

Behavioural Insights for a Digital, Collaborative and Efficient Hybrid Workplace

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Research and Experimentation Team

Office of the Chief Human Resources Officer (OCHRO)

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OCHRO's Research and Experimentation Team (RET)



RET is composed of a mix of **researchers** including behavioural scientists, human-centred designers, policy experts, and HR professionals.



The team applies **interdisciplinary approaches** to generate and test holistic, measurable, and impactful solutions to people management challenges.



RET specializes in **people management** challenges across a variety of domains such as diversity and inclusion, the future of work, and health and wellness.

Executive Summary

- This project was a collaboration between the Office of the Chief Human Resources Officer (OCHRO) Research & Experimentation Team and the Employment and Social Development Canada (ESDC) Digital Workplace Taskforce (DWT).
- We sought to apply behavioural insights (BI) to increase digital workplace behaviours that support collaboration and increased efficiency in the context of hybrid work.
- These behaviours included:
 - Attending digital skills learning events
 - Completing short digital skill-building exercises
 - Using SharePoint to collaboratively develop documents
 - Using the Harmon.ie Outlook add-on to support SharePoint collaboration

Phase 1 | Increasing Attendance at Digital Skills Sessions

Application of Behavioural Insights to increase attendance at DWT's digital skills workshops in fall 2022

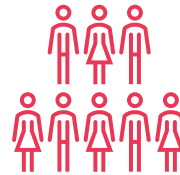
Project Scope



Short-term, “quick-win” project to test ways to encourage uptake of high-quality learning sessions

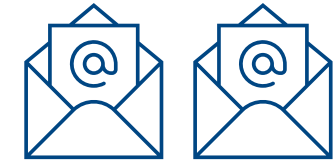
Goal: to increase the number of attendees of DWT's Digital Booster course series in the Fall of 2022

Behavioural Insight



Predictive analytics can estimate the likelihood of a person consuming a product based on the behaviours of similar people in the past

Approach



Created **employee profiles** based on region, classification, likelihood of attending event
Constructed **two groups of mailing lists**

2,474 randomly selected employees who never attended a Booster Session before were assigned to either:

- **Targeted group:** Consisted only of employees with profiles with the highest likelihood of attending
- **Non-targeted group:** Consisted of employees from every profile

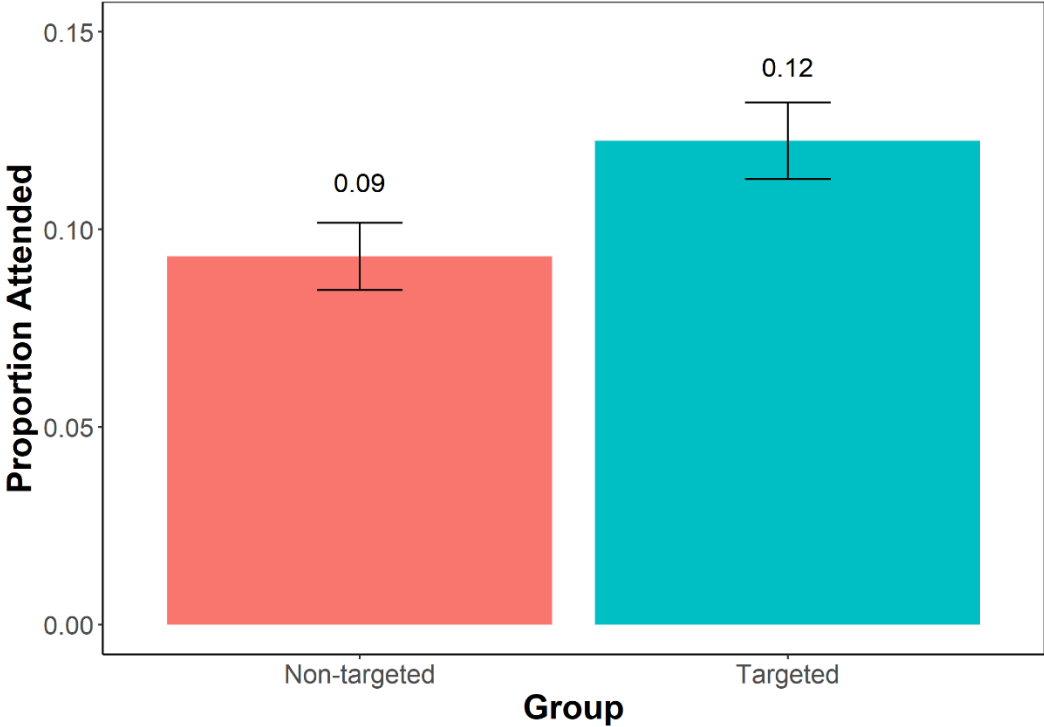
Phase 1 | Results

The Targeted approach was >30% more effective than the Non-targeted approach at encouraging attendance.

Invitations & Attendance by Mailing List Group

	Targeted	Non-targeted	Total
Invitations sent	1215	1259	2474
Bounced back	71 (5.8%)	89 (7.1%)	160 (6.5%)
Attended	140 (12.2%)	109 (9.3%)	249 (10.8%)

Attendance by Mailing List Group



Odds Ratio = 1.36 (1.04-1.77), $z_{(2313)} = 2.26$, $p = 0.02$

Phase 2 | Just-in-Time Tips to spur Digital Behaviours

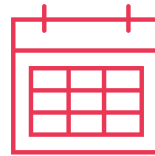
Application of Behavioural Insights to optimize engagement with DWT's Leaders Challenge from January to March 2023.

Project Scope



Goal: to improve the adoption of digital workplace best practices and tools (e.g., using SharePoint to co-author documents, installing Harmon.ie, time savings).

Behavioural Insight



Default appointments that automatically block off time in a person's calendar have been shown to help people follow through with their plans.

Approach



Leaders Challenge participants were asked to complete **weekly digital skill-building exercises**. Participants were randomly assigned to one of two groups.

The Leaders Challenge was open to all ESDC staff. About 80% of participants were employees, 17% were managers and 3% were executives. 1,388 Leaders Challenge participants were randomly assigned to either:

- **Weekly Emails:** Participants received 7 weekly emails with tips and short exercises to complete
- **Weekly Emails + Calendar Invites:** Participants also received weekly calendar invitations to complete the exercises

Both groups were sent a pre-trial and post-trial survey to measure changes in reported knowledge and uptake.



Another 262 non-attendees were sent a pre-trial and post-trial survey, to create a passive control group




Solution Spotlight | Default Appointments


Treatment group received an Outlook invitation to book 15 mins to complete weekly exercises. These invitations were scheduled for Monday afternoons based on Microsoft data suggesting lower meeting density.


Calendar Invitation

Défi Booster numérique - Espace réservé pour compléter votre exercice de la semaine / Digit...

 Rondina, Renante
Required  Rondina, Renante

 No Response Required  

 As the meeting organizer, you do not need to respond to the meeting.

 Occurs every Monday effective 2/6/2023 until 3/20/2023 from 1:00 PM to 1:15 PM

Monday, February 6

1 PM	Défi Booster numérique - Espace réservé pour compléter votre exercice de la semaine / Digital Booster Challenge - Placeholder invitati...
2 PM	Brianna / Renante geocoding; Microsoft Teams Meeting; Smrke, Brianna ESDC-Malatest touch point: Self-ID study; Microsoft Teams Meeting; Neha Khullar
3 PM	French Training https://lgc7.lrdgportal.com/index

*** Please read all instructions below ***

Hello,

To help you complete the Digital Booster Challenge exercises, we are sending you this recurring weekly 15 min calendar appointment. Please accept this calendar appointment, then use the Outlook calendar view to drag each appointment to a time more convenient for you and click "OK" on the popup dialog box.

For the latest information about the Digital Booster Challenge, including the exercises, visit the [SharePoint page](#).

We invite you to check the [Digital Booster Challenge app](#) to download your weekly prize (Teams background) awarded to you after completing each exercise and where you can also track your progress and view missing exercises.

Got questions? Drop-in every Wednesday between 1:00 to 1:30 pm EST (English session) or 2:30 to 3:00 pm EST (French session) to ask questions or for an exercise demo. The Drop-in Teams meeting links are provided in each Digital Booster Challenge exercise email.

[Digital Workplace Taskforce](#)

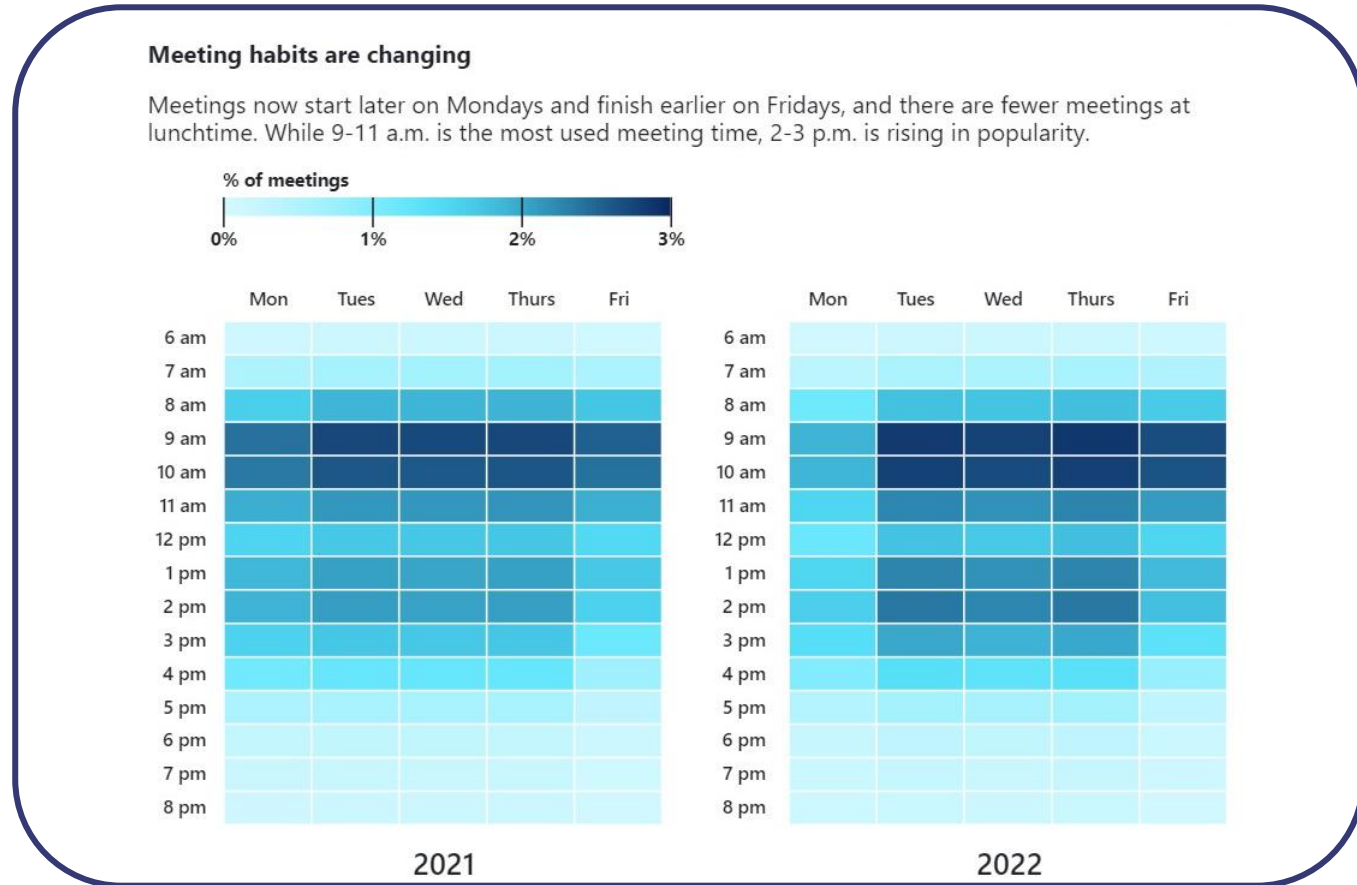


Image source: <https://www.microsoft.com/en-us/worklab/work-trend-index/great-expectations-making-hybrid-work-work>

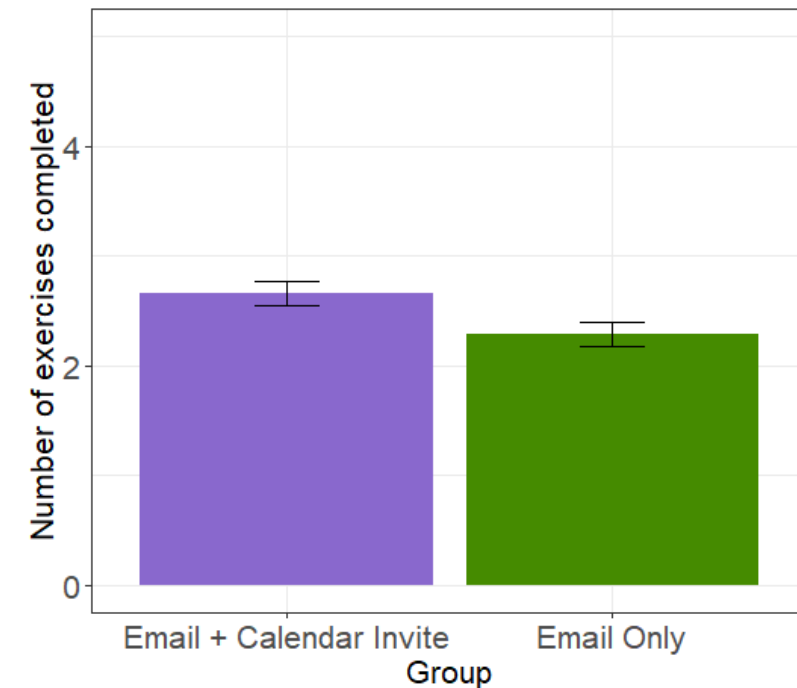
Phase 2 Results | Calendar invitations led to more exercises being completed

Sending a calendar invitation alongside the weekly emails was 13% more effective at increasing the total number of completed digital skills than sending weekly emails alone.

Exercises completed by Mailing List Group

	Weekly email	Weekly email + Calendar invitation
Average number of exercises completed (out of 7)	2 out of 7 (33%)	3 out of 7 (38%)

Calendar invitations increased the number of exercises completed



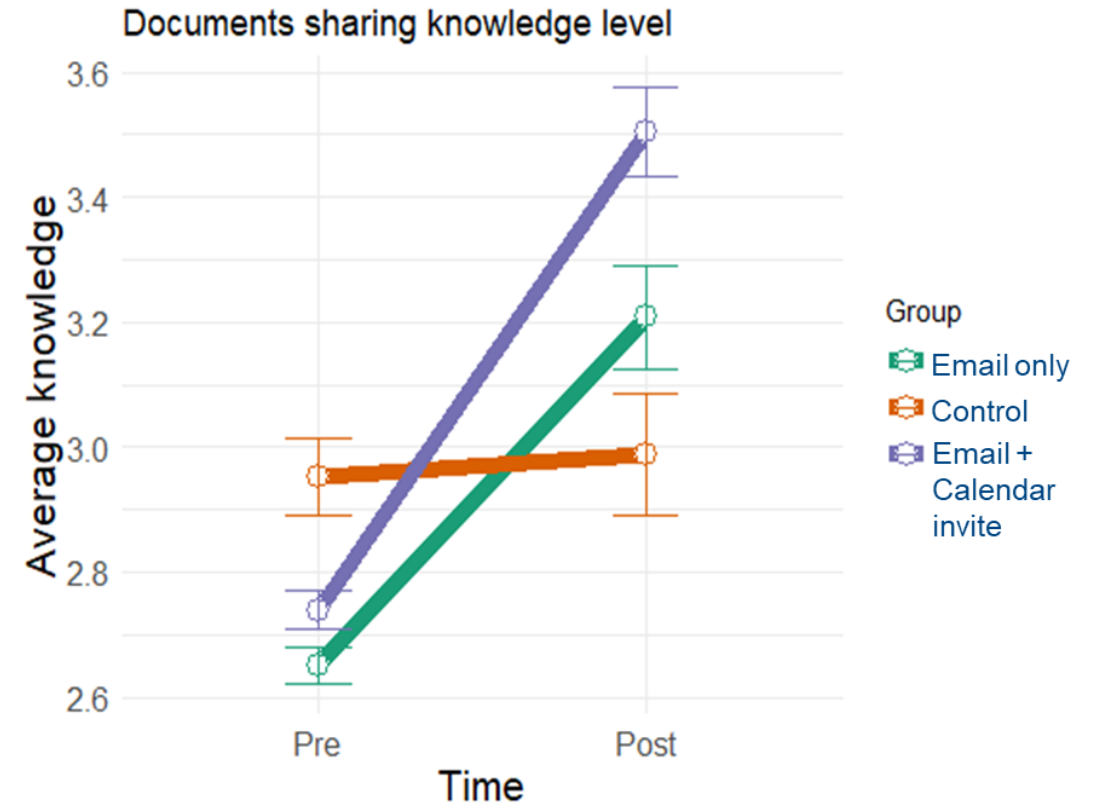
$t_{(1386)} = 2.35, p < 0.05, \text{cohen's } d = 0.13$

Phase 2 Results | Calendar invitations led to greater improvements in reported knowledge

Knowledge level on sharing files using SharePoint and Team Channels increased over time among Challenge participants, and this increase was larger for the Email + Calendar group.

Average change in reported knowledge by Group

	Control	Email only	Email + Calendar invitation
Post – Pre (%)	0.04 (1%)	0.56 (21%)	0.77 (28%)

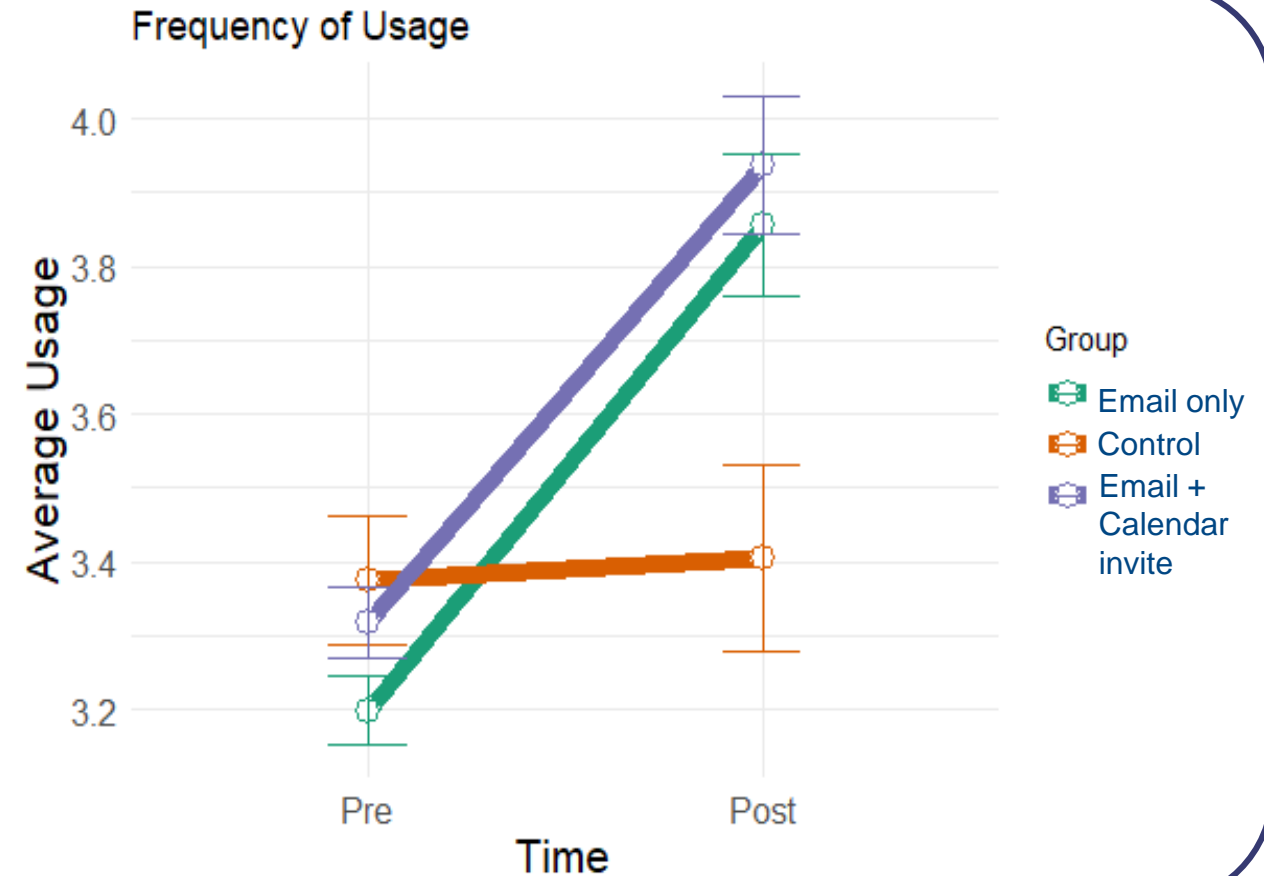


Phase 2 Results | Leaders challenge led to increased uptake

Usage of SharePoint Online and Teams Channels increased over time among Challenge participants with no significant difference between groups

Average change in reported uptake by Group

	Control	Email only	Email + Calendar invitation
Post – Pre (%)	0.03 (0.9%)	0.56 (18%)	0.50 (15%)



Key Findings



A **targeted approach** to advertising was more effective at increasing attendance than a non-targeted approach.



Default calendar invitations were effective at encouraging Leaders Challenge participants to complete more exercises and increase reported knowledge.



The **Leaders Challenge** was effective at increasing the uptake of digital collaboration tools.

Areas for future research

- The effect of default appointments at boosting other behaviors, and their long-term effects.
- The role of individual characteristics (e.g., years working in government) in adopting skills or behaviors.
- The influence of team collaboration and upstream factors on adoption and promotion of skills or behaviors.

Thank you!

Should you have any further questions about this project, please contact:

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