

BIG Difference BC

Mobilizing Momentum in the Science and Practice of Behavioural Insights



BC BEHAVIOURAL
INSIGHTS GROUP

Where ideas work

WORK SAFE BC

Behavioural Insights in the Workplace



Kerri Buschel

*Director of Experience, Marketing & Insights,
WorkSafeBC*



A photograph of a man and a woman shaking hands in an office environment. The man is on the right, wearing glasses, a blue shirt, and a dark cardigan. The woman is on the left, wearing a white blazer. They are both smiling. The background shows an office with glass partitions and a railing.

Applying Behavioural Insights to candidate and employee experience

A WorkSafeBC case study



November 5, 2021

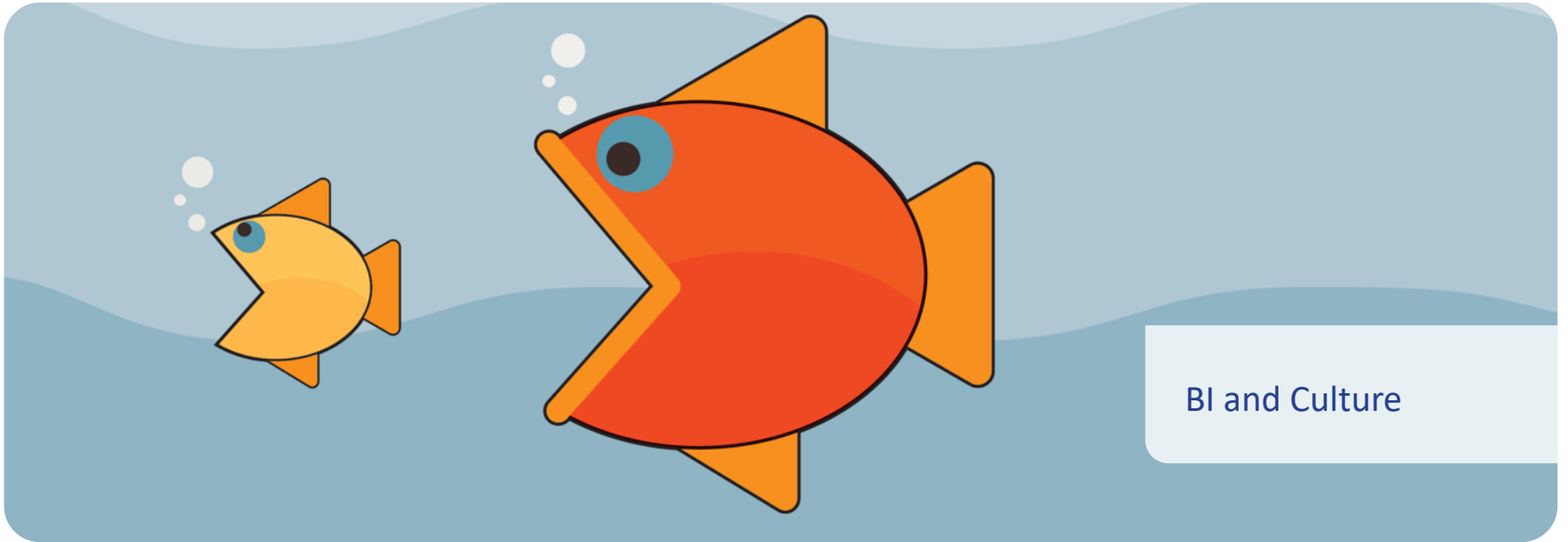
WORK SAFE BC

Behavioural Insights Applications

Candidate Experience

Employee and Service
Experience

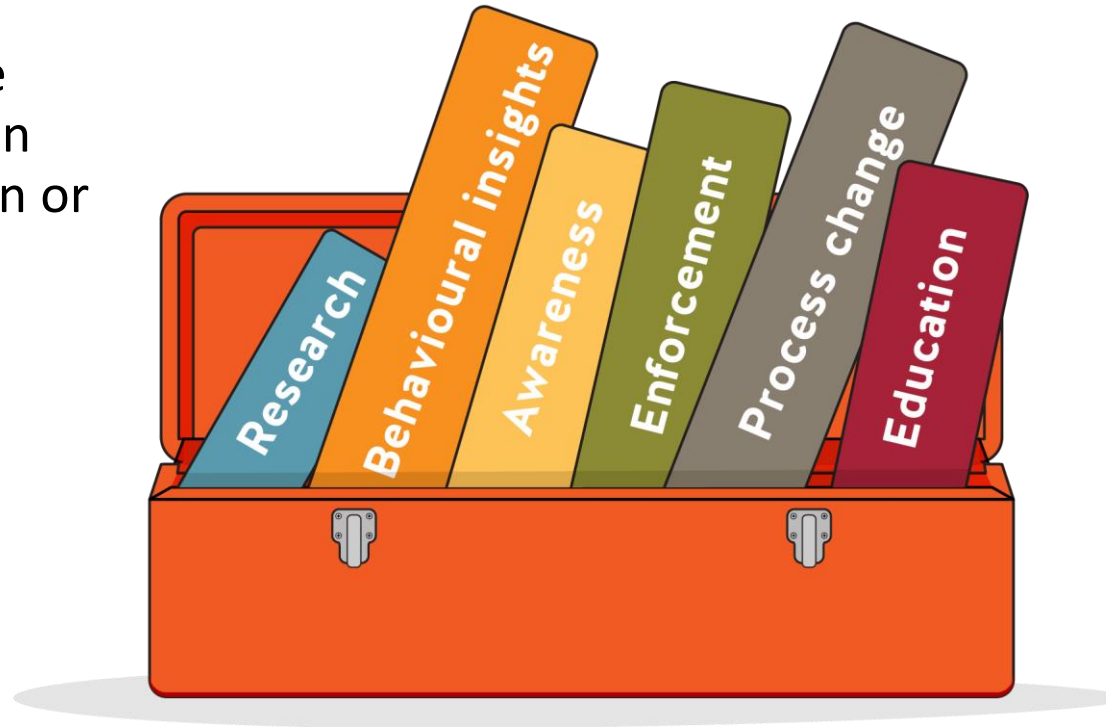
The power of context and choice



BI and Culture

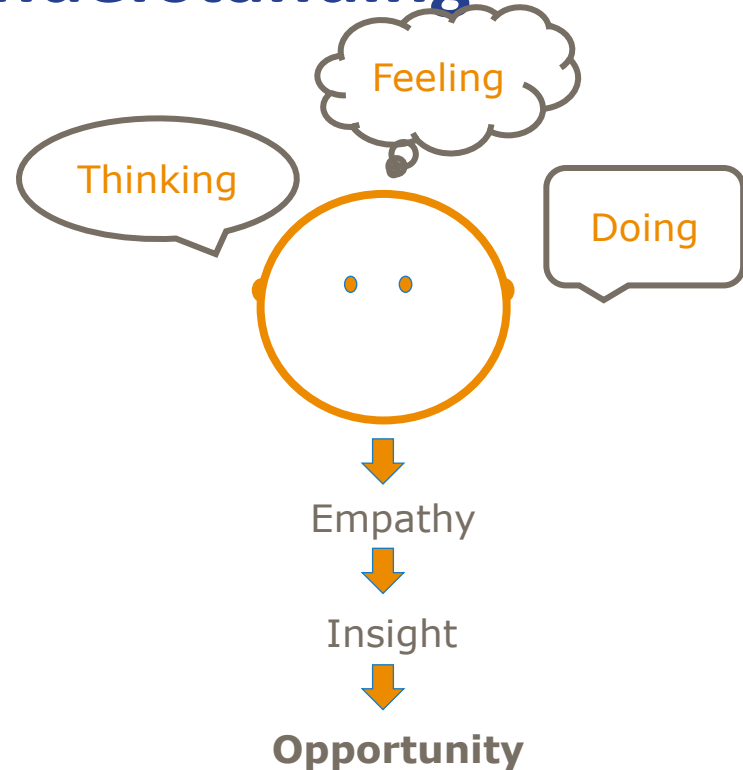
BI as one tool in the toolkit

- Our tools are most effective when used in combination in response to what the person or situation needs

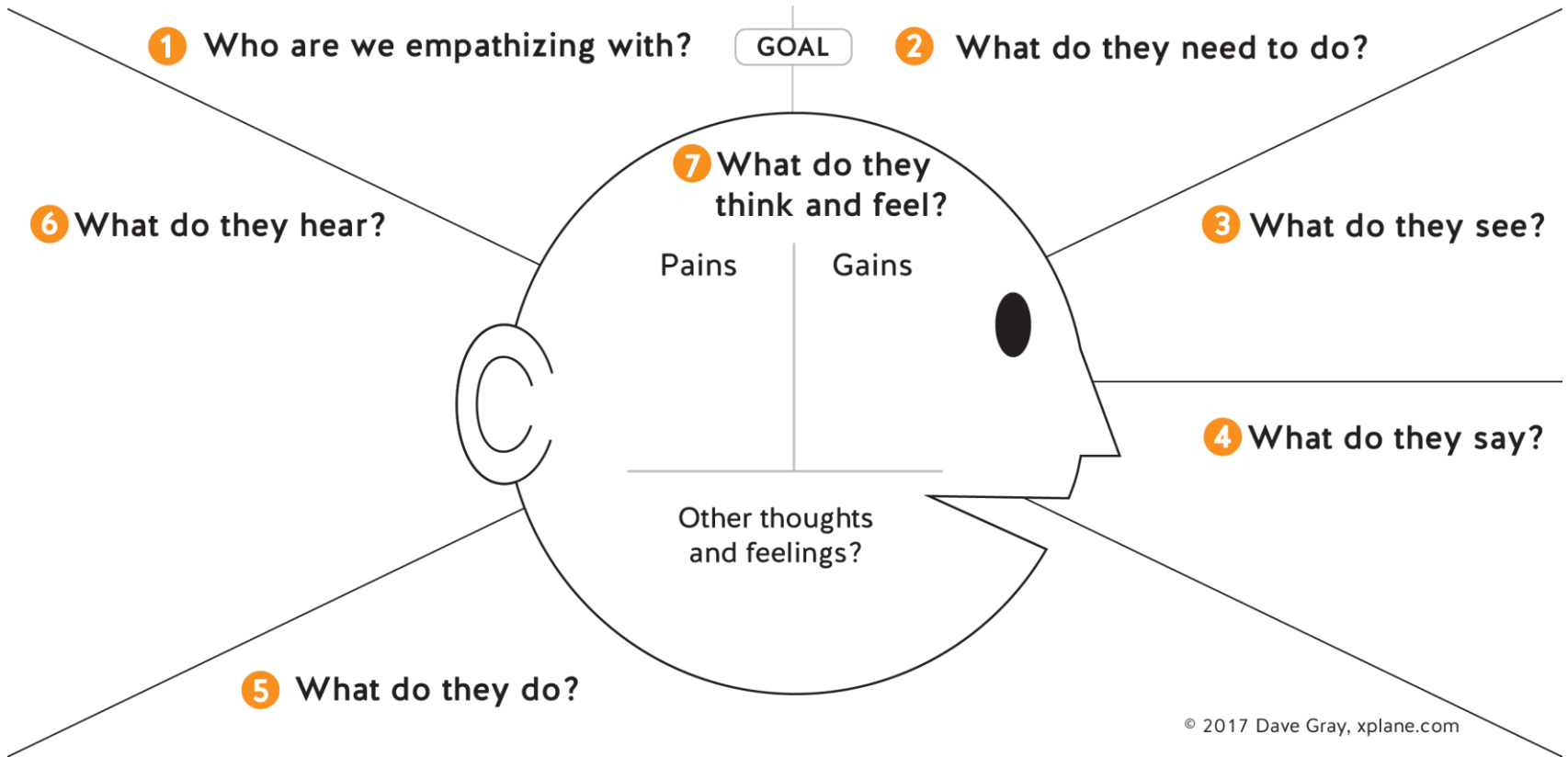


Applying RIDE: start with understanding

- **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



Understanding the impact of experiential perceptions on the way people act



*Forrester model



Candidate Experience

Journey Map

Wanda Job



Goals

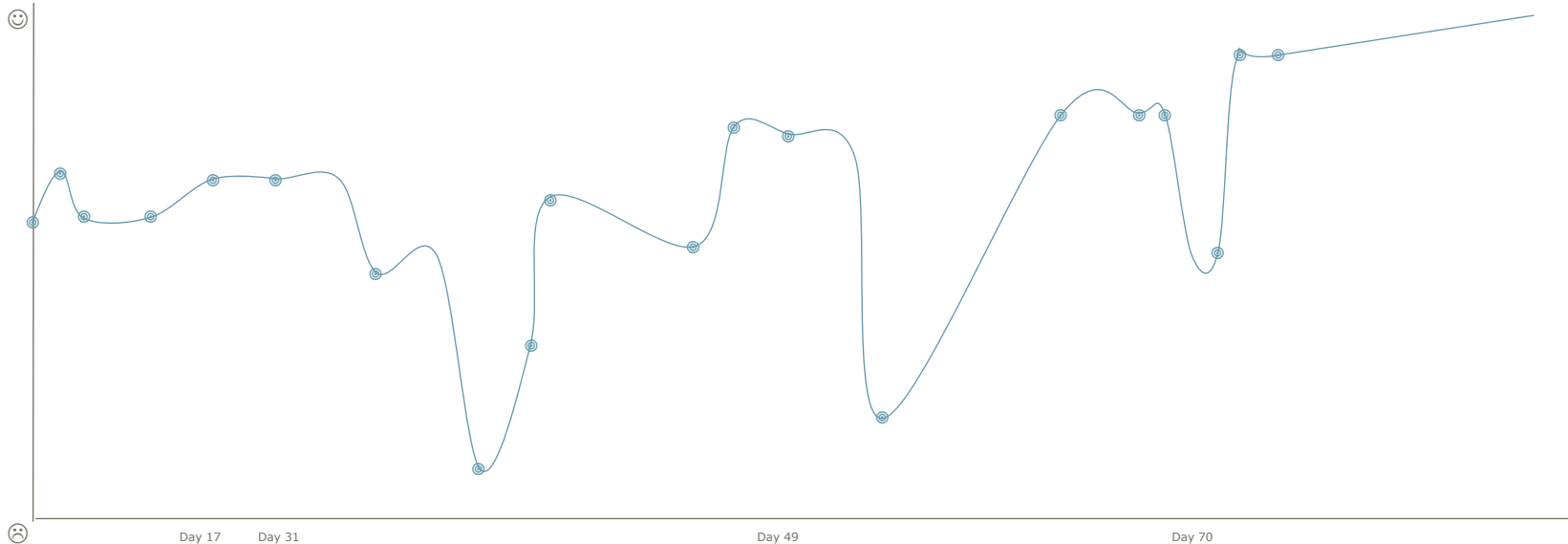
- Work-life balance
- Meaningful work
- Flexibility (work from home, 9-day fortnight)
- Career growth
- Stable employment
- Be happy to come to work
- Pay off bills

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?
Is there a way to practice? How will I be meeting with?
This is a lot of time. Will it be worth it?

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

The ideal external candidate experience – applying the EAST framework

Sees ad and posting online (build on **social norms** with employee stories)

Receives **personalized thank you email**, name of HR "guide" and his/her role, and information about next steps

Has call with **hiring manager** (discuss org, role, special information, next steps and assesses preliminary fit)

Completes **initial testing** online, at home (views tests as relevant)

Receives **confirmation**, including bios of interviewers

Hiring manager re-introduces self, shares "day in the life", asks if questions, proceeds with interview

Given **tour of workspace, introduced to team members**, and walked to security

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)

Receives **call from hiring manager with conditional offer**, and overview of next steps

Receives **offer and Welcome package** in the mail (or online portal) and accepts offer



Submits application (<15 minutes; **using prompts** progress tracker; option to save as a draft; chooses email as communication preference; indicates how heard about it)

Receives **email request with a prompt to schedule screening**; schedules online (includes "the value of working here" and potentially video about job)

Receives **email invitation for testing** and how to prepare to reduce **cognitive load**; chooses at-home testing; and schedules online

Receives **congratulatory email** from HR guide and invitation to next level of testing (including how to prepare); schedules online

Arrives at office and welcomed by HR guide or hiring mgr (messenger); reminded about what to expect, taken to room (coat, water, comfort)

Hiring manager provides feedback and explains next steps

Receives **email from hiring manager re fit interview and books online**; includes bio of individual conducting the fit

Provides references

Provides CRC information

Receives **email asking for feedback on process**

A smiling man with glasses, wearing a brown suit jacket, a light blue checkered shirt, and a green and white striped bow tie, stands in the foreground. In the background, two other people are seated at a table in a bright, modern office environment with large windows.

We are

respectful

responsive

fair

accountable

collaborative

forward thinking

Employee Experience

Employee Engagement: supporting the bright spot




Job 1
Support staff

Help staff succeed


Show staff they are valued

-  **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**

Using BI to encourage behaviours



We're responsive

We get our clients what they need, when they need it

Hear Griff's story and share your own on WSN.

WORK SAFE BC

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

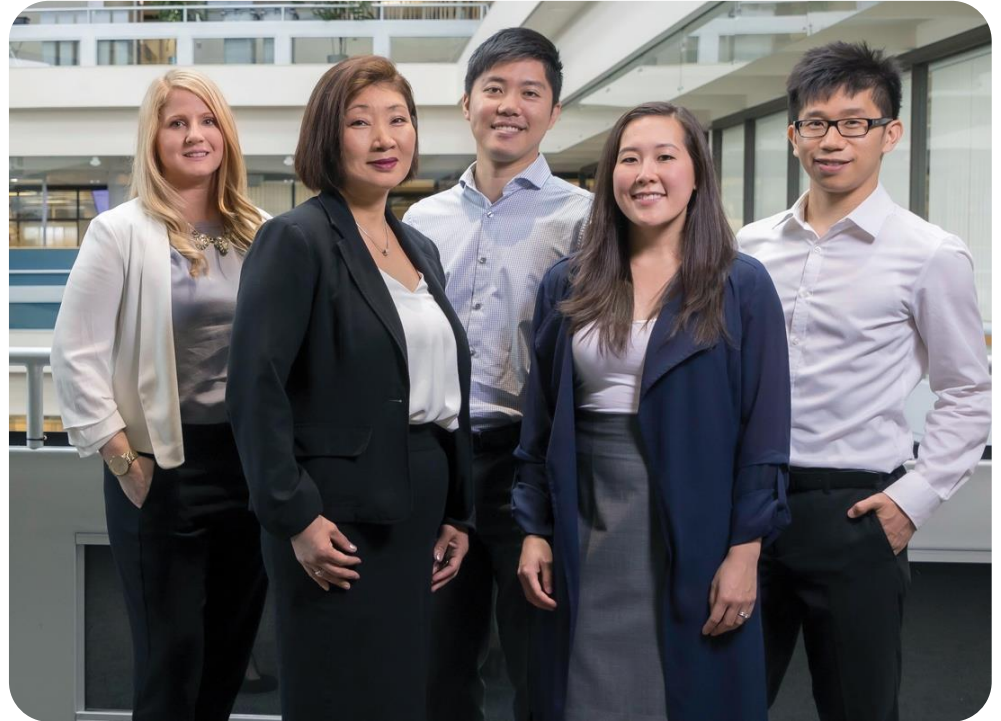
We are fair

We act fairly and that builds trust and credibility.

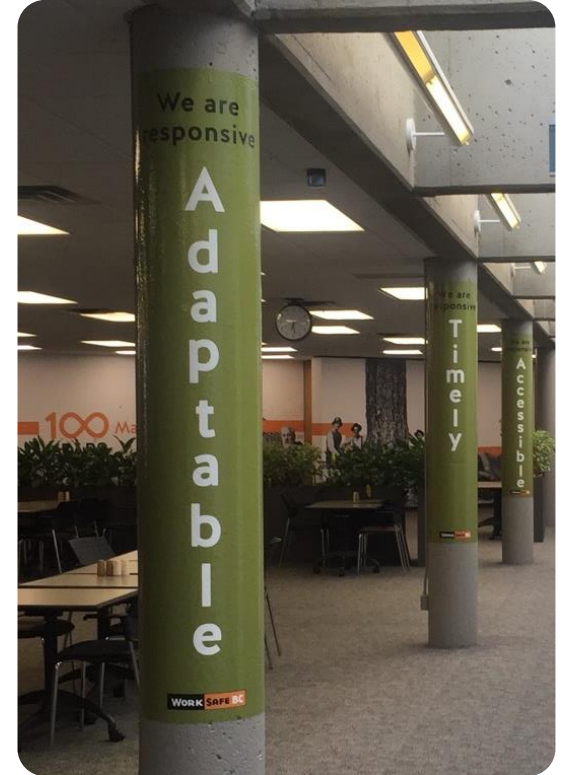
90% of those we serve feel the person who helped them was fair

Applying social norms: Fair

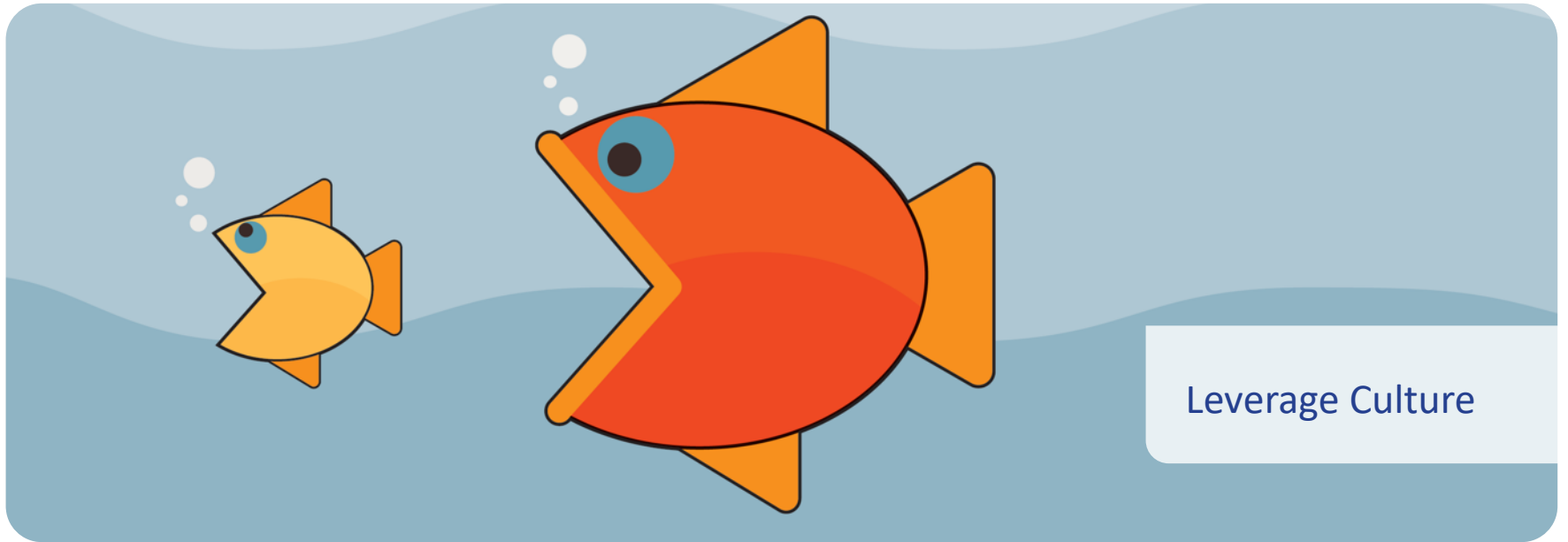
Featuring **Financial Services team** as an example of how we act fairly



Salient messages in timely and attractive ways



Impacts, Constraints and Results



Leverage Culture

BIG Difference BC

Mobilizing Momentum in the Science and Practice of Behavioural Insights



BC BEHAVIOURAL
INSIGHTS GROUP

Where ideas work

WORK SAFE BC