Justice Sector Behavioural Science Service BICOP update

Erica Voss – Establishment Manager
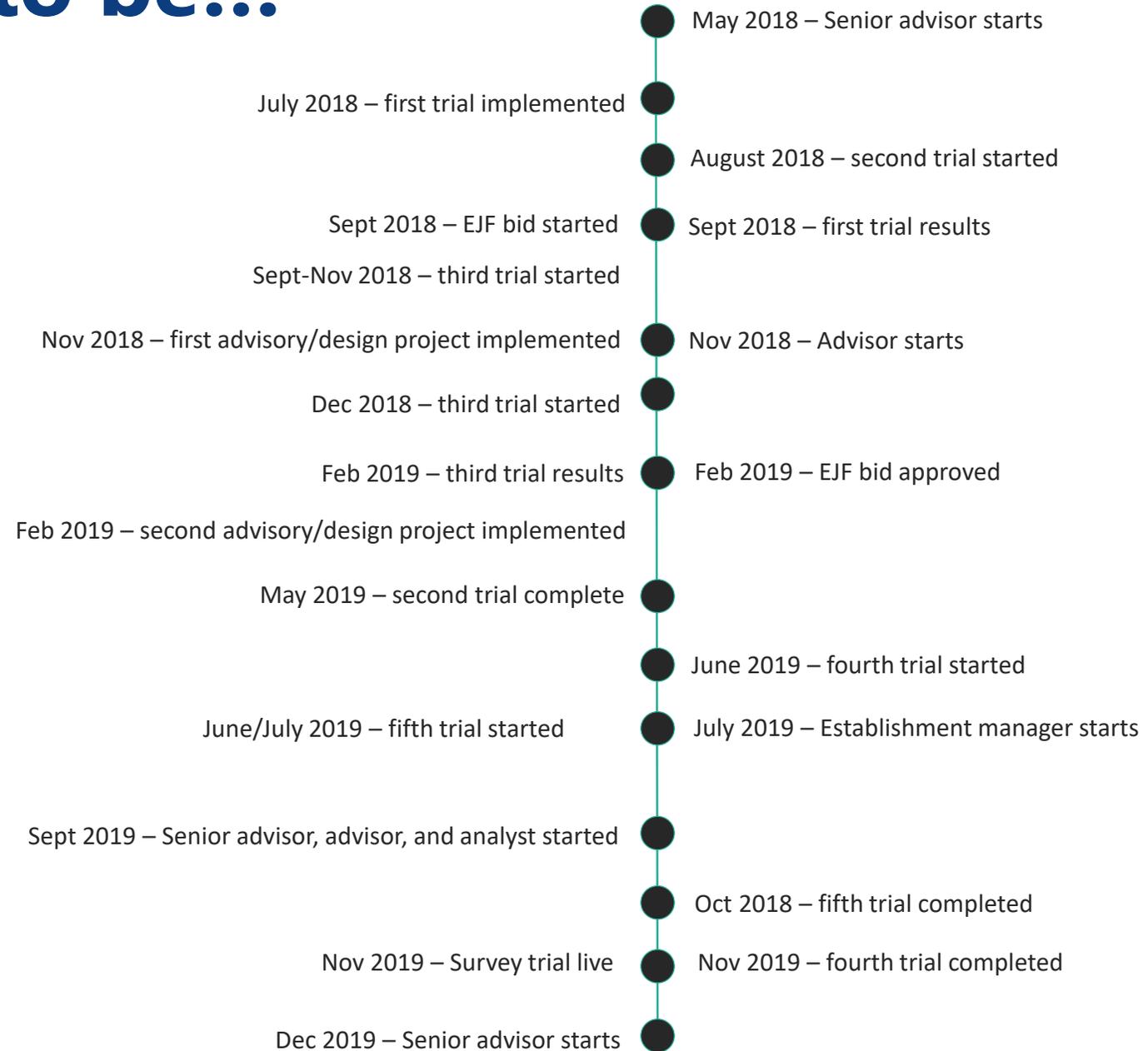
Brendan Rose - Advisor

6 November 2019

Here's what we'll cover

- JSBSS Timeline
- Challenges
- Factors for potential success
- Recruitment
- Team overview
- The first quarter
- BX2019
- Looking ahead
- Questions

How we came to be...

- May 2018 – Senior advisor starts
- July 2018 – first trial implemented
- August 2018 – second trial started
- Sept 2018 – EJF bid started
- Sept 2018 – first trial results
- Sept-Nov 2018 – third trial started
- Nov 2018 – first advisory/design project implemented
- Nov 2018 – Advisor starts
- Dec 2018 – third trial started
- Feb 2019 – third trial results
- Feb 2019 – EJF bid approved
- Feb 2019 – second advisory/design project implemented
- May 2019 – second trial complete
- June 2019 – fourth trial started
- June/July 2019 – fifth trial started
- July 2019 – Establishment manager starts
- Sept 2019 – Senior advisor, advisor, and analyst started
- Oct 2018 – fifth trial completed
- Nov 2019 – Survey trial live
- Nov 2019 – fourth trial completed
- Dec 2019 – Senior advisor starts

Challenges

Perceptions
Shoehorning
"tool in the toolbox"

Funding
Securing funding is a long process
Insecurity

Small team vs. formal
Diversity of skills
Overwhelming demand

Evaluation
More interest in applying BI than evaluating
Processes don't always allow for RCTs

Factors for potential success

People
Behavioural insights expertise

Buy-in
Senior and operational trust

Start small
quick wins
easy to implement
replicate

Evaluate
Build the evidence
Show financial benefit

Building the team

Working with Business Services Team – Job Descriptions and Ad

We went out to market for 4 roles and were open to how the process went. If we found more Advisors than Analysts, then we're inclined to hire the right person for the team rather then being too rigid in the early stages of team establishment.

Tests for each role and a marking guide to ensure consistency

We wanted to shortlist based on the applicants' applied skill, rather than being influenced by their current experience. Behavioural Science is a relatively new discipline of Science and we were open to building a multi disciplinary team. CV's were referred to as a booster to applicants' test result. Each test that we received was marked and ranked to inform a shortlist for interview.

Blinding

Blinding was applied to each application to enable the selection panel to review each application equally, minimizing bias in the shortlisting process. Personally identifiable information in all applications such as name, address, age, ethnicity etc was removed by the Business Services Team before the interview panel marked the tests and reviewed the applications.

Marking

A marking panel of 2 members for each discipline marked and QA'd tests that we received. Short feedback was recorded to make for easier review. We had ~120 applications across 4 roles and ~100 tests to mark. Where we had a hard decision to make, we referred to the CV's to understand more about the applicants' experience.
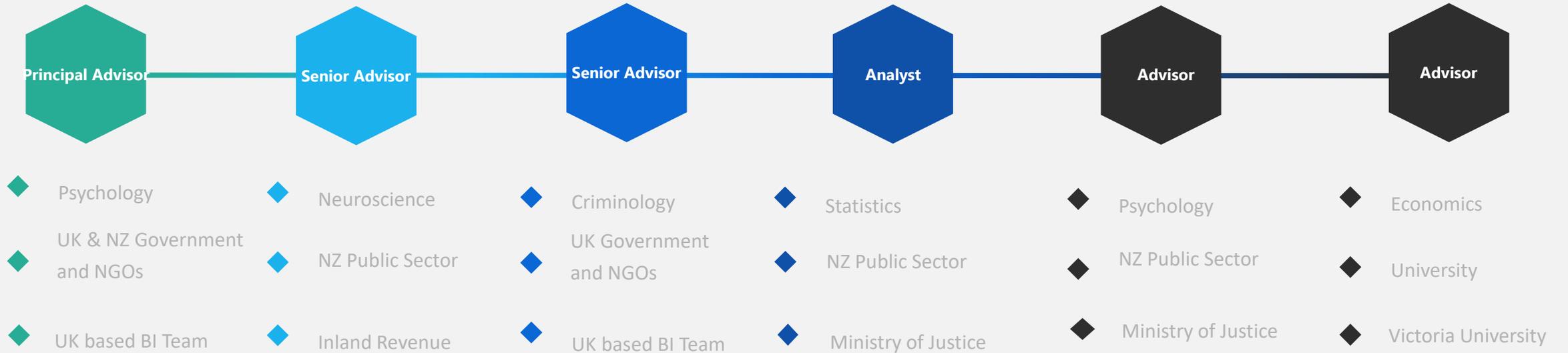
Shortlisting

The shortlisting process took at least a week to review all applicants and complete marking. We shortlisted 3 candidates for each role and interviewed 12 prospective candidates. At the end of the interview round, we hired 2 Senior Advisors, an Analyst and an Advisor.
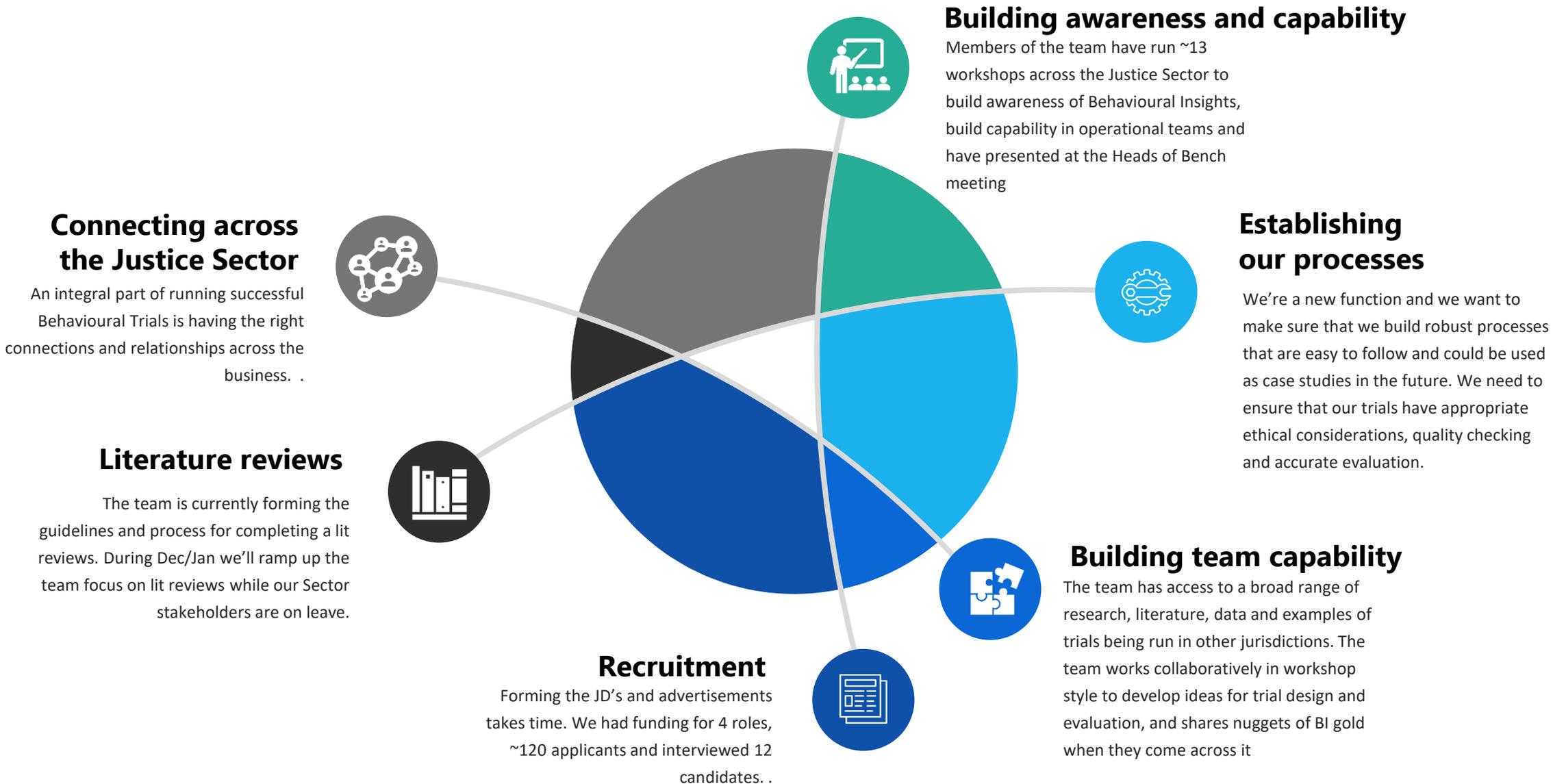
Team overview

Team members' academic background, work history, relevant work experience

Principal Advisor

- Psychology
- UK & NZ Government and NGOs
- UK based BI Team

Senior Advisor

- Neuroscience
- NZ Public Sector
- Inland Revenue

Senior Advisor

- Criminology
- UK Government and NGOs
- UK based BI Team

Analyst

- Statistics
- NZ Public Sector
- Ministry of Justice

Advisor

- Psychology
- NZ Public Sector
- Ministry of Justice

Advisor

- Economics
- University
- Victoria University

The first Quarter

Building awareness and capability
Members of the team have run ~13 workshops across the Justice Sector to build awareness of Behavioural Insights, build capability in operational teams and have presented at the Heads of Bench meeting

Establishing our processes
We're a new function and we want to make sure that we build robust processes that are easy to follow and could be used as case studies in the future. We need to ensure that our trials have appropriate ethical considerations, quality checking and accurate evaluation.

Connecting across the Justice Sector
An integral part of running successful Behavioural Trials is having the right connections and relationships across the business. .

Literature reviews
The team is currently forming the guidelines and process for completing a lit reviews. During Dec/Jan we'll ramp up the team focus on lit reviews while our Sector stakeholders are on leave.

Building team capability
The team has access to a broad range of research, literature, data and examples of trials being run in other jurisdictions. The team works collaboratively in workshop style to develop ideas for trial design and evaluation, and shares nuggets of BI gold when they come across it

Recruitment
Forming the JD's and advertisements takes time. We had funding for 4 roles, ~120 applicants and interviewed 12 candidates. .

BX2019

- ~1,200 Behavioural Science enthusiasts from across the globe

- Advice from Mariam Chammat - Executive Advisor at the French Behavioral Insights Unit at Direction interministérielle de la transformation publique

  - Be clear about your vision and ethical standards
  - Even if it's not a 'lab perfect' experiment, do it anyway!
  - Pick topics that are in line with Policy priorities and have a strong behavioural component
  - Start with the most promising projects
  - Supervising RCTs from a distance is HARD!!!
  - Biggest challenge…. Experimentation!

Check out the BX2019 session videos on YouTube.

Here's a link to the Opening address from Professor Cass Sunstein to get you started ☺

2 year forecast

It's impossible to accurately forecast a new service, but we do know what we can contribute and that we're in for a bumpy ride

EBPC move & FTE growth

Previously located with Hapaitia and R&E within Sector Group at the Ministry of Justice, the team moved to the Evidence Based Policing Centre during mid September. The EBPC is also home to Police researchers, Data Scientists, Service Design specialists and Waikato University researchers.

Randomised Control Trials

"4 RCTs... 1 will fail, 1 will almost get there and be a system fail, 1 will look promising and the other will make it all worthwhile" – Commander Alex Murray, MET Police

Building Behavioural Science capability

The team is well connected with Behavioural Science practitioners locally through the BICOP and across the globe. We're developing our own and the sector's capability through technical workshops and well documented trial design and evaluation practices.

Building awareness & advisory services

While some of our workplan will be dedicated to trials, we're also running workshops across the sector to build awareness of Behavioural Insights. The team offer advice to a wide range of stakeholders across the sector who are looking to improve their business.

Experimental trials

The small sample sizes we're working with in NZ limits how many RCTs we can run. However we can design quasi-experimental evaluations and trials that are a more boutique approach to Behavioural Science. Building a richer evidence base that will contribute to the EBPC.

Journal publications and contribution to evidence base

The team will contribute to KAI; the EBPC evidence and knowledge base through journal publications and evaluation documents. The team balance project workflow with a passion project to boost innovation and creative research & design processes in the team

The 2ⁿᵈ quarter

Establish the team's work plan by collating all potential projects, mapping them on the project matrix. The team need to ensure that the workplan has a fair representation of potential projects from each Sector agency and that each potential project has a strong behavioural component.

1

Establish workplan

2

Lit reviews, Analysis & Summer projects

Dec/Jan is a good time to focus on Literature Reviews, Analysis and kick off our summer projects while most of our stakeholders are on Christmas Leave.

We've worked hard on our processes and building team capability. Now it's time to put that hard work into action and turn the potential projects into trials.

4

Trial design, implementation & evaluation

3

Recruitment

Recruitment isn't over for the Behavioural Science Service. We're currently creating a role in the team for a Te Ao Maori Advisor to influence our research, trial design and evaluation. We'll also be back out to market for an additional team member in February next year.

Process

Goes onto idea board & shared doc (1)

How we respond?
- → Email
- → F2F
- → Call

(2)

How we do it?
- → Stand up
- → Team email
- → Team talk

(3)

Create a Solution (6)
- → Design trial (TP)
- → Advice
  - → Research Note
  - → Design intervention

→ Materials
→ Method
→ Analysis

Idea (1)
- → Internal
- → External

What to record?
- → Contact/agency
- → Team member
- → Name of project
- → Context

Target (Scope)
- → Questions
  Behaviour
  Appetite
  Data
  Timeline
  Channel
  And
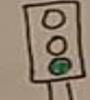
Go/No Go?
- → Prioritisation framework
- → Criteria Questions
- → Devil's Advocate

Need more info

Governance? (3*)

Begin Explore Phase (5)
- lit review
- Qualitative
- Quantitative

Going live
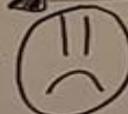→ Trial Checklist

Results

Scale

(4)

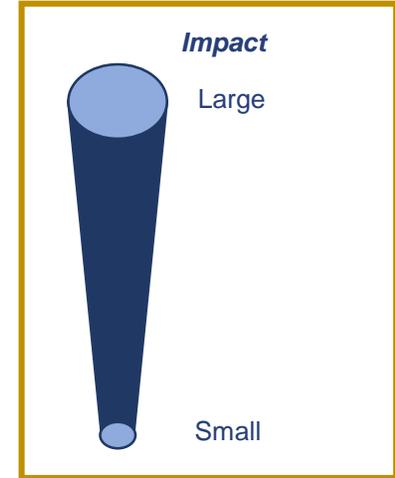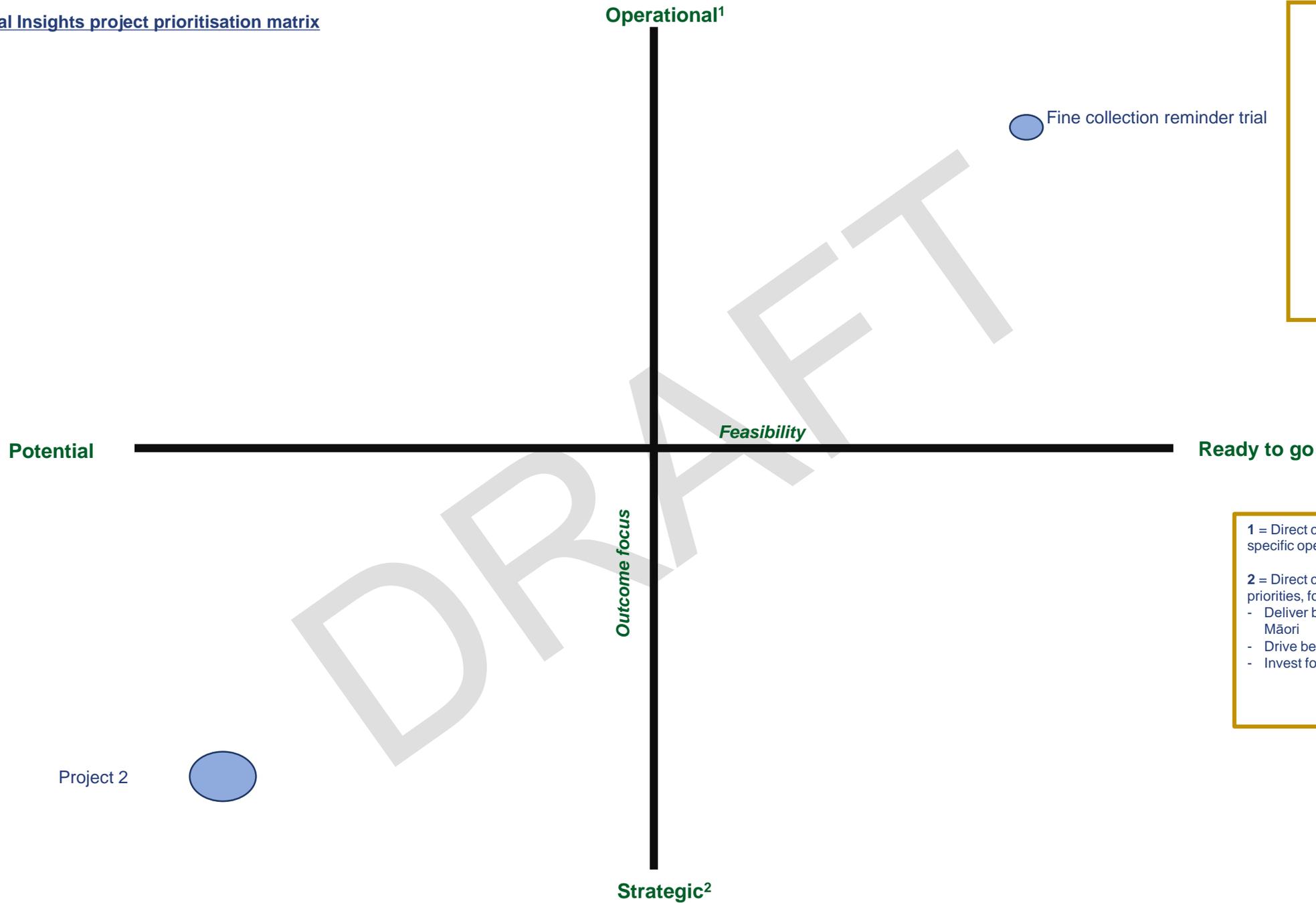**Yes! Project.**
- → Time to scope
  - Scoping document
- → T.E.S.T?
- → Get agreement from stakeholder

- Budget
- Ethics
- Time

No
- → Follow up
- → Explanation

Behavioural Insights project prioritisation matrix

Operational[1]

Potential ──────────────────── **Ready to go**

Feasibility

Outcome focus

Strategic[2]

Fine collection reminder trial

Project 2

Impact

Large

Small

1 = Direct contribution to improving a specific operational process

2 = Direct contribution to Justice sector priorities, for example from the JSLB:
- Deliver better outcomes for Māori, with Māori
- Drive better system performance
- Invest for better outcomes

DRAFT

V 0.1

Behavioural Insights project prioritisation matrix

Operational[1]

Strategic[2]

Potential — Ready to go

Outcome focus

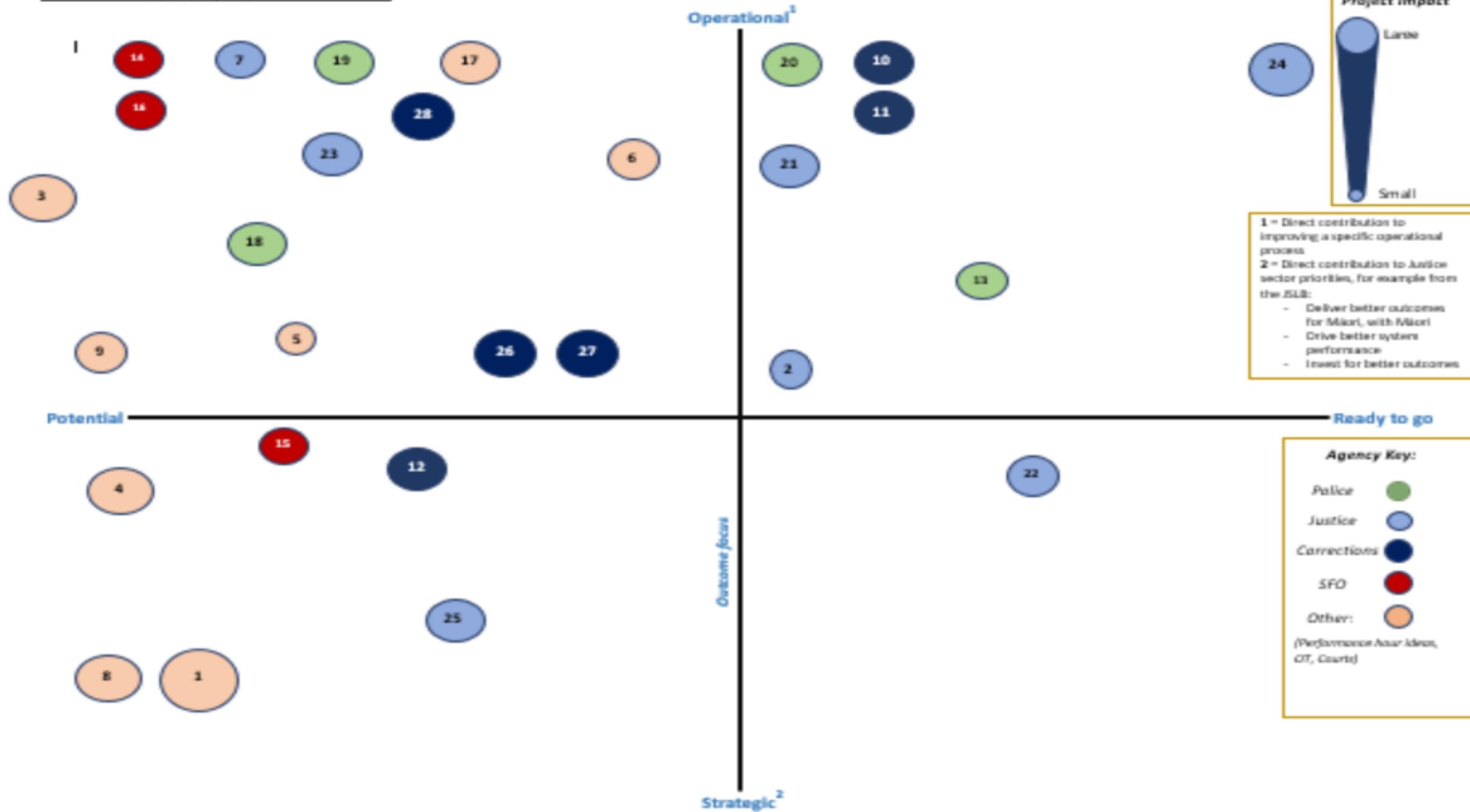1 = Direct contribution to improving a specific operational process
2 = Direct contribution to Justice sector priorities, for example from the JSLB:
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Agency Key:

Police

Justice

Corrections

SFO

Other:
(Performance hour ideas, OT, Courts)

14 7 19 17 16 28 23 6 20 10 11 21 24 3 18 13 2 9 5 26 27 15 12 22 4 25 8 1

Questions?