The latter situation may be the result of inertia that results in the disruption of the job search attributable to participation in the program or as a result of higher hopes regarding the type of job they are looking for.

While according to Levy Yeyati et al. (2019) these type of interventions seem to be more effective when unemployment is low and gdp growth is higher, Card, Kluve and Weber (2018) find that almp are more likely to be effective in a recession.

### 3 Data sources

We have used administrative data from different sources to characterize the individuals who have registered for the job-search activities (both participants and non-participants):

- A dataset with all the people who registered between January 2013 and June 2014 . This source includes socio-demographic information (age, sex, level of education, employment status, nationality, address), as well as the activities for which they have enrolled (area, itinerary, number of activities performed or enrolled, dates of the first and last attendance or registration).
- For each individual, we have a database with all the specific information on each of the activities they enrol for between January 2013 and June 2014 , including the name of the activity, calendar, type of registration and whether they did the activity or not.
- A database with quarterly social security affiliation data for each individual<sup>4</sup> and the different contracts signed by the individual with the specific characteristics of the contract. The period spans from January 2011 to September 2014.

The different databases can be linked through the (unique) id for each person

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<sup>4</sup>This informs us whether a person was working or not in the last working day of the quarter

## **4 A description of the participants of BA's Job Search Guidance**

In this section, we look at the main attributes of the population under study. We start by looking at the general features of this population, then we compare the characteristics of the individuals who enrolled and participated in the activities with those who registered but did not participate. Finally, in the last part of this section, we will look at the patterns of participation of SORF users. Specifically, we will try to identify the level of the correlation between attendance at one and the other activity, in other words, whether there are sets of activities that participants tend to do together.

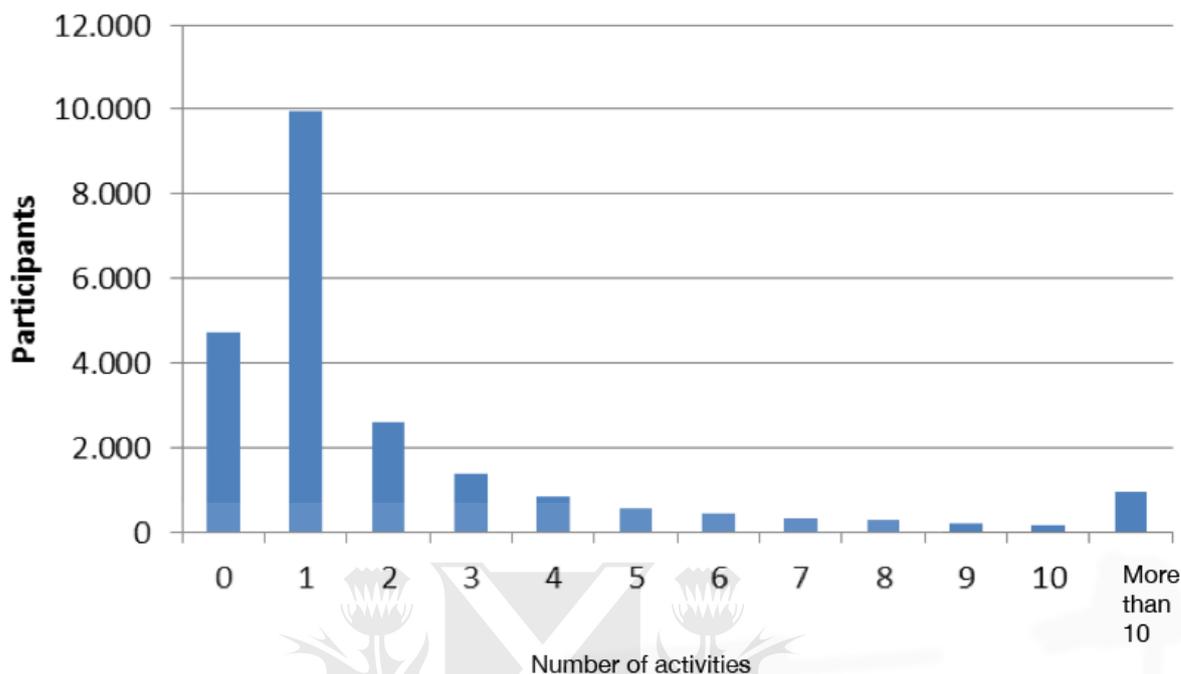
### **4.1 A general approach to the characteristics of those enrolled**

The best starting point is to look at the distribution of SORF members according to their level of participation in the activities for which they have registered (Figure 1). We are referring here to the 22,349 people (unemployed and non-unemployed) who registered for the SORF activities between January 2013 and June 2014.

The first thing we notice is the number of people who signed up for a SORF activity but who did not show up (4,721 individuals or 21 % of all those who registered). Secondly, among those who participated, we should emphasize the high percentage of participants who did only one activity (44.5% of the total sample and 56% of participants, about 10,000 people). At a considerable distance, individuals participating in two activities account for 15% of the total participants (2,600 people), followed by those participating in three (1,370 people; 7.8% of participants). Altogether, 5,066 people attended three or more activities, and this corresponds to 28.7 % of the total number of participants.

If we focus on those who enrolled in the activities developed in Porta22 (whether they actually did the activity or not), who represent more than 90 % of the total activities programmed by BA's job search service, we could highlight

Figure1 : Distribution of the individuals enrolled in the SORF activities according to the number of participation



The first thing to notice is the amount of people that signed up for a SORF activity but never shows up (4721 individuals, that is, 21 % of all registered). Second, among those that participated, we should highlight the high percentage of participants doing only one activity (44.5 % of the total sample and 56 % of participants, about 10000 people). At a considerable distance, individuals participating in two activities represent 15 % of the total participants (2600 people), followed by those participating in three (1,370 people; 7.8 % of participants). Altogether, 5066 people attend three or more activities, 28.7 % of the total number of participants.

If we focus on those enrolled in the activities developed in Porta22 (whether they actually did the activity or not), which represent more than 90 % of the total activities programmed by BA's job search service, we could highlight (Table 1):

- Sex: the proportion of women enrolled in job-search activities is slightly higher than

men

- Age: approximately 65% of the population enrolled is over 35 years
- Education: more than 45% of those enrolled have been educated to a higher level of beyond while the figure for those who completed compulsory secondary education or less is 19.3%
- Labor situation: the large majority of those enrolled is unemployed (70.8%) while 10.7% work as employees
- Labor history: those in the sample worked an average of 12 and a half months from January 2011, half of them on indefinite contracts. In percentage terms, about 37% of individuals have enjoyed some indefinite contract during this period. Closer to the time of participation in the corresponding activity, almost 60% of those enrolled had been unemployed for at least six months and this figure rises to 73% if we concentrate on the last three months prior to enrolment for the activity
- Nationality: most of those enrolled are Spanish (84%), while Latin Americans represent 7.8% of total enrollments.
- Type of enrolment: 93% enrol online
- Time required to travel to the job search activities: the average time is approximately 15 minutes, although the variance is considerable<sup>5</sup>.
- Time between enrolment and beginning of activities: on average, those who register for SORF activities commence the activity within 10 days of the scheduled time.

## 4.2 Main differences between participants and non participants

Once we have described the main characteristics of those enrolled in the job search activities, we test whether there were any significant differences between participants and

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<sup>5</sup>For each individual, we used Google Maps to estimate the required travel time from the registered address to Barcelona Activa in public transport

Table 1: Characteristics of people enrolled in SORF activities

Sex	Men	45.40%	
	Women		54.60%
Age	Less than 25 years	18.81%	
	25 - 34 years	26.91%	
	35 - 44 years	29.90%	
	45 years or more	24.38%	
Max Education attained	Mandatory obligation or less	19.32%	
	Secondary education	34.04%	
	Higher education	45.85%	
Labor status	Other	0.91%	
	Unemployed	70.84%	
	Employee	10.72%	
	Self employed	3.69%	
	Student	13.84%	
Labor history (from Jan2011)	Number of months worked	12.59	
	Number of months worked with a permanent contract		6.9
	Number of months as self-employed	0.94	
	At least one indefinite contract		37.56%
	At least one quarter as self-employee		5.89%
	Unemployed during the previous 6 months		59.74%
	Unemployed during the previous 3 months		73.33%
Nationality	Spain		84.01%
	European Union (but Spain)		3.22%
	Rest of Europe	1.04%	
	Latin America	7.76%	
	USA and Canada	0.08%	
	Africa	2.68%	
	Asia	0.30%	
District of residence	Ciutat Vella		6.26%
	Eixample	13.51%	
	Gracia		8.24%
	Horta-Guinardo		11.87
	Les Corts	7.64%	
	Nou Barris	12.47%	
	Sant Andreu		8.80%
	Sant Martí		18.45
	Sants Montjuic		8.37%
	Sarria Sant Gervasi		4.39 %
Online enrolment		93.18%	
Distance to BA in minutes		15.01	
Time between enrolment and beginning of activities		9.94	

non-participants. A participant is defined as a person who resides in the city of Barcelona and who attended at least one activity at Puerta22; on the other hand, non-participants are city residents who enrolled in the program but who failed to attend any activity. The main differences between these two groups include the following:

- Age: Participants are older than non-participants. While only 8.6% of participants are under 25 years, the proportion among non-participants is 18.5%. On the other hand, 64.6% are aged 35 years or older, while the proportion among non-participants is 51.9%.
- Education: Participants are better educated than non-participants. 15.6% of participants have not attained more than compulsory studies while the proportion for non-participants is 31.5%. At the other end of the spectrum, 50.7% of participants have higher studies versus 33.9% of non-participants.
- Labor history: Participants are more experienced than non-participants. The average number of months worked since January 2011 is 14 for participants versus 10.5 for non-participants). Moreover, indefinite hiring is substantially higher for participants than for non-participants. The proportion of participants with at least one indefinite contract is 42%, and 29% for non-participants.
- Nationality: The proportion of foreign individuals among participants is lower than among non-participants. 84.3% of participants are Spanish nationals versus 74.5% of non-participants.
- District of residence: The proportion of participants residing in the San Martí district of the city (the district with the highest weighting among the population under analysis) is greater among participants (21.6% versus 18.5%).
- Type of enrolment: The proportion of participants who have enrolled online is 77.5% versus 98% for non-participants
- Participants tend to sign up fewer days in advance of the activities; on average they complete their registration 8 days before the activity is to take place. For those who end up not attending the activities, the period prior to registration is 13 days.

Table 2: Differences between participants and non-participants among people enrolled in SORF activities

Variables		Participants	Non-participants
Sex	Men	45.73	47.56%
	Women		54.27%
Age of first inscription	Less than 25 years		18.51%
	Between 25 and 34 years	26.82	29.53%
	Between 35 and 44 years	33.95	28.85%
	45 years or more	30	23.11%
Education level	Mandatory education or less		31.15%
	Secondary education	32.41	34.21%
	Higher education	50.75	33.93%
Labor Situation	Other	1.2	0.71%
	Unemployed	74.60	74.47%
	Employee	12.15	9.99%
	Self-employed	4.29	3.29%
	Student	7.67	11.53%
Labor history since Jan 2011	Number of months worked	14.05	10.46
	Number of months worked with permanent contract	8.18	4.29
	Number of months as self employed	1.12	0.79
	At least one permanent contract	42.03%	28.81%
	At least one quarter as self employed	6.71%	6.18%
	Unemployed during the previous 6 months	57.49	58.94%
	Unemployed during the previous 3 months	71.99	69.28%
Nationality	Spain	84.29%	74.47%
	European Union (but Spain)	4.18%	3.77%
	Rest of Europe	1.18%	0.99%
	Latin America	6.80%	14.27%
	North America	0.12%	0.12%
	Africa	2.44%	4.00%
District	Asia	0.94%	2.22%
	Ciutat Vella	5.95%	8.64%
	Eixample	14.47%	12.13%
	Gracia	8.26%	8.13%
	Horta-Guinardo	11.54%	10.94%
	Les Corts	7.10%	6.46%
	Nou Barris	9.9%	15.22%
	Sant Andreu	8.67%	7.57%
	Sant Martí	21.60%	18.55%
	Sants Montjuïc	7.97%	8.56%
	Sarria Sant Gervasi	4.48%	3.80%
Online inscription	77.55	98.06%	
Distance to Barcelona Activa (in minutes)	11	11.77	
Days between enrolment and start of activity		8.48	
		13.45	

### 4.3 Patterns of participation in the job search activities

How are the different job search activities connected? We need to understand how the different activities relate to each other in order to have some approximation of the patterns or itineraries of participation drawn by SORF users in practice. This analysis consists of two steps: first of all, we establish a correlation matrix of the activities performed; secondly, we look at the activity pools that emerge when applying different thresholds for the correlation coefficient. Graph 2 to Graph 5 illustrate the groupings of activities that have a correlation coefficient of at least 0.10, 0.15, 0.20, and 0.25, respectively. Each activity is represented by a red nodule containing a number<sup>6</sup>.

To guarantee that we are looking at a stable and self-contained offer of activities (in other words, that we are not considering activities which are actually the same but which have changed their name in successive editions of the program as different activities), we focus on the 201 activities offered in the second quarter of 2014. The first thing that stands out is the high level of sensitivity to the correlation threshold. Graph 2, which concentrates on activities that performed with a correlation of 0.10 or more, includes 157 activities. On the other hand, Figure 5 has the only 42 activities with a correlation above 0.25. Other things that are noticeable from the graphs are:

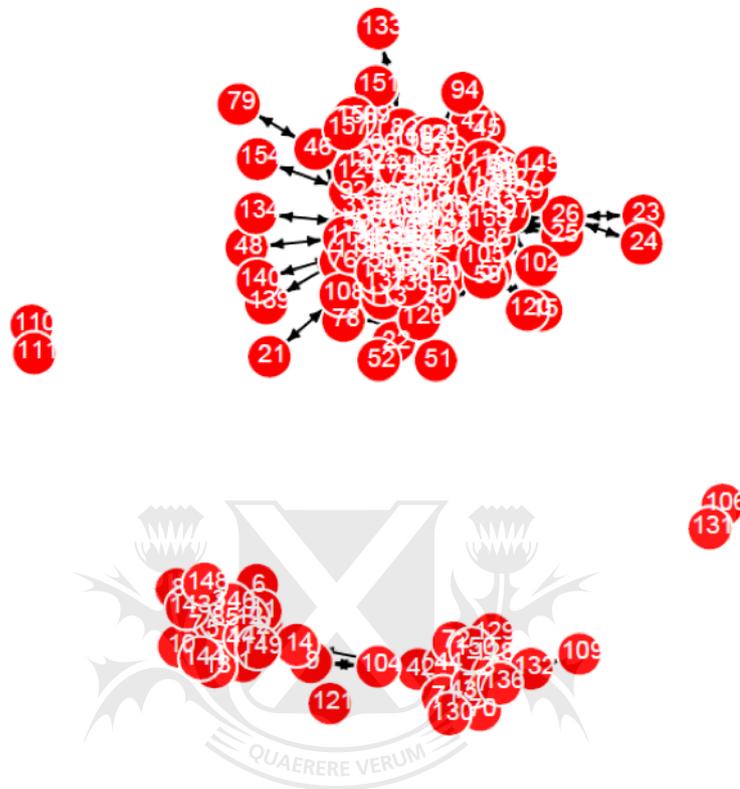
- 157 activities correlate at 0.10 (graph 2). There are two large packages of activities that tend to be carried out altogether. On the one hand, the larger group includes participation in activities such as "Come see the different CV models and choose the one that suits you best", "Are you looking for a job? Value your skills as a candidate!", "Employment Opportunities in Smart Cities", "Job Opportunities - Discover All the Channels to Find Them!" or "Selection Process: Experience Group Dynamics" among many others. The second largest group includes joint participation in activities such as: "Professional Goal: The First Thing You Must Have to Find a Job!", "InfoJobs and Active Work: Learn New Tricks to Find a Job", "Custom Group: Training Interview" or "How to make a professional portfolio?", to mention just a few. Without any apparent association with either of these two groups, there are two pairs activities that are internally associated but which are independent of each other: these are the

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<sup>6</sup>Table A13 of the Annex identifies the name of the activity corresponding to each number

pair "You, the best option for the workplace"

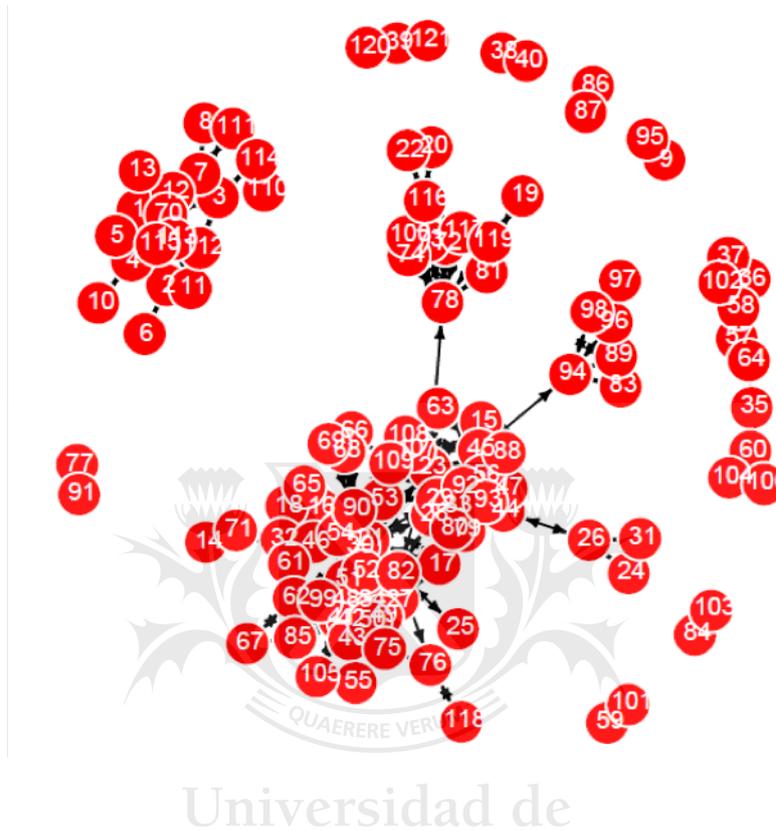
Figure2 : Participation patterns between the different SORF activities. Correlation of 0.10 or more



- 121 activities correlate at 0.15 [3]. In this case, we see a map emerging and this is formed by a large group of activities with other smaller satellite groups. The main group brings together participation in activities such as "Evaluate the impact of your candidacy", "Experiment with a critical incident interview", "Increase your professional contacts through LinkedIn" or "What is my added value to the job search". We could highlight two from those among the other small grouping. First of all, we find a relatively related group of 12 activities: "Your candidacy seen by the recruiting company: traditional CV and 2.0", "Are you unemployed? Motivate yourself to act!" or "I have LinkedIn, how do I use it in my job search?". The second group is more voluminous, and it is disassociated from the activities in the central activity pack. This satellite group incorporates activities such as: "Your strengths - your best

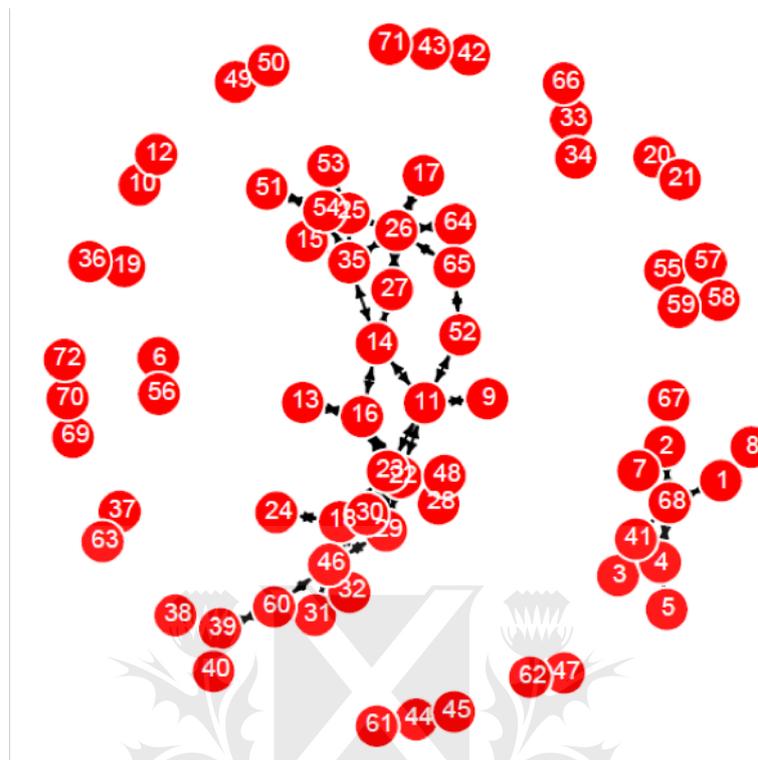
tool”, “Want to find a job? Know the steps to take” or “Network of Contacts: Practice Twitter.”

Figure3 : Participation patterns between the different SORF activities. Correlation of 0.15 or more



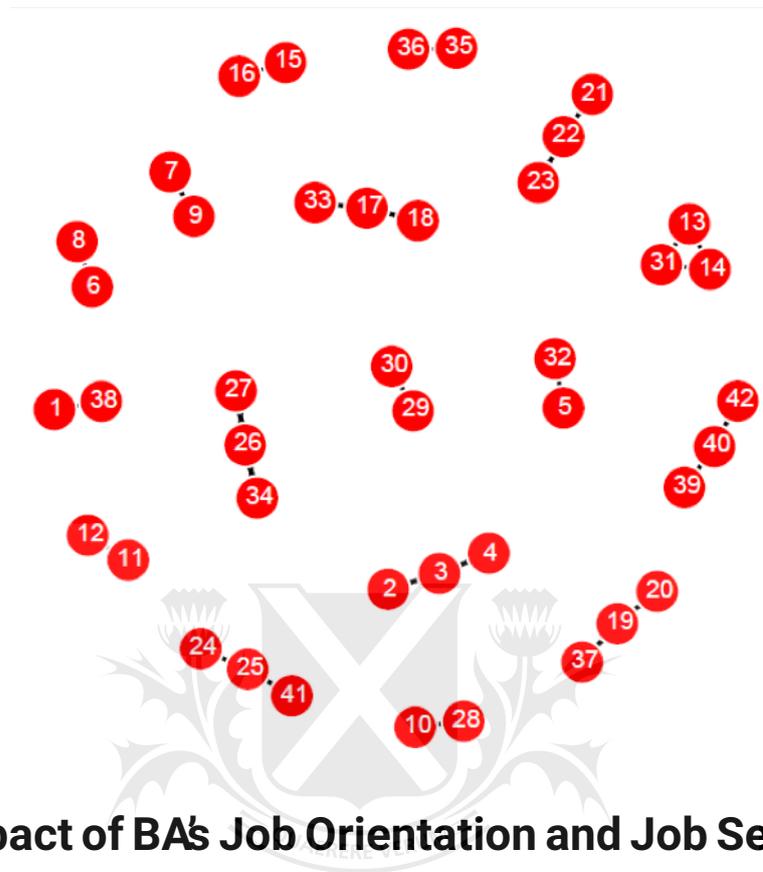
- 72 activities correlate at 0.20 (graph 4): The overall picture of the patterns of participation that appear here bears some resemblance to the previous mapping. The presence of a central group of holdings and other small satellite assemblies, in this case, not closely linked to the main group, is maintained. As for the central grouping, it is organized by activities such as “Do you always leave your job search for tomorrow?”, “We listen to you: share concerns and concerns with your counselor”, “Specific what you want to work and develop. an action plan ”or” Are your work goals clear? ” The largest and most internally cohesive satellite group is composed of 10 activities, among them: “Network of contacts: know”, “Define your career goal and find strategies to achieve it” or “Where are the job opportunities at Barcelona?”.

Figure4 : Participation patterns between the different SORF activities. Correlation of 0.20 or more



- 42 activities have a correlation of 0.25 (graph 5). Once the threshold is set at 0.25, the map is considerably reduced. There are nine groups of three activities and nine dyads (pairs), quite connected within but apparently disconnected between each other. Among the triads we could highlight: "Work in the summer", "Concrete of what you want to work and develop an action plan" and "You are the product: strategies for presenting successful candidates"; "Personal Branding and Digital Identity in Search of a Job," "The Creative Resume: Make a Difference," and "What Do You Want Your Personal Brand to Be?". Among the dyads we find: "The job of looking for work" and "What do you want your personal brand to be?"; "The keys to working in Europe" and "The recipe for creative curriculum"; or "Visit the job search space P22" and "Barcelona en Mobiment: situate in the Mobile sector".

Figure5 : Participation patterns between the different SORF activities. Correlation of 0.25 or more



## 5 The impact of BA's Job Orientation and Job Search Service

This section presents the estimated results from the impact evaluation of BA's Job Orientation and Job Search Service activities (SORF). First, we will show the labor participation data of different 'cohorts'<sup>7</sup> of SORF users, and then we will justify the interest of an impact assessment such as the one developed here, and we will describe the methodological approach that this has followed.

<sup>7</sup>Technically speaking, this is not a cohort as people can belong to more than one cohort since they can participate several times in the program

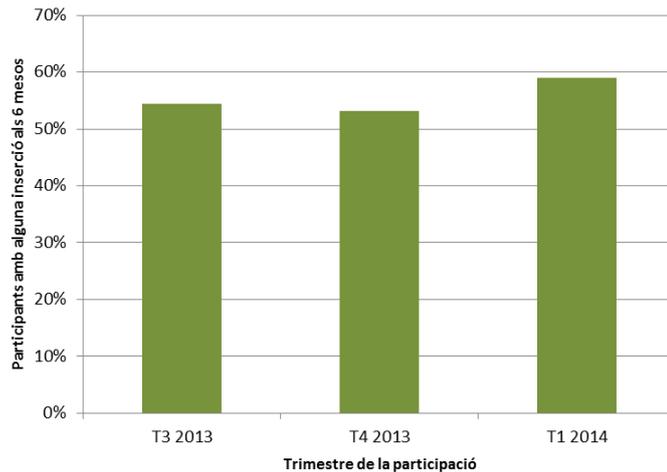


Figure 6: Labor participation six months after SORF (in %). Cohorts from the third and fourth quarters of 2013 and first quarter of 2014.

## 5.1 Labor participation of SORF

Graphic 6 shows the labor participation of SORF participants in different quarters six months after the end of the quarter. In other words, the proportion of participants who had at least one job placement during this period. According to the data, 54.5 % of those who participated in SORF activities during the third quarter of 2013 had had at least one job participation during the six months following the end of the quarter. This percentage is reduced to 53 % in the case of those who attended the activities in the last quarter of 2013, and it rises to 59 % among those that participated in the first quarter of 2014.

## 5.2 Methodological approach

One of the most relevant issues with regard to evaluating the effectiveness of a program is to address the so-called selection bias. This refers to the fact that participants and non-participants may well be considered different for certain characteristics that might be relevant in terms of finding a job beyond participation in the program while being determinants of the decision to participate at the same time.

These differences arise when participants are actively selected on the basis of certain objective requirements and/or subjective ratings; or when they are self-selected participants these might be the ones who are most motivated to find a job, or those who feel they will have more options to find a job if they participate in the program.

In the case of BA's job-search activities, it could be argued that those who choose to enrol tend to be the ones who will have a harder time finding a job; conversely, it could also be that they are precisely those who are more prepared and motivated to obtain a job. Additionally, the activities are open and voluntary, and you can do as many as you like and there is no economic sanction for not showing up. In other words, enrolment and participation in these activities is solely the result of individual decisions, a situation that tends to increase the observable bias between participants and those who, despite being able to participate, do not ultimately do so.

Therefore, the difference in the mean outcome between participants and the people who do not enrol in the program is probably a biased estimator of the intervention's impact. In addition to this, labor participation is subject to the influence of many other factors (other policies or the evolution of the labor market). Thus, what happens to participants after completing the program does not necessarily have to be the effect of the intervention itself. For this reason, the evolution of the outcome among participants is probably a biased estimator as well.

Even though we may have no interest in modelling labor participation, we should be able to specify an equation that identifies the relationship of interest. Instrumental variables methods (IV) are one possible solution to endogenous regressors: explanatory variables correlated with the regression error term, IV methods provide a way to nonetheless obtain consistent parameter estimates. Although IV methods were first developed to cope with the problem of endogeneity in a simultaneous system, the correlation of regressor and error may arise for other reasons. When both  $y$  and  $x$  are affected by latent factors such as ability the mathematical problem that arises in the estimation equation is similar to that caused by endogeneity. In order for an instrument to be valid, two conditions are needed. First, it should be correlated with the regressor. Second, the instrument should only affect the outcome through the regressor.

The specification of an instrumental variables model asserts that the excluded instru-

ments affect the dependent variable only indirectly, through their correlations with the included endogenous variables. If an excluded instrument exerts both direct and indirect influences on the dependent variable, the exclusion restriction should be rejected. The second conditions for instruments to be valid is that they should be sufficiently correlated with the included endogenous regressors.

It is usually difficult to find variables that can serve as valid instruments. Many variables that have an effect on included endogenous variables also have a direct effect on the dependent variable. In the presence of weak instruments (excluded instruments only weakly correlated with included endogenous regressors) the loss of precision is severe, and IV estimates may be no improvement over OLS.<sup>8</sup> Staiger and Stock (Econometrica, 1997) formalized the definition of weak instruments and many researchers conclude from their work that if the first-stage F statistic exceeds 10, their instruments are sufficiently strong.

Regarding the second condition for an instrument to be valid, if (and only if) an equation is over-identified, we may test whether the excluded instruments are appropriately independent of the error process. A test of over-identifying restrictions regresses the residuals from the 2SLS regression on all instruments. Under the null hypothesis that all instruments are uncorrelated with the error term,  $N \times R^2$  from that regression is asymptotically distributed as a  $\chi^2(r)$  distribution where  $r$  is the difference between the number of instruments and the number of endogenous variables. If the statistic is "too large", doubt is cast on the satisfaction of the validity of the instruments and therefore on the validity of the estimates. However, the test is not able to inform which of the instruments is endogenous.

To estimate the effectiveness of BAs job search activities, we use an instrumental variables approach where the treatment group is the people who enrolled and participated in at least one activity, while the control group is the group of people who enrolled in one or more activity but who did not participate in any activity. The instrumental variables are

- i the geographical distance between the address of the person and BA headquarters (where the activities are done) measured in estimated minutes of travel
- ii the days elapsed between the registration in the activity and the beginning of the ac-

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<sup>8</sup>Bound, Jaeger, Baker (JASA1995) argue that "the cure can be worse than the disease."

tivity

Geographical distance to the place where the resource or service is provided has been used in different evaluations. For example, McClellan and Newhouse (1994) and Baiocchi et al. (2010) have used the distance to hospitals with certain specialties as an instrumental variable of the reception of certain treatments and their effectiveness; Card (1993, 2001) has evaluated the effect of years of schooling on future salaries using the distance of individuals to university centres as an instrument; Similarly, Oosterbeek et al. (2008) analyze the effectiveness of a Dutch entrepreneurship training program among higher education students using their distance to the program provisioning location<sup>9</sup>.

The underlying hypothesis is that differences in the attributes of individuals (motivation, initiative, etc.) as well as the the probability of finding a job explain differences in participation rates. We assume however, that for people of identical characteristics, living closer to BA yields a higher probability of participating in the program, but it does not imply a higher chance of finding a job.

With regard to the second instrument, the degree of registering early, we might think that for individual of identical characteristics, the more days between registration and the date of the activity, the higher the probability of not attending the activity; on the other hand, the level of anticipation in the enrolment per se does not follow any pattern with labor outcomes. It is true that in some cases, early enrolment may reflect some particular motivation. However, we would expect the enrolment time to be largely conditioned by the same timetable for broadcasting and scheduling activities.

### **5.3 Enrolment, participants and non-participants**

The population under study is based on the total number of people who enrolled in SORF activities between January 2013 and June 2014, which amounted to a total of 22,349 people. The evaluation focus on those who were unemployed at the time of the activities (about 70 % of the total enrolled), who had not worked in the previous 3 months, who were

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<sup>9</sup>Up to our knowledge, this is the first job search assistance evaluation that uses distance as an instrumental variable

officially resident in Barcelona city (almost 75% of those enrolled) and enrolled in at least one activity at the headquarters of Barcelona Activa (almost 90% of the SORF activities take place at their headquarters, Porta22).

The reason for focusing on the unemployed persons is to measure the effectiveness of the job-search activities on labor participation. Therefore, we are interested in the capacity that these activities have in terms of generating employment among individuals who are not initially employed. Moreover, the different motivations that could cause a person with a job to enroll in SORF activities are probably more diverse, and they may well include a willingness to prepare for a possible change of job in the short term.

The restrictions related to residing in Barcelona city and having registered in at least some activity in Porta22 stem from the requirements of one of the instrumental variables used - the distance between the residence and the place where the activities are performed. The application of this instrument forces the distance patterns to be set in relation to the same fixed point, while also delimiting a reasonable set for the possible starting point of the trip for those enrolled. Finally, we only use people for whom the estimated time of travel is below 75 minutes. The tool used to calculate the estimated time of travel is not 100 % accurate, and in some cases we decided to view the result from the search algorithm as a mistake that had been caused by the fact that the same address can be found in more than one city<sup>10</sup>

Based on those restrictions, those who actually attended the activities (one or more activities) will be the treatment group, with a sample size of 3,007 people. On the other hand, the group used to construct the counterfactual, enrolled non-participants, will be comprised of those enrolled in at least one SORF activity but who do not attend any. If we consider the restrictions mentioned earlier, the sample size of the control group is 1356. We also considered those who registered only once but who did not attend ( $N = 1,184$ ) as a potential control group. We shall call these Treatment A and Treatment B for convenience.

We consider that using enrolled non-participants as a comparison group represents an improvement with regard to the possibility of just using registered unemployed persons. First, this mitigates the bias between participants and non-registered non-participants, which would reflect possible differences in the knowledge of the BA activity on offer (in

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<sup>10</sup>The empirical exercise was done with different thresholds and the result stayed unchanged

particular, the SORF offer) and the fact they were interested and motivated to participate. In our case, the mere formalization of the registration ensures that both participants and non-participants know about the SORF offer and have been interested in it at some point in time.

Secondly, the possibility of having enrolled non-participants allows us to take advantage of the information contained in the BA database, a set of relevant variables collected in the same way for participants and non-participants.

## 5.4 Outcomes

The objective of job-search programs (and all ALMPs in general) is to increase the options of beneficiaries in the labor market. The selection of the labor outcomes we have used to estimate the effectiveness of the BA's job search program tries to reflect the different ways to capture labor participation, while remaining in line with the metrics commonly used by Barcelona Activa. Thus, in keeping with part of the literature<sup>11</sup> in this study we look at:

- Labor participation three, six and nine months after the last participation in a SORF activity.
- Labor participation with a permanent contract three, six and nine months after the last participation in a SORF activity.

Both outcomes are followed up to September 2014. Therefore, it should be noted that employment outcomes nine months after participation cannot be estimated for all the sample insofar as we excluded those registered in the SORF who did not complete within 9 months of the last participation from the analysis.

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<sup>11</sup>See Centeno et al. (2009;2005), Van Reenen (2003), Blundell et al. (2004), Biewen et al. (2007), Wunsch and Lechter (2008) and McGuinness et al. (2011).

## 5.5 Main results

According to the results from the OLS model (table 3), the job search activities have a positive yet small effect on the number of months worked after participation. The program reduces the probability of working three months after by 2.2 percentage points (although not statistically significant), and it increases it by 1.6 percentage points 6 months after and 3.1 percentage points 9 months after. However, as we have previously seen, participation is endogenous, and it is quite likely that individual unobservable variables are affecting both program and labor participation.

Table 3: Baseline estimation: Participants versus enrolled but not participating

	# Months worked after participation b/se	worked 3 months after participation b/se	worked 6 months after participation b/se	worked 9 months after participation b/se
Treatment A	0.317*** (0.10)	-0.022 (0.01)	0.016 (0.02)	0.031* (0.02)
R2	0.254	0.063	0.083	0.100
N	4363	4363	4363	436

\* significant at 10%, \*\* significant at 5%, \*\*\* significant at 1%. Robust standard errors between parenthesis

Estimated with Stata 13 using the regress command with robust standard errors.

Dummies for age group, dummies for sex, dummies for education, labor history, dummies for nationality, dummies for district of residence and unemployment rate in the neighbourhood of residence are included in the regression but not reported.

When we instrument the decision to attend the program with estimated travel time and number of enrolment days prior to the start of the activities, the results of the job search activities improve significantly (table 4). The number of months worked after participation increase by almost 2 and the probability of working 3, 6 and 9 months after the last participation is also increased by the program.

The F test of the instrumental variables from the first stage regression gives an F statistic of 73.06, whereas the Sargan test of overidentifying restrictions has a value of 0.852888 (pvalue = 0.3557).

If we use those who registered only once as a control group, the results are basically un-changed. In other words, job-search activities have a positive effect on the probability of working afterwards and on the number of months worked.

Table 4: IV estimation: Participants versus enrolled but not participating

	# Months worked after participation b/se	worked 3 months after participation b/se	worked 6 months after participation b/se	worked 9 months after participation b/se
Treatment A	1.828*** (0.55)	0.150* (0.07)	0.184* (0.09)	0.222* (0.09)
R2	0.217	0.0280	0.059	0.071
N	4363	4363	4363	436

\* significant at 10%, \*\* significant at 5%, \*\*\* significant at 1%. Robust standard errors between parenthesis

Estimated with Stata 13 using the ivregress command with 2 sls and robust standard errors.

Program participation instrumented with estimated travel time in public transport to Barcelona Activa Puerta22 and time (number of days) between enrolment and start of activities

Dummies for age group, dummies for sex, dummies for education, labor history, dummies for nationality, dummies for district of residence and unemployment rate in the neighbourhood of residence are included in the regression but not reported.

Table 5: IV estimation: Participants versus enrolled but not participating

	# Months worked after participation b/se	worked 3 months after participation b/se	worked 6 months after participation b/se	worked 9 months after participation b/se
Treatment B	1.816*** (0.56)	0.164* (0.08)	0.180* (0.09)	0.224* (0.09)
R2	0.222	0.023	0.061	0.074
N	4191	4191	4191	4191

\* significant at 10%, \*\* significant at 5%, \*\*\* significant at 1%. Robust standard errors between parenthesis

Estimated with Stata 13 using the ivregress command with 2 sls and robust standard errors.

Program participation instrumented with estimated travel time in public transport to Barcelona Activa Puerta22 and time (number of days) between enrolment and start of activities

Dummies for age group, dummies for sex, dummies for education, labor history, dummies for nationality, dummies for district of residence and unemployment rate in the neighbourhood of residence are included in the regression but not reported.

In terms of working with a permanent contract, the effect from job search activities goes in the same direction, although the estimated coefficients are much smaller.

Finally, if we compare the effect from different intensities of the use of the job-search activities (table 7), the results suggest that those who do more than one activity have less chance of getting a job than those who do just one.

In other words, search activities seem to boost the probability of finding a job in the

Table 6: IV estimation of permanent contract: Participants versus enrolled but not participating

	# Months worked permanent contract b/se	worked 3 m with perm contract b/se	worked 6 m with perm contract b/se	worked 9 m with perm contract b/se
Treatment A	0.344 (0.32)	0.036 (0.04)	0.090* (0.05)	0.081 (0.05)
R2	0.071	0.006	.0.013	
N	4363	4363	4363	436

\* significant at 10%, \*\* significant at 5%, \*\*\* significant at 1%. Robust standard errors between parenthesis

Estimated with Stata 13 using the ivregress command with 2 sls and robust standard errors.

Program participation instrumented with estimated travel time in public transport to Barcelona Activa Puerta 22 and time (number of days) between enrolment and start of activities

Dummies for age group, dummies for sex, dummies for education, labor history, dummies for nationality, dummies for district of residence and unemployment rate in the neighbourhood of residence are included in the regression but not reported.

job term, and that effect is still present 9 months later. However, in concordance with the current state of the labor market, labor insertion does not seem to be mainly into jobs of higher quality jobs (such as permanent contract). Finally, a more intense level of participation does not seem to increase the probability of finding a job.

## 5.6 Limitations

The validity of the estimations depends primarily on the credibility of the instrumental variables. The intervention consists of a set of voluntary activities. Therefore, the main challenge is to eliminate any potential bias from the participant's decision to actually carry out the job-search activities as many unobservable aspects are probably correlated to both the outcome of interest and the decision to participate. In the absence of a valid random assignment of the job search activities among those interested in carrying it out, we have used instrumental variables. We believe that the two instrumental variables considered here - the distance to BA in minutes and the number of days between registration and the start of activities - provide the conditions required for a valid instrument. In other words,

Table 7: IV estimation of intensity participation: Participants in 1, 2 and 3 or more versus enrolled but not participating

	# Months worked after participation b/se	worked 3 months after participation b/se	worked 6 months after participation b/se	worked 9 months after participation b/se
1 activity	1.348*** (0.51)	0.103 (0.07)	0.149* (0.08)	0.181 * (0.09)
r2	0.221	0.056	0.08	0.088
N	3343	3343	3343	3343
2 activities	0.263 (0.77)	0.061 (0.10)	0.198* (0.12)	0.208* (0.12)
R2	0.070	0.012	.	.
N	1811	1811	1811	1811
3 activities or more	2.656 (3.05)	-0.179 (0.37)	0.034 (0.45)	0.08 3 (0.47)
R2	0.201	0.073	0.105	0.114
N	1549	1549	1549	1549

\* significant at 10%, \*\* significant at 5%, \*\*\* significant at 1%. Robust standard errors between parenthesis

Estimated with Stata 13 using the ivregress command with 2 sls and robust standard errors.

Program participation instrumented with estimated travel time in public transport to Barcelona Activa Puerta 22 and time (number of days) between enrolment and start of activities

Dummies for age group, dummies for sex, dummies for education, labor history, dummies for nationality, dummies for district of residence and unemployment rate in the neighbourhood of residence are included in the regression but not reported.

they influence the probability of participating in the activities and condition the characteristics of the person and the neighbourhood and there is no direct link to the outcomes of interest (post-participation employment). Even though the tests do not reject the validity of the instruments, we should still be cautious about how we interpret the magnitude of the estimated effects, since they might be too large with respect to the existing literature.

## 6 Conclusions

Evaluated as a whole, the program is effective in terms of improving labor participation. As we have already stated, a higher intensity (more activities) does not seem to drive a higher outcome. More specifically, participating in three or more activities does not generate any additional benefit with respect to participation in one or two activities. This finding is in line with what the international literature tells us about the effective configurations of job-search and guidance programs (Ivalua, January 2014).

At the same time, we would like to emphasize that this finding does not invalidate the possibility that adapted packages of longer duration and intensity may be especially effective for certain groups of the unemployed: those most disadvantaged and for whom the current atomization of the activities do not seem to benefit significantly.

As we noted earlier, this study has a few limitations when it comes to assessing the impacts of more intensive job-search and guidance interventions. On the one hand, relatively few people participate in more than three of the job-search activities (in particular, 28% of the total number of registered persons). Therefore, the analysis does not have enough power to detect small differences. On the other hand, the patterns of participation are quite volatile, and it is difficult to identify stable groupings of activities that tend to occur together. In other words, we cannot evaluate whether some particular packages lead to better job prospects on the basis of the current data.

We also see the lack of a general pattern with regard to the greater or lesser immediate impacts of SORF activities. If anything, there would seem to be a certain tendency for the effects of participation to improve in the medium term. This finding goes against a significant part of the existing literature that concludes that the impact of job-search and orientation interventions tends to fade away within a few months of completing participation. In the case of SORF, the effect of participation increases six months and nine months later.

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## 8 Appendix

Table 8: Papers pre 2015 included in the systematic review

Country	Intervention	Type	Reference	Period
Germany	Trainingsmanahmen: small duration almp	Mandatory	Hujer et al. (2006) Berg et al. (2009)	6/2000 to12/ 2003 Crossection (6/2006 and5/200
	Trainingsmanahmen: almp medium to long term almp and short term almp	Mandatory	Biewen et al. (2007) Wunsch i Lechner (2008)	1998 to 2005 1990 to 2005
Austria	Training program and job search activities	Mandatory	Weber i Hofer (2003)	1988 to 2001
Belgium	Job search monitoring	Mandatory	Cockx i Dejemeppe (2012)1/	2001 to12/200 6
Denmark	Job search pilot program	Mandatory	Graversen i van Ours (2008)10/	2005 to9/200 6
Finland	Job search activities among other almp	Mandatory	Vikstrm et al. (2011)	2005 to200 6
	Job search pilot program	Voluntary	Hmlinen et al. (2008) Vuori i Silvonen (2005)	1993 to 2003 1996 to 1998
Fance	Public and private job search program	Voluntary	Behaghel et al. (2012)	1/2007 to 3/2009
	Four different job search interventions	Mandatory	Crpon et al. (2005)	7/2001 to 6/2004
	Short run training program	Mandatory	Crpon et al. (2009)	1990 to 2007
Netherlands	Short run job search program	Mandatory	Fougre et al. (2005)	8/1986 to4/19 88
	Regular monitoring and sanctions in mandatory job search	Mandatory	Abbring et al. (2005)1/ Kastoryano i van der Klaaw (2011)	1992 to9/ 1993 8/2006 to3/ 2009
	Monitoring and sanctions from the unemployment office	Mandatory	Van den Berg et al. (2004) Heyma et al. (2013)4/200 Van den Berg i van der Klaaw (2006; 2010)	1994 to 1997 8 to9/ 2011 8/1998 to 2/1999
Hungary	Monitoring and assistance in the job search process	Mandatory	Micklewright i Nagy (2005)4/	2003 to9/ 2003
Ireland	Universal job search program	Voluntary	McGuinness et al. (2011)9/200	6 to7/200 8
Portugal	Job search activities: Insejovem and Reage	Mandatory	Centeno et al. (2005; 2009)	1/1997 to 12/2002
United Kingdom	Gateway program inside the New Deal for Young People	Mandatory	Blundell et al. (2004)198 Van Reenen (2003)	2 to 1999 1/1997 to 12/1998
	Gateway program inside the New Deal for Young People	Mandatory	Dorsett (2006)9/199	8 to5/ 2001
	Job search assistance and monitoring (Jobs and Benefits)	Voluntary	McVicar (2008)9/ McVicar (2010)9/	1997 to 6/2006 1997 to12/ 2005
Sweden	Job search assistance and monitoring for long term unemployed (RESTART)	Mandatory	Dolton i O'Neill (2002)1/198	2 to5/ 1994
	Virtual job search program (Job-search club services)	Voluntary	Hgglund (2005)5/	2002 to12/ 2002
Switzerland	Three job search pilot programs	Mandatory	Hgglund (2007)	2004
	Individualized job search program assistance	Mandatory	Sianesi (2004)	1994 to 1999
	Regular monitoring and sanctions in the job search	Mandatory	Lalive et al. (2005)9/	1997 to5/ 1999

## List of job search activities developed by BCN Activa during the period of analysis

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1. el curriculum i la carta: prepara la teva millor presentacio
2. els teus punts forts, la teva millor eina
3. els secrets per superar amb exit una entrevista de feina
4. on son les oportunitats laborals a barcelona?
5. vols trobar feina? coneix els passos que cal fer
6. les claus per treballar a europa
7. enviar curriculums a les empreses, pero com?
8. la recepta del curriculum creatiu
9. objectiu professional: el primer que has de tenir per trobar feina!
10. busques feina? sigues candidat de les nostres ofertes de feina
11. visita espai de recerca de feina p22
12. barcelona en mobiment: situa't en el sector mobile
13. sempre deixes per dema la recerca de feina?
14. infojobs i feina activa: apren nous trucs per trobar feina
15. no esperis l'oferta de feina, ves a buscar-la!
16. t'escoltem: comparteix dubtes i inquietuds amb el teu orientador
17. augmenta els teus contactes professionals mitjançant linked in.
18. e54 - que fer despres de l'entrevista de feina
19. rf42 - marca personal i identitat digital a la recerca de feina
20. rf03 - el curriculum creatiu: marca la diferencia
21. rf06 - el teu curriculum s'adapta al que estas buscant? vine i millora'l
22. rf07 - vine a veure diferents models de curriculum i escull el que mes et convingui
23. rf20 - busques feina? posa en valor les teves competencies com a candidat!
24. mt07 - competencies de l'emprenedor vs el treballador per compte aliena
25. rf19 - busques feina?deixa que et trobem!

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<sup>12</sup>Unfortunately, the description of the different activities is not available

26. mt03 - treballar a l'estiu
27. oc14 - concreta de que vols treballar i desenvolupa un pla d'acció 2/ 2
28. oc14 - concreta de que vols treballar i desenvolupa un pla d'acció 1/ 2
29. oc13 -ja tens clars els teus objectius laborals?
30. oc10 -presa de decisions: vull reorientar-me laboralment
31. oc15 - la gestió del canvi professional com a oportunitat 2/ 2
32. rf05 - comunica't de manera eficaç a traves de la carta de presentació
33. oc15 - la gestió del canvi professional com a oportunitat 1/ 2
34. rf16 - tu ets el producte :estratgies de presentació de candidatures exitoses
35. rf12 - elevator pitch del cv 1/1
36. rf23 - la feina de cercar feina
37. rf51 - quina vols que sigui la teva marca personal?
38. rf04 - saps com fer un curriculum per competencies?
39. rf44 -xarxa de contactes: practica linkedin
40. rf11- optimitza el teu cv en funcio de com pensa el seleccionador
41. rf14 - xarxa de contactes: coneix
42. rf12 - elevator pitch del cv 2/2
43. rf18 - el networking en la recerca activa de feina
44. rf10 - principals webs on allotjar el teu cv
45. rf35 - comunicació verbal i no verbal a l'entrevista de feina
46. barcelona activa a la ciutat (sant martí)
47. mt02- treballar a europa
48. canvia la manera de buscar feina!
49. xarxa eures: oportunitats permanents i temporals per treballar a europa
50. treballar com a controlador d'accés en esdeveniments esportius i culturals: barna porters
51. on pots buscar feina a l'estiu?
52. rf47 - pla estratgic per al disseny del nostre marqueting personal (1/2)

53. oc04 - avaluat i millora l'impacte de la teva candidatura
54. rf47- pla estrategic per al disseny del nostre marqueting personal (2/2)
55. els teus estudis no tenen sortida laboral? reorienta't!
56. coaching grupal per a la recerca de feina (+45)
57. barcelona activa a la ciutat (sants)
58. barcelona activa a la ciutat (gracia)
59. rf27 - l'entrevista: coneix els secrets i participa en un role playing (2/2)
60. rf27 - l'entrevista: coneix els secrets i participa en un role playing (1/2)
61. rf01- vine a fer el teu currículum a barcelona activa (1/2)
62. rf01- vine a fer el teu currículum a barcelona activa (2/2)
63. barcelona activa a la ciutat (l'eixample)
64. rf36 - la importancia de la imatge personal en el proces de recerca de feina
65. rf46 - traça la teva estrategia a les xarxes socials per atraure les oportunitats professionals
66. rf50 tinc twitter , com l'utilitzo en la recerca de feina'
67. oc07- quin es el meu valor afegit a la recerca de feina
68. oc11 - defineix el teu objectiu professional i cerca estrategias per fer-lo realitat (1/2)
69. oc11 - defineix el teu objectiu professional i certa estrategias per fer-lo realitat (2/2)
70. rf45 - xarxa de contactes: practica twitter
71. mt13 - oportunitats laborals en el sector de la logistica
72. rf26 -els psicotecnics
73. rf24 - participa en un proces de seleccio - 2/ 2
74. rf24 - participa en un proces de seleccio -1/ 2
75. barcelona activa a la ciutat (nou barris)
76. rf32 - 17 tipus de preguntes que pots fer en una entrevista de feina - 2/2
77. rf32 - 17 tipus de preguntes que pots fer en una entrevista de feina -1/2
78. rf43 - la teva candidatura vista per l'empresa de seleccio: cv tradicional i2.0 -2/2
79. rf43 - la teva candidatura vista per l'empresa de seleccio: cv tradicional i2.0-1/2

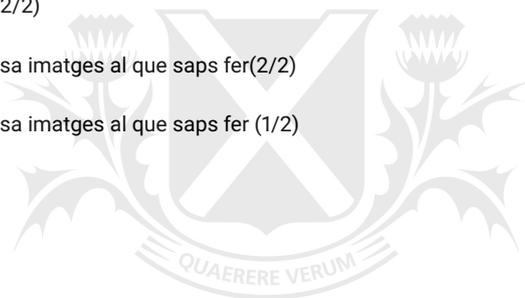
80. rf28 - assessment center: experimental
81. rf49 - tinc linkedin, com l'utilitzo en la recerca de feina?
82. barcelona activa a la ciutat (horta-guinardo)
83. mt04 - experiències professionals a l'estranger
84. rf52 - introducció a la recerca de feina 2. 0
85. restaurants viena i el seu procés de selecció
86. botigues fnac i el seu procés de selecció
87. sessió informativa mobilitza't
88. treballar en la recollida de fruita a europa
89. nh hotels i el seu procés de selecció
90. grup a mida: peo (formació i gestió)
91. rf30 - tu, l'actor principal de les entrevistes de feina (1/2)
92. rf30 - tu, l'actor principal de les entrevistes de feina (2/2)
93. rf49 - tinc linkedin, com l'utilitzo en la recerca de feina?
94. treball a fi ra barcelona
95. mt05 - crear la feina que vull
96. tutorials: fes el teu cv
97. rf21 - dissenya la teva estratègia d'autocandidatura per apropar-te a les empreses
98. rf39 - mostra't com un candidat excepcional, universal i autèntic 2/3
99. rf30 - tu, l'actor principal de les entrevistes de feina (1/2)
100. rf39 - mostra't com un candidat excepcional, universal i autèntic 3/3
101. rf39 - mostra't com un candidat excepcional, universal i autèntic 1/3
102. ofertes de feina: descobreix tots els canals per trobar-les!
103. oc01 - autoconeixement: descobreix els teus interessos professionals
104. oc08 - redescobreix-te a tu mateix: el primer pas cap a l'èxit professional (2/3)
105. oc08 - redescobreix-te a tu mateix: el primer pas cap a l'èxit professional (1/3)
106. oc08 - redescobreix-te a tu mateix: el primer pas cap a l'èxit professional (3/3)

107. rf41 - persuasio, influencia i seduccio en la recerca de feina
108. rf29 - experimenta l'entrevista d'incidents crítics1/2
109. rf29 - experimenta l'entrevista d'incidents crítics2/2
110. rf37 - tu, la millor opció pel lloc de treball 1/ 3
111. oc06 - quines possibilitats tens de ser contractat?
112. rf40 - sobreviure a 1001 procesos de seleccio
113. oc18 - on estas ara i on vols anar (1/2)
114. rf17 - speed networking talent teoria 1/2
115. rf37 - tu, la millor opció pel lloc de treball 2/ 3
116. rf17 - speed networking talent practica
117. oc18 - cerca el teu mercat i executa el teu pla (2/2)
118. rf31 - aplica les tecniques comercials en el teu proces de recerca de feina
119. oc02 - estas a l'atur? motiva't per actuar!
120. rf37 - tu, la millor opció pel lloc de treball 3/ 3
121. grup a mida: entrevista entrenament (ofibarna)
122. estigues al dia de les condicions i els contractes laborals actuals
123. o17 - com posar en valor les meves competencies2/2
124. mt11 - oportunitats laborals en el sector del turisme i l'hosteleria
125. barcelona activa a la ciutat (sant andreu)
126. rf25 - proces de seleccio: experimenta les dinamiques de grup
127. oc05 - bon dia ..... ens coneixem?
128. mt01 - fer-se autonom: una sortida a la crisi? que he de tenir en compte si m'ho proposen?
129. inauguracio: treballar a pirineus i costa brava
130. barcelona activa a la ciutat (les corts)
131. grup a mida : peo (ofibarna)
132. grup a mida: l'entrevista de feina (ofibarna)
133. tutorial: plataforma empresa ocupacio

134. grup a mida: sio- barcelona treball (aj. sabadell)
135. grup a mida: sio-canals i recursos (femarec)
136. rf09 - com fer un portafoli professional?
137. rf08 - la carta de presentacio: innova't i diferenciat
138. rf13 - dona't d'alta als portals d'ocupacio
139. rf33 - la trucada efectiva per aconseguir feina
140. oc03 - em vull reorientar: generacio de noves opcions laborals
141. rf53 - marketing laboral 2.0: posicionament -marca-reputacio
142. activitat pro: tinc linkedin: com l'utilitzo per la recerca de feina? (coac)
143. rf48 - com optimitzar la teva imatge digital i verificar la seva visibilitat al web?
144. rf38 - prepara't per una entrevista de feina virtual en skype/hangout
145. oc17 - transforma la teva experiencia i formacio en un producte comercialitzable
146. els teus punts forts, la teva millor eina de recerca de feina!
147. rf02- videocurriculum : posa imatges al que saps fer(1/2)
148. rf08 - la carta de presentacio: innova't i diferencia't
149. rf02 - videocurriculum: posa imatges al que saps fer(2/2)
150. grup a mida: entrevista de feina (ofibarna)
151. mt10 - oportunitats laborals en el sector smart cities
152. rf32 - 17 tipus de preguntes que pots fer en una entrevista de feina -1/2
153. activitat pro: tinc linkedin: com l'utilitzo per la recerca de feina (publicitaris i relacions publ)
154. mt06 - com vendre el meu projecte
155. oc18 - cerca el teu mercat i executa el teu pla (2/2)
156. treballar a l'estiu a balears
157. treballar en el sector del lleure: acellec
158. treballar d' animador turistic a l'estiu: activiv
159. barcelona activa a la ciutat (ciutat vella)
160. grup a mida: sio-barcelona treball (creu roja)

161. grup a mida: sio- barcelona treball (quatre camins)
162. treballar en creuers: barcelona crew
163. activitat pro: tinc linkedin: com l'utilitzo per la recerca de feina? (jobsupport ub)
164. practica la comunicació per superar els processos de selecció
165. mt08 - oportunitats laborals en el sector telecomunicacions i tic
166. rf15 - la meua història en 2minuts
167. treballar en parcs d'atraccions: el tibidabo
168. grup a mida: peo (formació i gestió)
169. grup a mida: canals de recerca de feina i portals d'ocupació (eal)
170. activitat pro: amplia la xarxa de contactes i potencia el networking professional (linkedin) (coac)
171. empresa on-line: mammoth hunters
172. rf22 - com definir la teua estratègia de recerca de feina? (1/2)
173. rf22 - com definir la teua estratègia de recerca de feina? (2/2)
174. rf02 - videocurriculum: posa imatges al que saps fer(1/2)
175. rf02 - videocurriculum: posa imatges al que saps fer(2/2)
176. rf43 - la teua candidatura vista per l'empresa de selecció: cv tradicional i2. 0-1/2
177. mt09 - oportunitats laborals en el sector de la banca i les finances
178. taller practic: vine amb nosaltres a donar-te d'alta als portals d'ocupació
179. com fer-se autònom?
180. grup a mida: xarxes socials2. 0(fundació o tres turons)
181. voluntariat i altres opcions per adquirir experiència professional
182. grup a mida: entrevista (ofibarna)
183. oc16 - la meua formació està desactualitzada...que puc fer?
184. grup a mida: peo - (ufe)
185. fes dels teus hobbies una font d'ingressos
186. com preparar una entrevista de feina?
187. taller practic: vine amb nosaltres a fer el teu curriculum i la carta

188. grup a mida: peo (ufe catalogue)
189. vols emprendre un negoci? entrena les teves competencies
190. grup a mida: peo (pespm)
191. barcelona activa a la ciutat (sarria-sant gervasi)
192. marketing personal: apren a vendre't en els processos de seleccio
193. treballar d'au-pair
194. grup a mida: peo (formacio i gestio )
195. mt12 - oportunitats laborals en el sector de comerç
196. oc19 - el proces de canvi (2/2)
197. oc19 - tipus de canvi (1/2)
198. rf29 - experimenta l'entrevista d'incidents crítics1/2
199. oc19 - el proces de canvi (2/2)
200. rf02 - videocurriculum: posa imatges al que saps fer(2/2)
201. rf02 - videocurriculum: posa imatges al que saps fer (1/2)



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