

# Using Behavioral Insights to Boost Participation in Training Programs

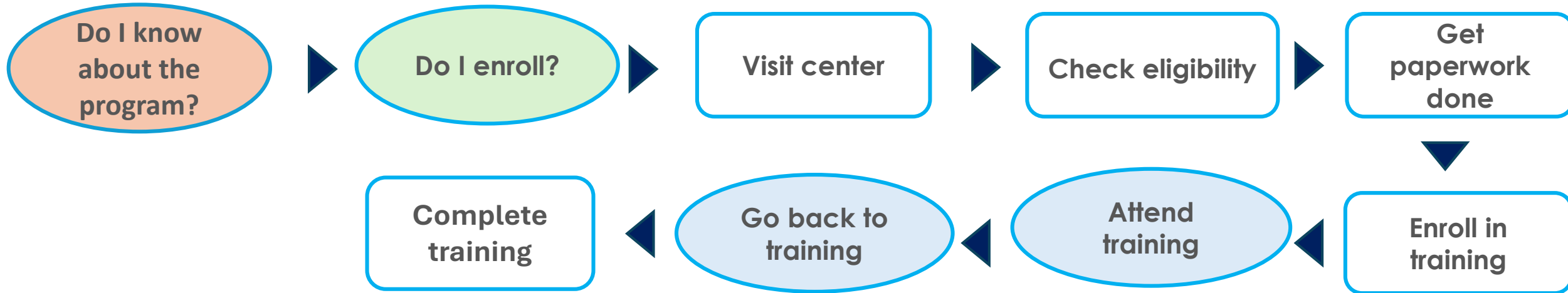
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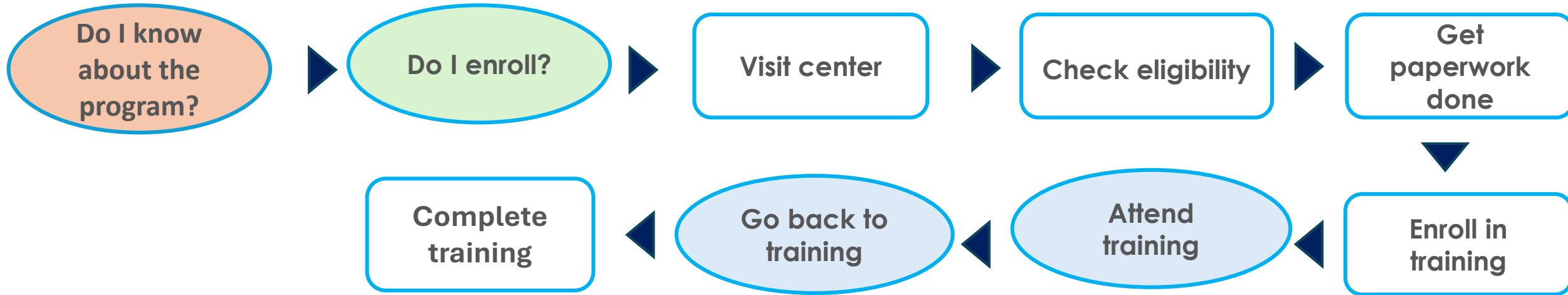
# Jobseeker Journey Map:

## *Participation in Trainings*





# Jobseeker Journey Map: *Participation in Trainings*



## **Structural barriers**

- Financial, transport

## **Information barriers**

- Incorrect expectations/lack of trust
- Complex enrolment; how, where, when
- Lack of skills, orientation to sectors

## **Behavioral barriers**

- Social norms
- Low/lack aspirations, motivation, interest
- Procrastination, cog overload
- Low self-confidence, discouragement

## **Information barriers**

- Lack of awareness of program existence
- Lack of awareness, lack of understanding program benefits, incorrect expectations

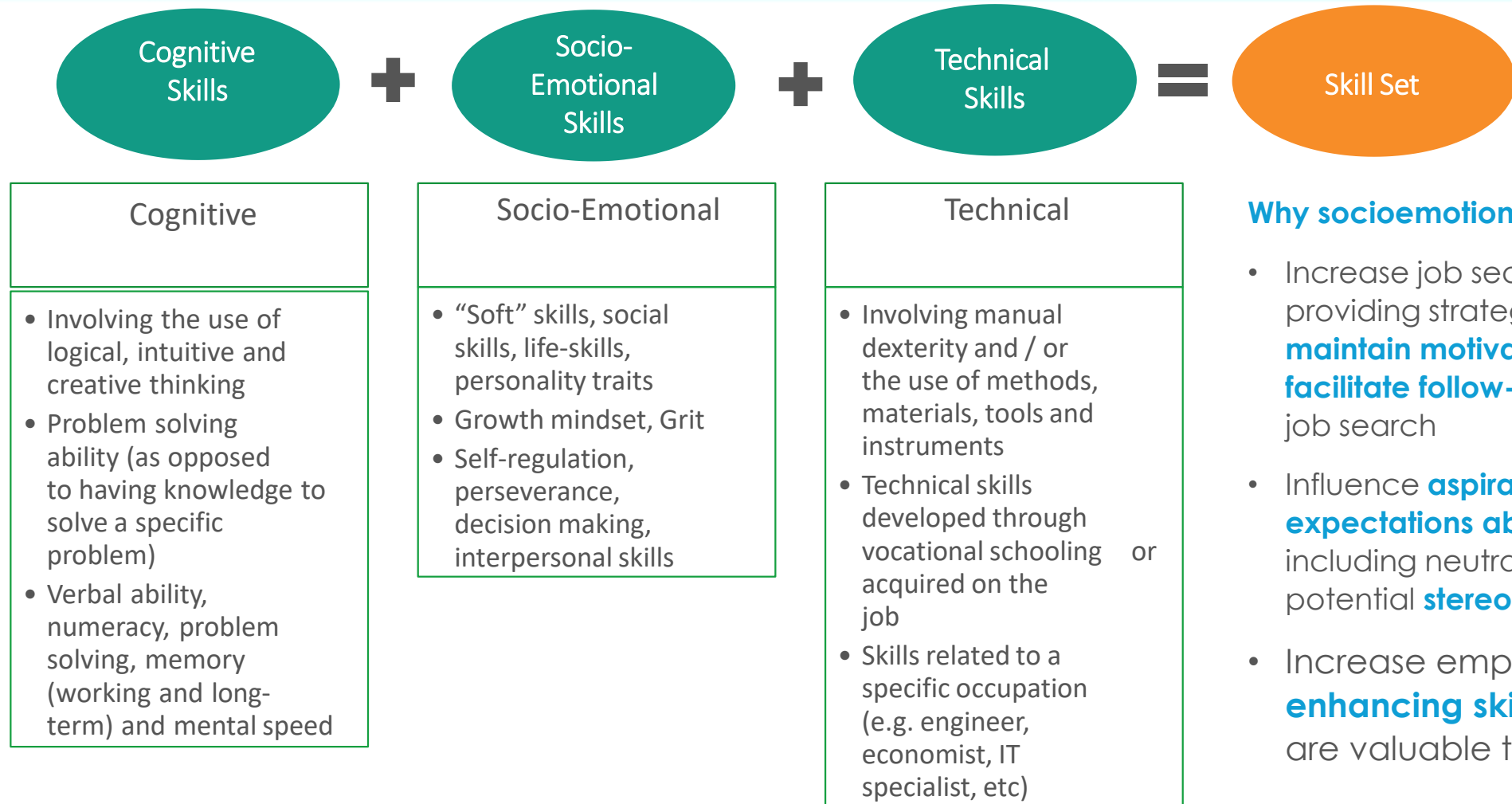
## **Structural barriers**

- Financial, transport

## **Behavioral barriers**

- Intention to action gaps
- Low asp, motivation, interest, forget
- Frustrated expectations
- Fixed mindset, fear of failure
- Low sense of belonging
- Social norms

# Worker's Skill Set Combination



## Why socioemotional skills?

- Increase job search intensity by providing strategies that can **maintain motivation** and **facilitate follow-through** during job search
- Influence **aspirations** and **expectations about the future**, including neutralization of potential **stereotype threat**
- Increase employability by **enhancing skill sets** that are valuable to employers

# "Yes, You Can"

## Information and SES skills for higher employability in Turkey



**Objective:** Address socio-emotional skills shortage among jobseekers in Turkey. Low employment rates despite significant investment in tech skills; employers reported difficulties finding workers with necessary soft skills. Comb. of limited self-awareness and lack of accurate info. on local labor markets lead to unrealistic job search goals, frustration and discouragement.

**Intervention:** Provided 4,000 newly registered jobseekers, particularly youth and women, in 28 centers across five provinces in Turkey with:

- **Primer** on job search skills (*UK; Zimmerman, et al 2015*)
- **Socio-emotional skills training** (motivation, goal setting, planning) within job search training (*Singapore, 2015; Character Lab, 2017*)

- 
- Increasing **employability** by enhancing SES
  - Increasing **job search intensity** by providing strategies that can maintain motivation and facilitate follow-through during job search
  - Influencing **aspirations and expectations** about the future
  - Enhancing the **effectiveness** of Job Counselors' interactions with job seekers



# Part I: Primer

## *Adjusting Information Barriers and Expectations*

Information on employment during the last year (utilization of job search, jobseekers who found jobs)

**READY TO LOOK  
FOR A JOB?**



**Take action to find the job  
you would like to have!**



**YOU COULD  
ALSO HAVE  
A JOB**



Did you know that in Turkey, more than 1 million job seekers found a job last year?

Just last year, the number of workers rose from 27.2 million to 28.6 million, that is, almost **1,400,000** new jobs were created in Turkey.

The average job seeker took **4 months** to get a job and many found a job within 2 months of starting to search.

SOURCE: Turkish Statistics Agency (TurkStat) website, current data (October 2017). Household Labor Survey, 2016.

**IT IS EASIER TO FIND A JOB WITH ISKUR!**









# Part II: SES Training

## *Breaking Intention to Action Gaps*

### Introduction to GOOP

A 4-step technique to help with:

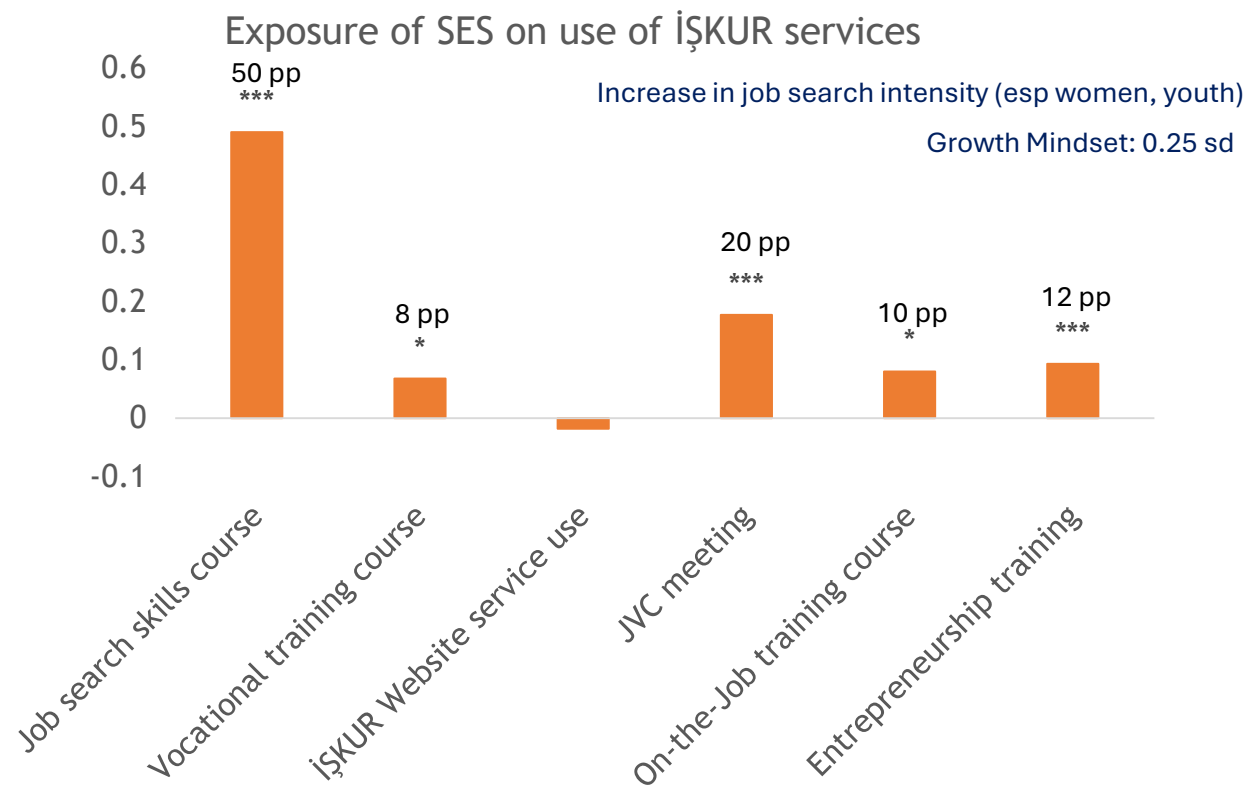
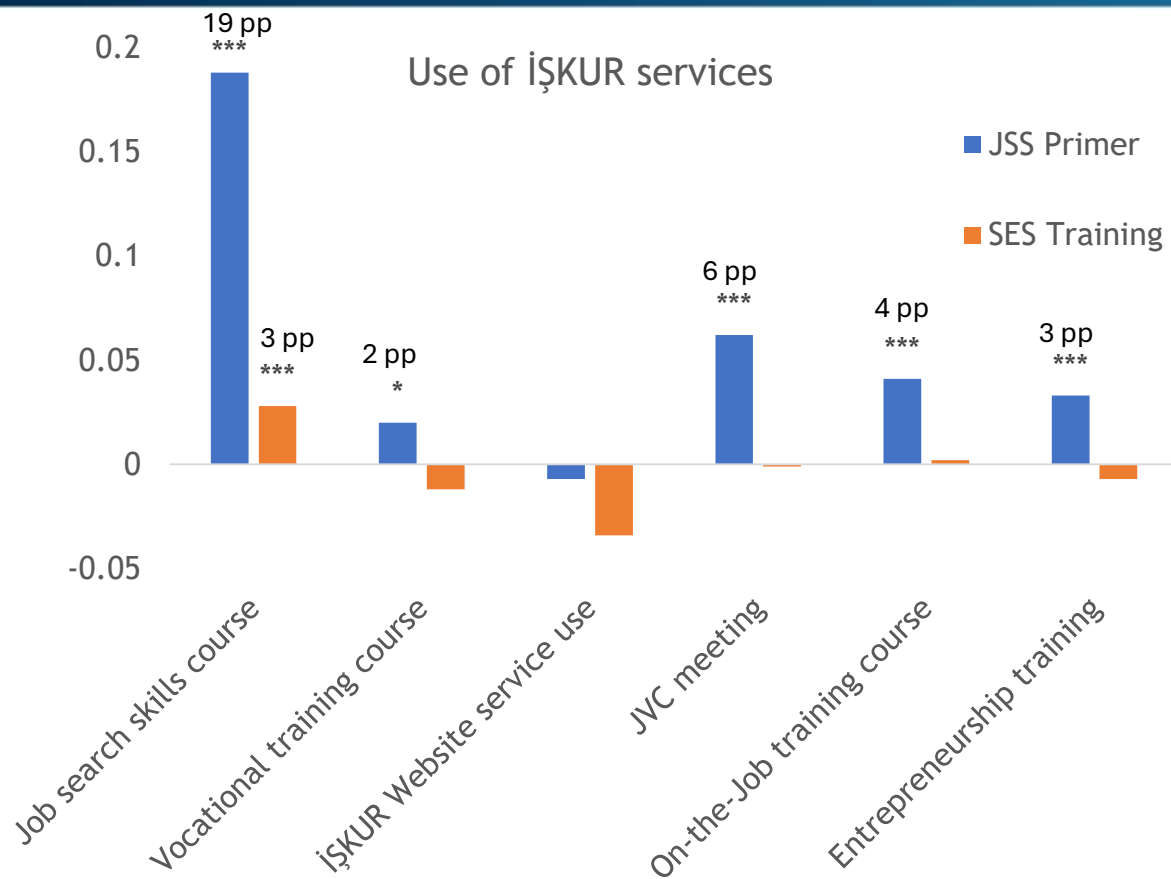
- ✓ goal-setting
- ✓ determining the obstacles that stand between you and your wishes/goals and
- ✓ identifying strategies to overcome these obstacles

—	G - Goal	
—	O - Outcome	
—	O - Obstacle	
—	P - Plan	

#### 3 Modules

- Brief **self-affirmation** exercise
- interactive discussion of **job search barriers and solutions** using case studies
- Step by step **individual goal-setting and planning** exercise

# Offer of JSS primer increased take-up of almost all İŞKUR services (ALMPs)



Note: Figure reports ITT coefficients from a linear regression, with significance levels (+  $p < 0.1$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ) based on Romano-Wolf adjusted p-values, based on 1000 bootstrap replications. All regressions control for individual-level covariates, job center-level and province-level characteristics.

Note: Figure reports ATT coefficients from a weighted linear regression comparing the actual takers within the group assigned to treatment with the predicted would-be takers in the control group. The weights reflect that actual takers are oversampled in the treatment group. Significance levels (+  $p < 0.1$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ) based on Romano-Wolf adjusted p-values, based on 1000 bootstrap replications. All regressions control for individual-level covariates and job center-level characteristics.



# Improving Employability and Inactivity of Youth in Argentina



21% youth unemployment rate; mismatch of skills and experience with demand

**Objective:** Provide socioemotional development to improve young jobseekers' employability by addressing mismatch between skills and labor demand.

**Intervention:** MoL i) simplified brochure; and ii) SES modules designed to enhance self-concept, growth mindset, and planning skills.

**Sample:** 6,700 young jobseekers registered in 53 employment centers nationwide running a total of 237 introductory courses (Control: 8,150; 35; 277).

# Motivation, Growth Mindset, and Planning

- 3 training modules delivered in 1-2 sessions
- Self-contained; implemented at the start of introductory course

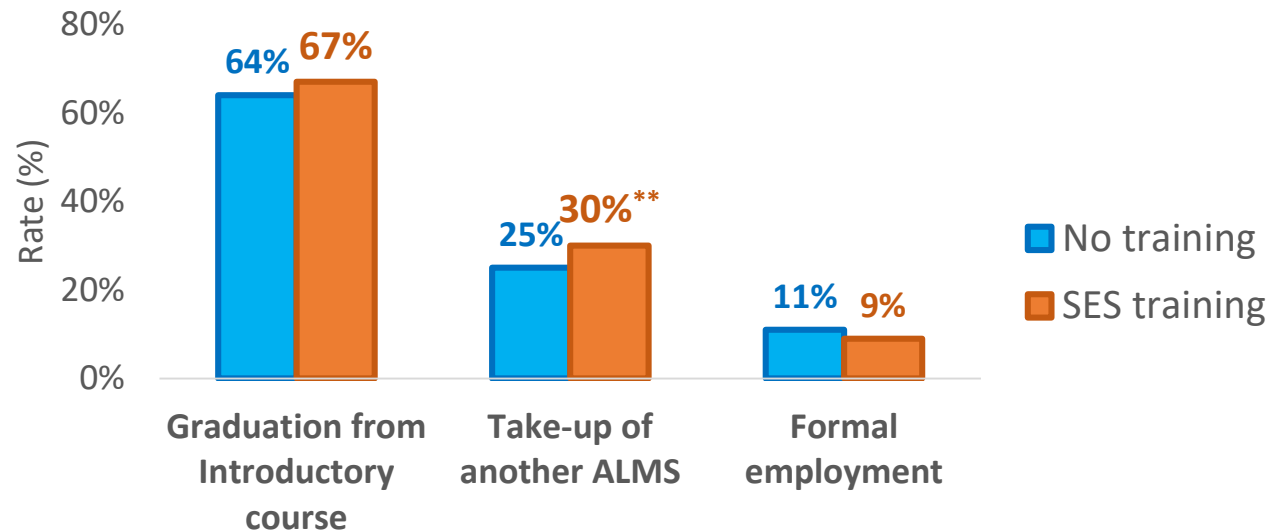
## **1: Motivation: Belonging**

## **2: Openness: Growth Mindset**

## **3: Planning: WOOP**

# Results:

## Participants are more likely to register for more services (+5 pp)



Number of observations 14,869. Differences after treatment controlling for age, gender, high school graduation, marital status, and province Fixed Effects. Standard errors in brackets and clustered at the municipality level (employment center). Significant at \*\* 95%.

### Effects over take-up of ALMPs (+5pp)

Correlation between attendance and perceived benefit from modules

No significant effects on course graduation or employment 4-6 months after.

High heterogeneity in capacity (execution & monitoring), **Low implementation compliance**

# Main Takeaways:

## Lift Binding Constraints with Behavioral Science

- **Behavioral science** can help policymakers increase effectiveness of training programs and skills needed to thrive in a changing and challenging world of work: activation, motivation, flexibility, decision making, and perseverance. User journey maps can help you get there.
- **Empower Jobseekers to activate job search with stronger SES** Equip youth with skills like activation, motivation, and perseverance. Boost youth confidence and perceptions of success. Potential multiplier effects: peer success motivates others.
- **Informative Insights:** Informing job seekers about the program with behavioral insights can be a cost-effective tool to improve their employment prospects. Minimal costs (<1 euro per brochure) with positive cost-benefit ratios.
- Keep in mind **behavioral design principles** (EAST+ framework). Timely and user-centered design and language → Higher take up of intermediation and training services
- **Coordination:** Ensure robust coordination, oversight. Good comms with program authorities at central level. Build institutional credibility.

# Thank You




# Planning and Commitment Devices for Job Seekers

## Singapore

### Barriers

- **Passive** in job search process
- Poor **commitment** to job search process
- Unrealistic job **goals**
- Lack of **motivation** and low **confidence**

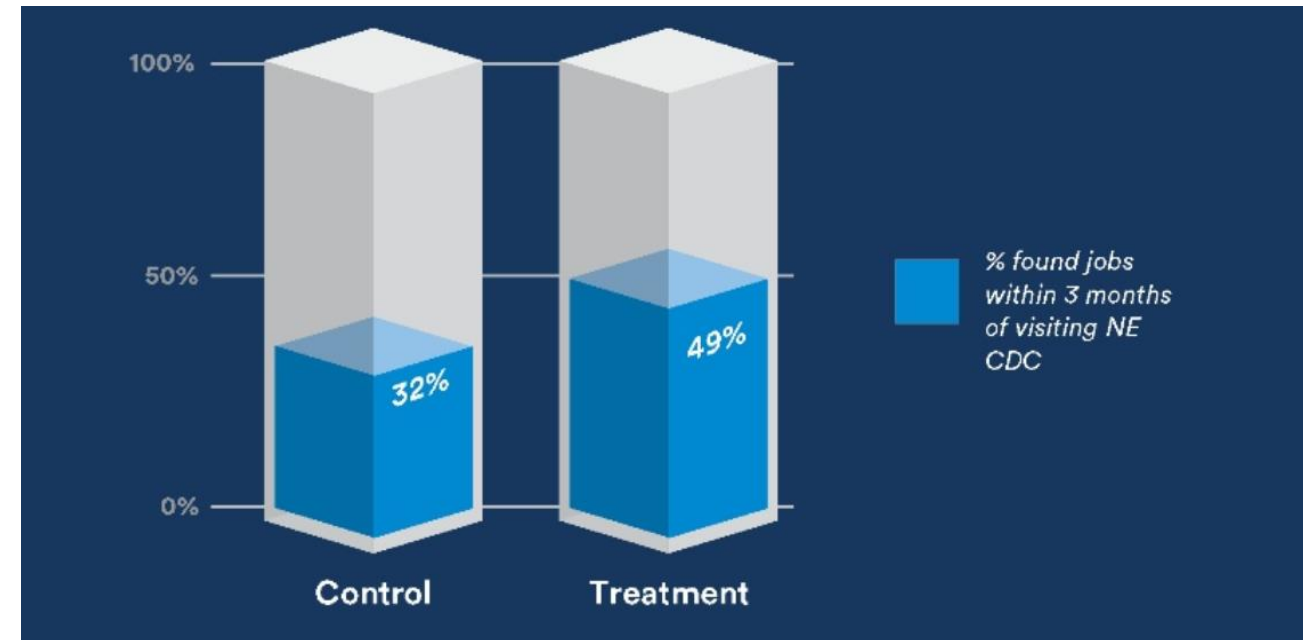
### My Job Seeker Action Plan

Session 2		
What I need to do before 11/11/2015	What I achieved	What my career consultant says
1) BROWSE THROUGH CEP LIST - AND MAKE MY CHOICE :-	✓ I CHOSE POSITION TIT - CEP PROJECT COORDINATOR BUT CC THOMAS SAID IT IS ALREADY FILLED UP T.T	None ✓
2) GO TO RECRUITMENT EVENT FOR THE CARE INDUSTRY 29 OCT 13 10am - 3pm	✓ BEEN THERE. MET MISS MOLI HUANG (NDA) APPLIED FOR COURT OFFICER, FROM EDUCARE EMAILER ME SAYING UNDER REVIEW	Interview 12 NOV tomorrow.
3) SEARCH 10 JOBS FROM DIRECT COMPANIES. & INDEED.COM. SG	✓ APPLIED FOR CLIENT RELATIONSHIP OFFICER - HEALTH CONSULTANTS APPLIED 10 MORE JOBS AND WAITING REPLY	Good effort
4)	✓	
Career consultant's assessment Signature and date		 11/11/13

Think through the following questions when you make your plan:

- What activities you are going to do?
- How you are going to do them?
- When you will do them?
- Where you will do them?

Routinely check how you are doing with your plans and remember to update your achievements.

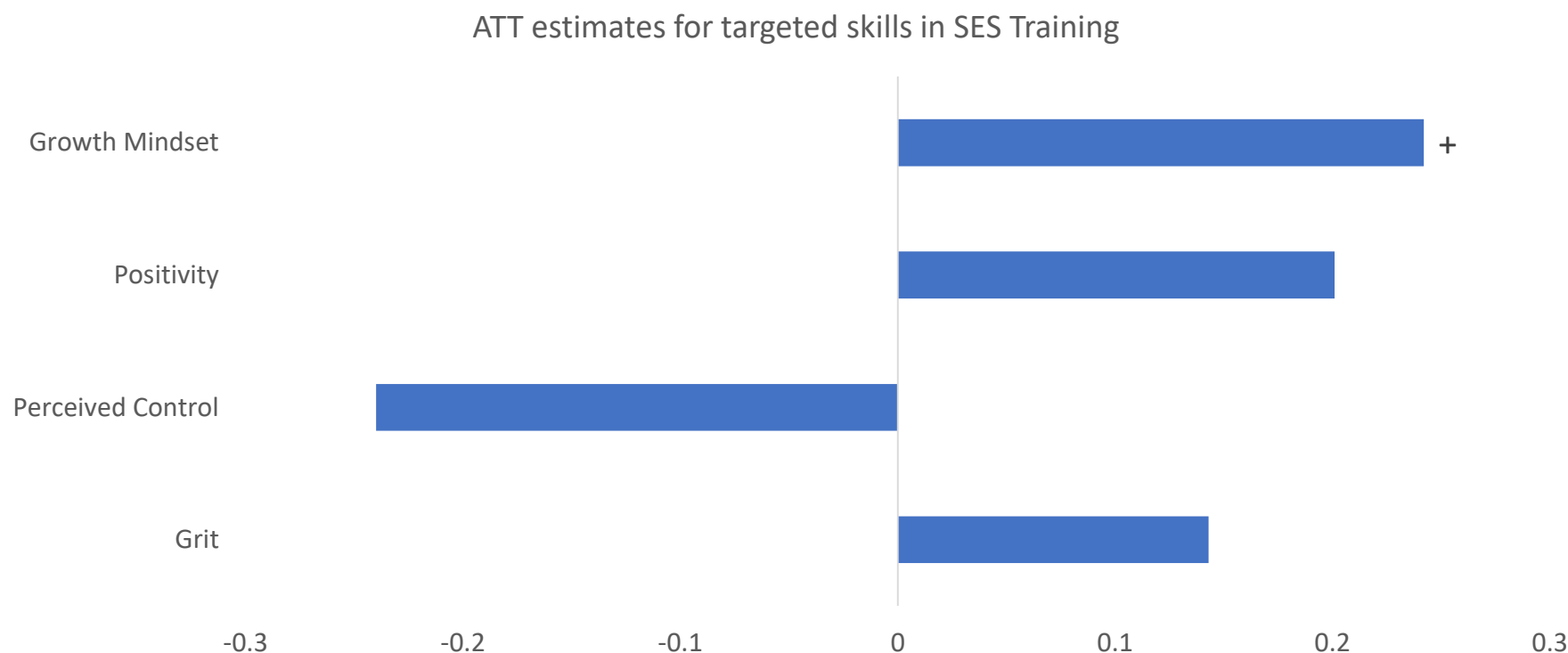


You had a good start! Keep going!

Source: Transforming the Ministry of Manpower with Design and Data (Wong, H, 2015)



# Mechanism: Exposure to SES Training appears to instill a growth mindset



Note: Figure reports ATT coefficients from a weighted linear regression comparing the actual takers within the group assigned to treatment with the predicted would-be takers in the control group. The weights reflect that actual takers are oversampled in the treatment group. Significance levels (+  $p < 0.1$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ) based on Romano-Wolf adjusted p-values, based on 1000 bootstrap replications. All regressions control for individual-level covariates and job center-level characteristics.

# Discussion

Encouraging results for **informational brochures**:

- Timely and user-centered design and language → Higher take up of intermediation and training services
- Relatively low-cost intervention, easy to scale
- Recommend scale up the Job Search Skills Primer distribution to all newly-registered jobseekers (planned by İŞKUR)

Further design adjustments needed for **SES Training**:

- Offer did not result in significant behavioral changes, but exposure had impacts on job search behavior and take-up of employment services.
- Potential adjustments:
  - Increase take-up rate
  - Tailor to different types of jobseekers
  - Increase intervention intensity