

Behavioural Insights & Experimentation in the Client Experience Branch and Beyond

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Presentation to the Public Sector Service Delivery Council (PSSDC)

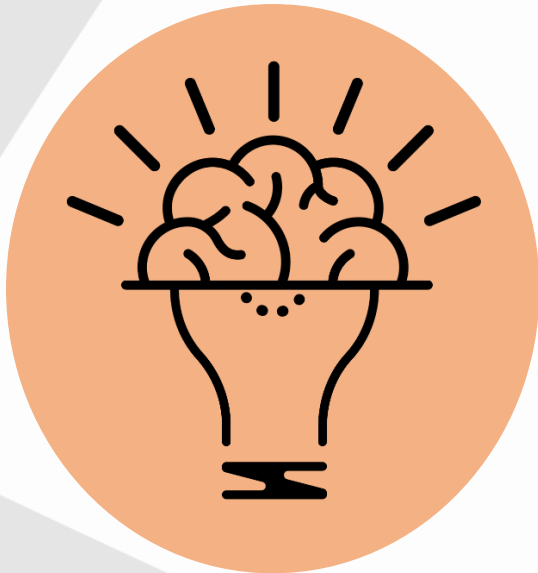


Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

What We Do



- Leveraging behavioural science research methods to better **understand** client experiences and behaviours
- **Designing** interventions that can help 'nudge' clients, stakeholders, and IRCC toward better outcomes
- **Testing and measuring the impact** of client service interventions using rigorous experimentation methods to know what works and what does not
- **Building capacity** in experimentation to help move the experimentation agenda forward in the department and in the Government of Canada

Why do we need to experiment?



We learn



We fail (in a positive way, *i.e.* de-risking)



We save money



We have better products, services, and policies

Overview of our projects

User research to understand the client experience



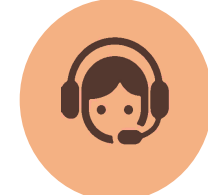
- Exploration of call efficiency at the CSC (user research completed)
- **Building an Express Entry Client Journey Map** (data analysis stage)
- The Atlantic Immigration Pilot (AIP): Exploring client and stakeholder journeys (data analysis stage)

Experimentation to find out what works for IRCC program areas



- Improving Uptake of the Client Service Evaluation Survey (completed)
- Measuring the impact of introducing a (static) progress bar in clients' accounts (completed)
- **Supporting international students' transitions to the Post-Graduation Work Permit Program** (1 trial, data collection is in progress)
- Testing messaging to AIP designated employers (1 trial, in data analysis stage)
- Testing messaging approaches to increase the uptake of settlement services (usability testing completed, 2 trials in research design phase)

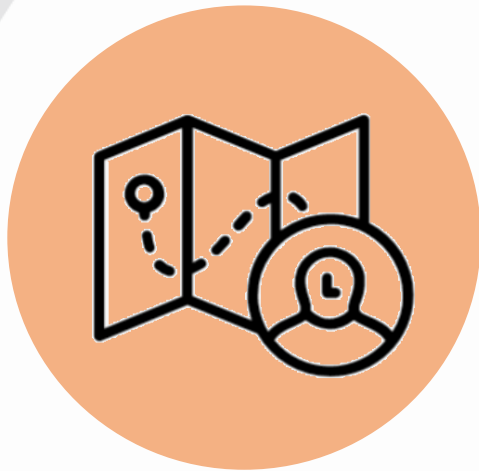
Applying Expertise to improve service at the CSC



- **Channel shifting clients from phone to webform enquiries using audio messages** (2 trials completed)
- **Channel shifting clients from phone to webform enquiries using the CSC webpage** (1 trial in data analysis stage, 1 trial in data collection)
- Testing the effectiveness of information sessions on call efficiency at the CSC (1 pilot in data analysis stage)
- Testing the effectiveness of call handling procedures on call efficiency at the CSC (1 pilot in data analysis stage)
- Testing the effectiveness of proactive messaging in nudging PR card clients to update their address (trial 1) and in renewing PR cards (trial 2) (in research design phase)

Building an Express Entry Client Journey Map

User research to understand the client experience



- **Purpose:** To better understand clients' experience at different stages of their immigration journey.



What are they doing?



What are they feeling?



What are they thinking?



What are they struggling with?

- **Research activities**



Phone interviews



Collect written exercises

- **Impact**



Program improvements



Experiment



Client journey analytics

Supporting International Students' Transitions to the Post-Graduation Work Permit Program (PGWP)

Experimentation to find out what works for IRCC program areas



- **Purpose:** To provide international students from Colombia with information about the PGWP at the right time to support their transitions to the program.

- **Research activities**



Data analysis to understand what impacts PGWP/PR transitions.



Designing two e-mail messages that inform students about PGWP.



Randomly assign students to one of two email messages.

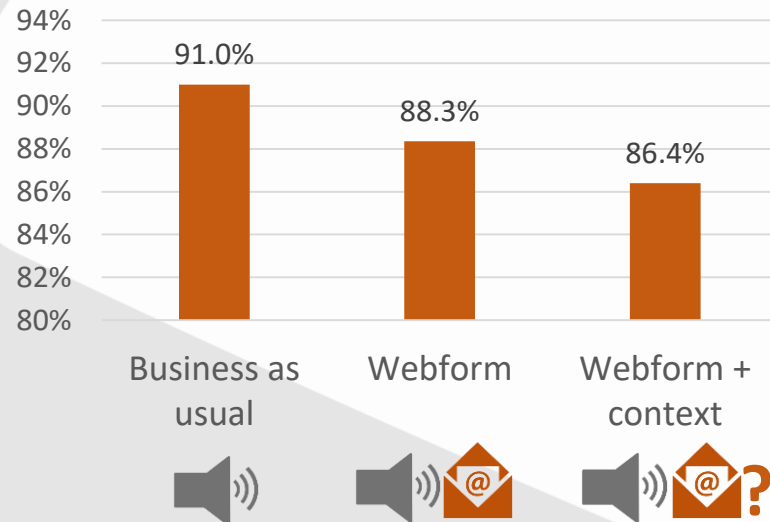
- **Outcomes**

Open/click-through rates
PGWP applications

Applying Expertise to improve service at the CSC



Percentage of clients requesting an agent



Channel Shifting Clients from Phone to Webform Enquiries Using Audio Messages

- **Purpose:** To shift clients from phoning the call centre to submitting their enquiries using the online webform.

- **Research activities**



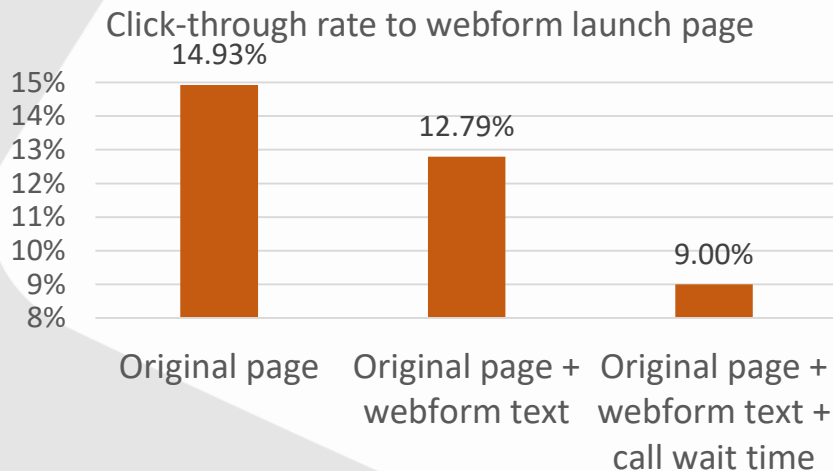
Weekly rotations to test two new **audio messages** including information about the web form in the phone menu and compare them to business as usual message.

- **Results**

Presenting the webform information in the audio message *reduced* the percentage of clients requesting to speak to an agent, especially if a context was provided.

Presenting the webform information in the audio message was also associated with an *increase* in the number of webform submissions on study permits in the same time period.

Applying Expertise to improve service at the CSC



Channel Shifting Clients from Phone to Webform Enquiries Using the CSC webpage

- **Purpose:** To shift clients from phoning the call centre to submitting their enquiries using the online webform.

- **Research activities**



Real time A/B testing of two variations of the client support center webpage and comparing them to the original webpage

- **Preliminary results**

Unexpectedly, the webform text *decreased* the click-through rate to the webform.

Adding the call wait time information further *reduced* the click-through rate.

Lessons Learned

- Behavioural Insights and experimentation are powerful tools for understanding clients' experiences and behaviours, and designing more effective service interventions that are:
 - ✓ Client-centered
 - ✓ Evidence-based
 - ✓ Cost-effective
- Testing and impact measurement are key. Knowing what does *not* work is equally valuable as knowing what works.
- A good data infrastructure is necessary for experimentation.
- The effectiveness of experimentation (*i.e.* its ability to consistently and reliably develop to achieve IRCC's goals and priorities) depends on collective effort, involving action from different actors at the **individual**, **organizational**, and **system** levels.