BIG Difference BC
Mobilizing Momentum in the Science and Practice of Behavioural Insights

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Behavioural Insights in the Workplace

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Applying Behavioural Insights to candidate and employee experience
A WorkSafeBC case study
Behavioural Insights Applications

Candidate Experience

Employee and Service Experience
The power of context and choice

BI and Culture
BI as one tool in the toolkit

• Our tools are most effective when used in combination in response to what the person or situation needs.
Applying RIDE: start with understanding

- **Why map a journey?**
  - Understand both the steps one takes to accomplish a goal and the emotional response to those steps
  - Identify opportunities to minimize pain points and make decisions, or process more effective, easy, and positive

- **What does the journey map represent?**
  - A sample journey through a process
  - Taken by a typical user of the process
Bias and Norms with Empathy Mapping

1. Who are we empathizing with?
2. What do they need to do?
3. What do they see?
4. What do they say?
5. What do they do?
6. What do they hear?
7. What do they think and feel?

Pains

Gains

Other thoughts and feelings?

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Understanding the impact of experiential perceptions on the way people act

*Forrester model

- Ease
- Effectiveness
- Emotion
Candidate Experience
Journey Map

Wanda Job

Goals
- Work-life balance
- Meaningful work
- Flexibility (work from home, 9-day fortnight)
- Career growth
- Stable employment
- Be happy to come to work
- Pay off bills

Expectations
- Respectful workplace
- Benefits, pension
- Know what’s going on at each step
- Timeliness
- Know what to expect
- Feedback if unsuccessful
- Being able to succeed

Characteristics
- Open to opportunity, but not actively looking (prevention and entry job candidates actively looking; CM, IT, HR are passive candidates)
- Open
- Professional
- Aligned with our values and mandate; wants to make a difference
- Ambitious and impatient
- Has options if this doesn’t work out
- Married, three kids aged 7, 8, and 10

Intrigued; hopeful  
Do I have a connection?  
Looks like a very professional website  
Why so many open jobs?  
Right location  
As government, they must pay well and have good benefits  
I’ll put my name in and put more effort in if I get an interview

Happy, excited, but also stressed  
Testing? What? I haven’t written a test in 20 years!  
This is scary. Do I really want to do this?  
Is there a way to practice? How will I find the time?

Never been through so much rigor and interrogation – you’d think I was applying to be the CEO  
Mixed reviews online…I guess that’s normal  
How will I get time off work without telling my boss the truth?  
What do I wear?  
Can I really call them with questions or to change dates?  
How do I prepare? How will I find the time?  
Who will I be meeting with?

Relieved that it’s over – wasn’t exactly what I expected  
Who will I use as references?  
How can I manage this with my current boss?

The more I think about the job, the more I want it  
Could this be my future workplace?  
Being escorted out is awkward – I feel like people are looking at me and wondering what I’ve done

Day 49

Day 70
The ideal external candidate experience – applying the EAST framework

1. Sees ad and posting online (build on social norms with employee stories)
2. Receives personalized thank you email, name of HR “guide” and his/her role, and information about next steps
3. Has call with hiring manager (discuss org, role, special information, next steps and assesses preliminary fit)
4. Completes initial testing online, at home (views tests as relevant)
5. Receives confirmation, including bios of interviewers
6. Hiring manager re-introduces self, shares “day in the life”, asks if questions, proceeds with interview
7. Given tour of workspace, introduced to team members, and walked to security
8. Comes in for fit (met by hiring manager or HR guide, begins with description of team; opportunity for questions; given feedback and next steps immediately)
9. Receives offer and Welcome package in the mail (or online portal) and accepts offer
10. Submits application (<15 minutes; using prompts progress tracker; option to save as a draft; chooses email as communication preference; indicates how heard about it)
11. Receives email request with a prompt to schedule screening; schedules online (includes “the value of working here” and potentially video about job)
12. Receives email invitation for testing and how to prepare to reduce cognitive load; chooses at-home testing; and schedules online
13. Receives congratulatory email from HR guide and invitation to next level of testing (including how to prepare); schedules online
14. Arrives at office and welcomed by HR guide or hiring mgr (messenger); reminded about what to expect, taken to room (coat, water, comfort)
15. Hiring manager provides feedback and explains next steps
16. Provides references
17. Provides CRC information
18. Receives email from hiring manager re fit interview and books online; includes bio of individual conducting the fit
19. Receives call from hiring manager with conditional offer, and overview of next steps
20. Receives email asking for feedback on process

The ideal external candidate experience – applying the EAST framework
We are respectful, responsive, fair, accountable, collaborative, and forward thinking.
Employee Engagement: supporting the bright spot

Job 1
Support staff

Help staff succeed
Set goals and clear expectations (prompts, checklists)
Give performance feedback quarterly
Recognize their contributions
Support their professional growth
Connect regularly & deliberately (make it timely and social)
Begin by trusting
Show respect
See the whole person

Show staff they are valued
Using BI to encourage behaviours

Applying the EAST framework:

• **Make the message simple & salient** – using data in brief, timely messages to increase relevance

• **Checklists** – reminders of our behaviour in meeting rooms, performance feedback, and training

• **Personalized and social** – using real life examples from our staff both resonated and made the message more effective

• **Behaviour cards** – notice a behaviour in a colleague and send them a paper or electronic note that is personalized and specific about that behaviour
An Example: Fair
We are fair

We act fairly and that builds trust and credibility.

90% of those we serve feel the person who helped them was fair
Applying social norms: Fair

Featuring Financial Services team as an example of how we act fairly
Salient messages in timely and attractive ways
Impacts, Constraints and Results

Leverage Culture
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