



# Five Secrets to Building the Next Generation Workforce in Your Organization

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Smart Cities Conference

October 1, 2019

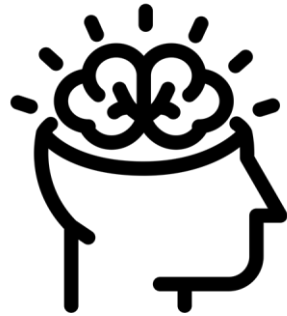
Evie Monnington-Taylor, Senior Advisor



THE  
BEHAVIORAL  
INSIGHTS  
TEAM

# Our Approach

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## Behavioral Science

The study of how humans make choices and behave in real-world contexts

## Rigorous Evaluation

Investigating the causal connection between treatment and outcomes



# Small changes, disproportionate impact

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**1. Tap into new sources of motivation**



**2. Process matters**



**3. Recruits may not be where you're looking**



# 1. Tap into new sources of motivation





# How BIT helped

Service

**1** Are you ready to serve?  
Apply to be a police officer today!

Paid for and approved by the City of Chattanooga

Impact

**2** What would it mean to you?  
Apply to be a police officer today!

Paid for and approved by the City of Chattanooga

Challenge

**3** Are you up for the challenge?  
Apply to be a police officer today!

Paid for and approved by the City of Chattanooga

Career Benefits

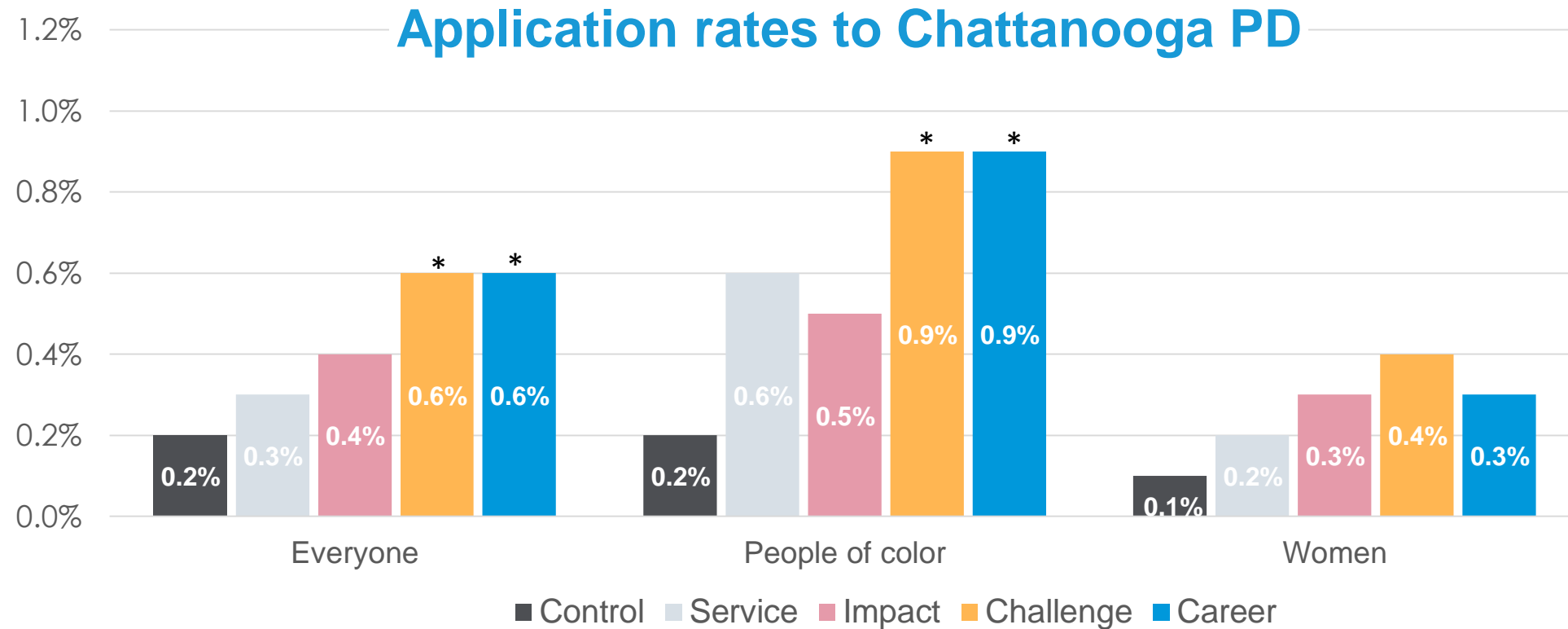
**4** Looking for a long-term career?  
Apply to be a police officer today!

Paid for and approved by the City of Chattanooga



# What happened?

The personal benefits of the job – emphasizing either the challenge or career benefits – were 3x more effective at increasing applications compared to the control group.



N ≈ 20,000

\*\*\* p<.001, \*\* p<.01, \* p<.05



## 2. Process matters



# Increasing the diversity of the police workforce

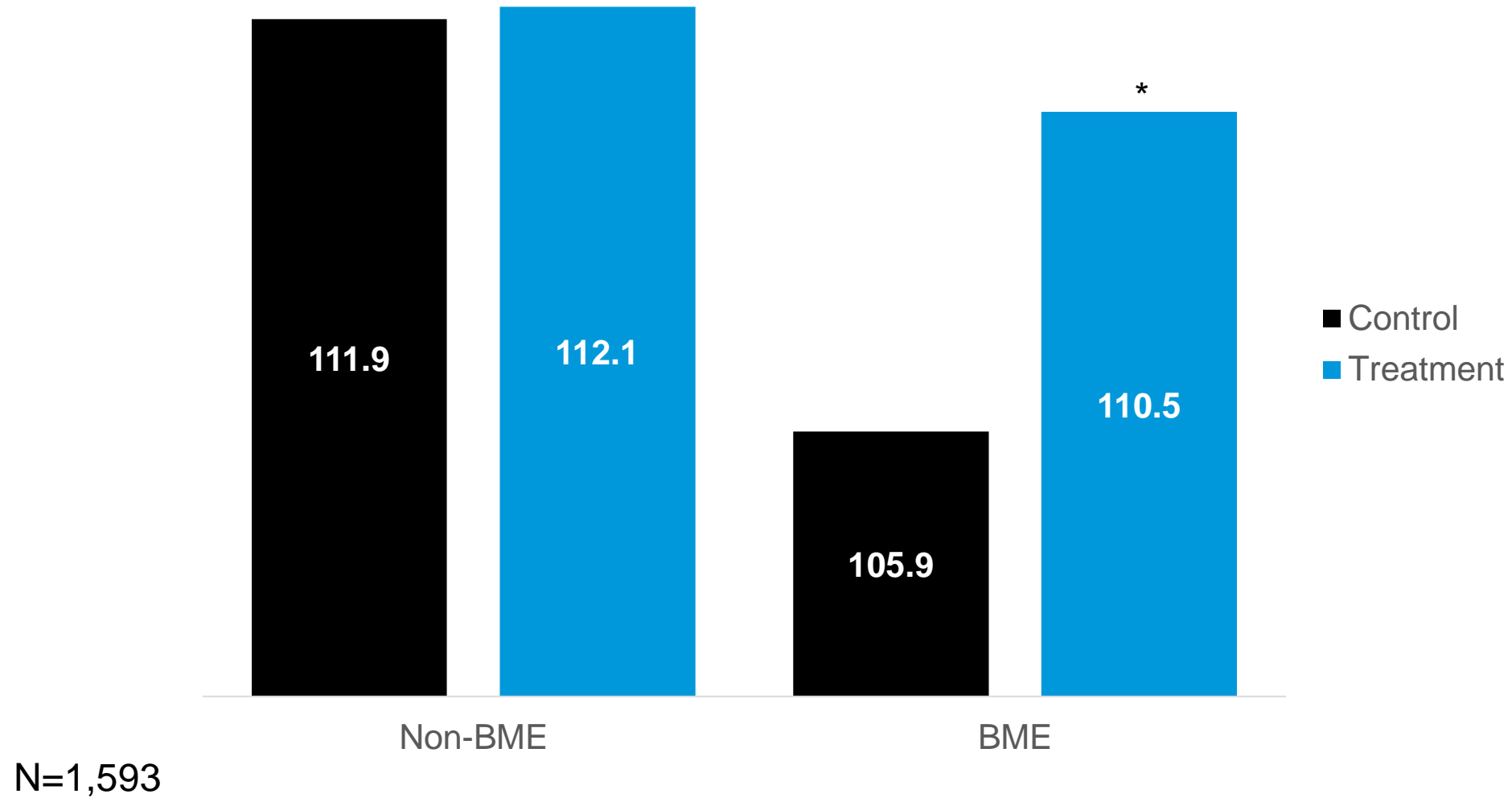
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Arm	Content
Enhanced	<i>“Before you start the test, I’d like you to take some time to think about why you want to be a police constable. For example, what is it about being a police constable that means the most to you and your community?”</i>
Control	Business as usual email



# Test score – BMEs and non-BMEs





**3. Your next recruit  
may not be where  
you're looking**



# How BIT helped: Washington, D.C.



Are you up for the challenge?

Apply to be a police officer today.

This advertisement features a male police officer in a light blue uniform with a dark tie. He is smiling and standing in front of the Washington Monument. The background is a clear blue sky. The officer's name tag reads 'Acos'.

1

The MPD is your next step.

Apply to be a police officer today.

This advertisement features a male police officer in a light blue uniform with a dark tie. He is smiling and standing in front of the Washington Monument. The background is a clear blue sky. The officer's name tag reads 'Acos'.

2

The MPD is your next step.

Apply to be a police officer today.

This advertisement features a female police officer in a light blue uniform. She is smiling and standing in front of the Washington Monument. The background is a clear blue sky. The officer's name tag reads 'Acos'.

3

Are you up for the challenge?

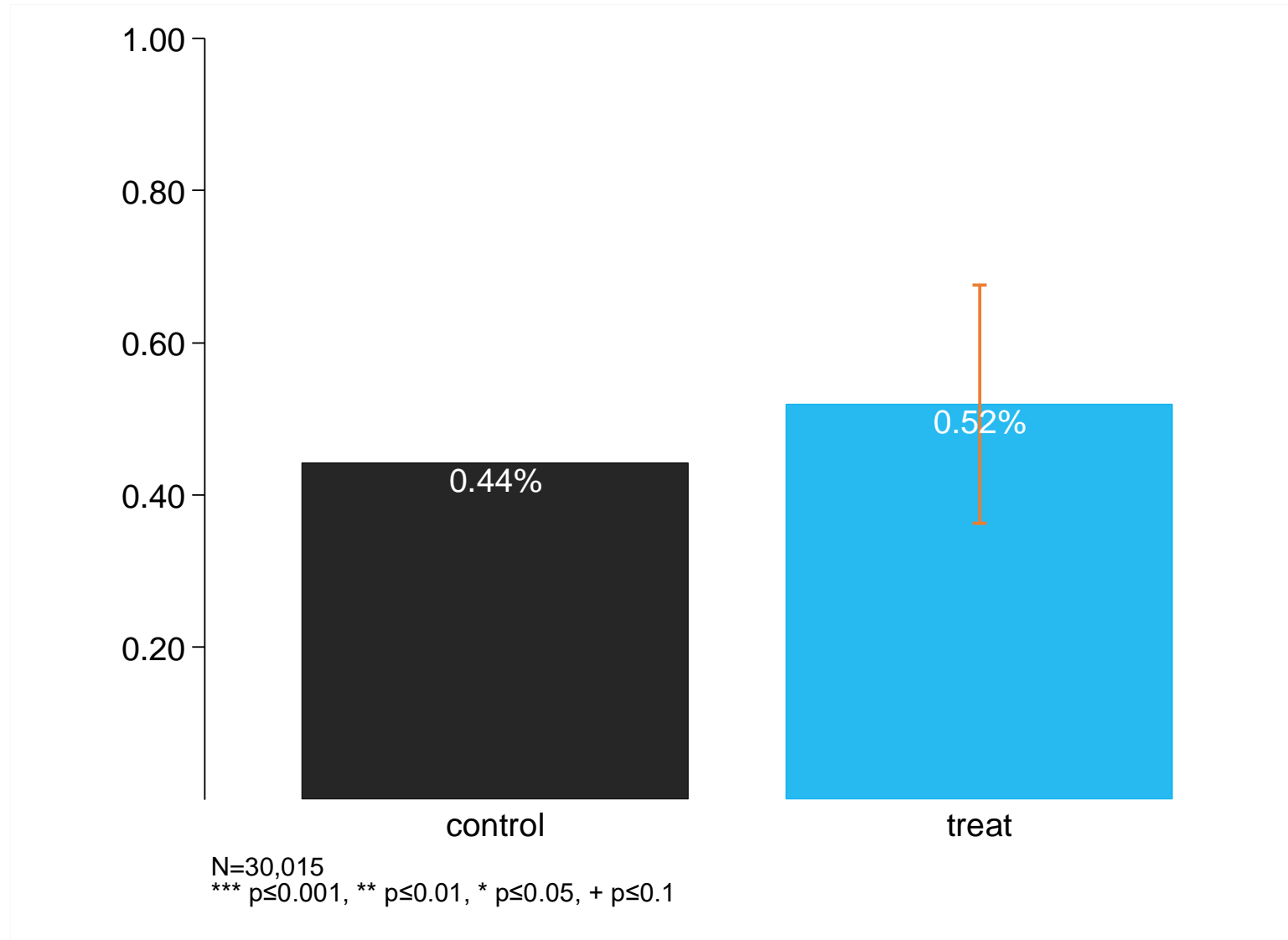
Apply to be a police officer today.

This advertisement features a female police officer in a light blue uniform. She is smiling and standing in front of the Washington Monument. The background is a clear blue sky. The officer's name tag reads 'Acos'.

4

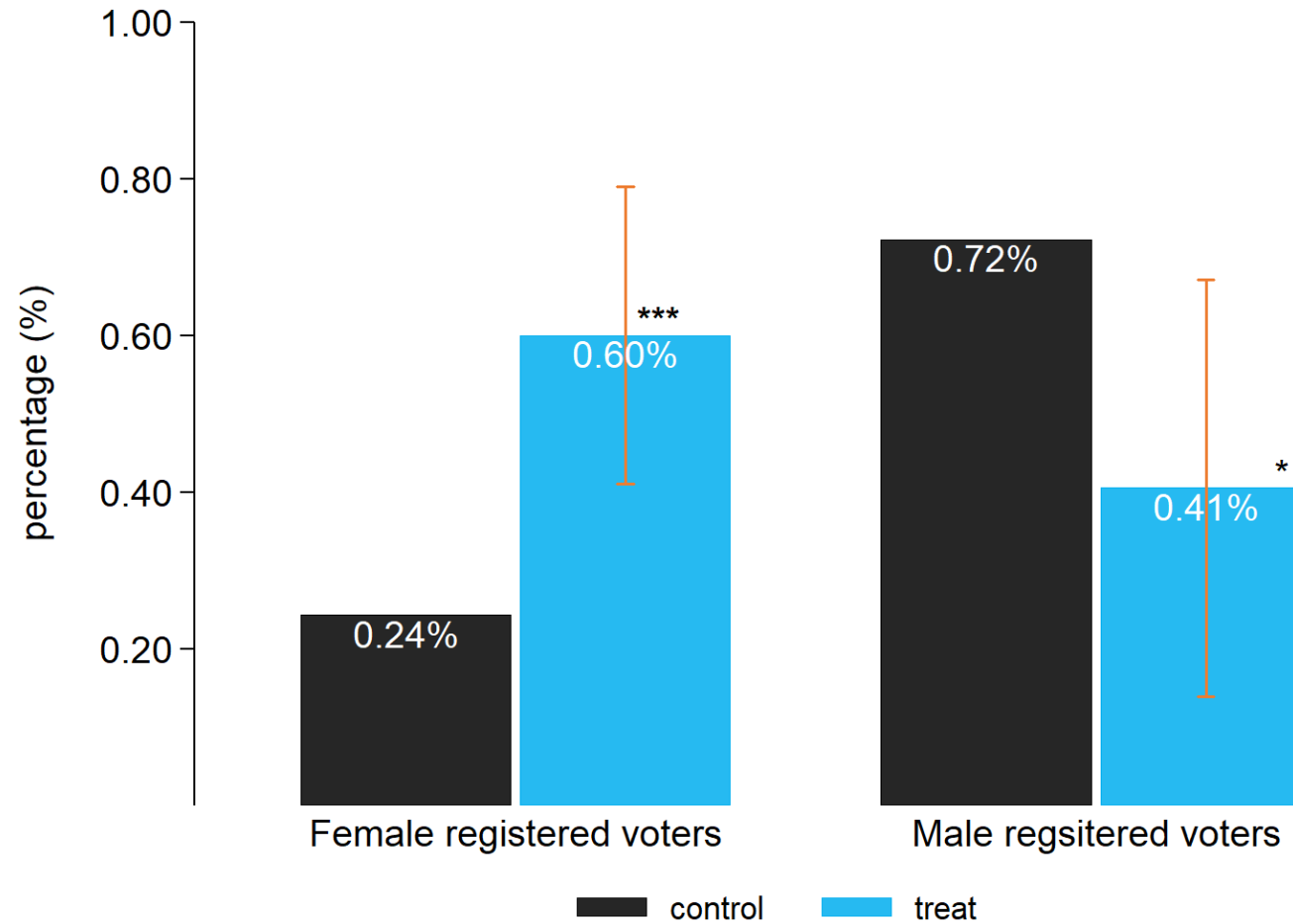


# Effect of receiving a postcard





# Effect of receiving a postcard by gender



N=30,015

\*\*\*  $p \leq 0.001$ , \*\*  $p \leq 0.01$ , \*  $p \leq 0.05$ , +  $p \leq 0.1$



# Insights and takeaways

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## Tap into new sources of motivation

- Reasons for joining the police force are varied
- Even **small changes in how jobs are advertised** can make a real difference to both the total number of applicants and the diversity of those applicants



## Process matters

- Even after candidates express interest, there are many administrative hoops to jump through
- **Improving procedural pain points** not only makes recruitment more efficient but can also keep great candidates in the process



## Recruits may not be where you're looking

- Outreach efforts concentrated on certain neighborhoods or colleges
- **Reach out to those that have already expressed interest**

# Thank you



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