NUDGING
IMPROVEMENTS IN MHA

BEHAVIOURAL INSIGHTS UNIT
MINISTRY OF HOME AFFAIRS HEADQUARTERS

PREFACE

In our quest to find ways to make our safety and security policies more citizen-centric, we stumbled upon the application of Behavioural Insights (BI) or "nudges" to improve public policy outcomes. BI practitioners challenged the often held assumption that people always made rational choices and that it would be enough to clearly explain public policies for them to be accepted and acted on.

It was an "aha moment" for us in the Research and Statistics Division. BI gave us the opportunity to explore how people make decisions and how policies and programmes mooted by divisions and departments in our Ministry may be designed to better achieve their intended outcomes. The use of randomised controlled trials as the primary method to adduce evidence for BI studies was also appealing as it meant a greater shift to evidence-based policy making in our Ministry.

With the assistance of SCDF, and in consultation with Harvard University's Behavioural Insights Group, we started the Ministry's first BI team in January 2014. The team set out to find ways to nudge more members of the public to participate in SCDF's Community Emergency Preparedness Programme. In the following two years, we set out to generate both awareness and interest in the use of BI across the divisions and departments in the Ministry. Currently there are more than 16 teams from divisions in Ministry Headquarters and our Home Team Departments working on BI projects.

This publication documents our journey into the use of BI in our Ministry. The journey has been both invigorating and inspiring. While policies and programmes are designed with the best intentions, their implementation could prove challenging. Our experience reaffirms our belief that BI can improve the "last mile" delivery of our policies and programmes.

Last but foremost, may I extend my sincere gratitude to all who have made the use of BI in our Ministry possible. My thanks to all Home Team Departments who have now come onboard to test the use of BI. Without the invaluable guidance of Michael Hiscox and Daniel Lim (from the Behavioural Insights Group (BIG), Harvard University), and Rory Gallagher and Samuel Hanes (from BI Ltd.) we would not have made the progress that we have been able to so far. My thanks also to our senior management in the Ministry for supporting research and experimentation, which made it possible for us to embark on this journey. Finally, I am indebted to our Behavioural Insights Unit comprising Sabrina, Stephen, Jun Jie and Inderjit, whose dedication, spirit, imagination and sense of adventure, made all the difference to the success of this venture.

I hope this publication inspires you as much as the work inspired us. Do send us your queries, comments, suggestions and ideas. Our contact details are on the last page.

Dr. Lal Nelson
Director, Research & Statistics Division
Ministry of Home Affairs
March 2017

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APPLYING BEHAVIOURAL INSIGHTS IN MINISTRY OF HOME AFFAIRS

Getting Started

Behavioural Insights is about understanding human behaviour and decision making so that we can make our policies more user-centric and effective. BI offers evidence-based solutions to overcoming challenges to implementing our policies and programmes. BI also offers alternatives to relying only on legislation to achieve compliance.

In early 2014, the Ministry of Home Affairs (MHA) started exploring the use of BI. A small team of officers from MHA's Research & Statistics Division (RSD), supported by officers from Singapore Civil Defence Force (SCDF) and academics from Harvard University embarked on our first BI study. This study sought to encourage public participation in SCDF's Community Emergency Preparedness Programme. At the same time, the RSD team immersed itself in BI literature and participated in a number of BI workshops and conferences. As our experience with and understanding of BI grew, we were convinced of its tremendous value to MHA's work. With strong support from MHA's senior management, a Behavioural Insights Unit (BIU) was set up within RSD on 1 July 2015 to take this effort forward.

BIU set for itself the goals of generating awareness of the value of BI and advocating its application to improve policy and programme outcomes across the Ministry. We did so by collaborating with various staff divisions at the Ministry Headquarters and with our Home Team Departments (HTDs) like the Singapore Police Force and Singapore Prison Service. In March 2016, RSD engaged the services of BI Ltd. to further our capacity to undertake BI projects for MHA.

Applying BI

At MHA, we use BI to improve our policy and operational outcomes. There are currently 16 BI projects. Examples of these projects include:

>> Reducing shop theft and bicycle theft
>> Nudging payment of fines
>> Increasing compliance of ex-inmates to supervision conditions after release

BIU works with officers from the relevant HTDs and consultants from BI Ltd. on each project. These collaborations help develop competency in BI across MHA and create greater awareness of the value of BI. While our BI projects tend to be safety-and-security-focused, BI has also been applied to improve:
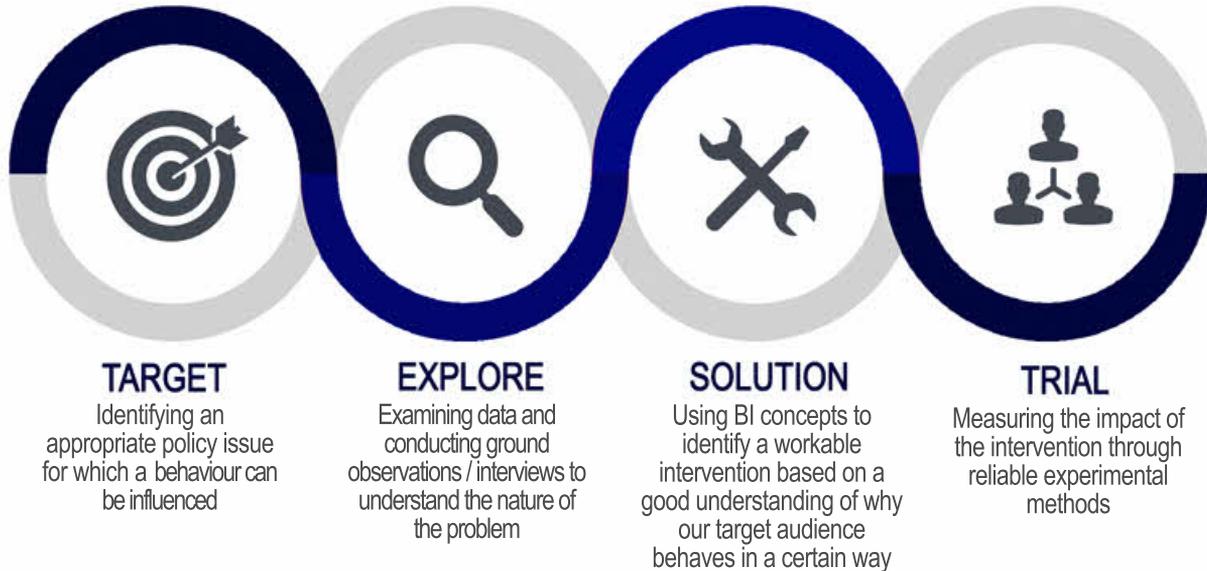
>> Service delivery
>> Communications
>> Community partnership and volunteerism
>> Compliance

METHODOLOGY

TEST and EAST Frameworks

The TEST framework devised by BI Ltd. helps us to carry out BI projects in a systematic way:

TARGET
Identifying an appropriate policy issue for which a behaviour can be influenced

EXPLORE
Examining data and conducting ground observations / interviews to understand the nature of the problem

SOLUTION
Using BI concepts to identify a workable intervention based on a good understanding of why our target audience behaves in a certain way

TRIAL
Measuring the impact of the intervention through reliable experimental methods

We also use the EAST framework to trigger ideas when brainstorming BI interventions during the *Solution* phase of our project. The EAST framework is also devised by BI Ltd.[1]

EASY
Simplifying processes, application forms, messages; using defaults

ATTRACTIVE
Making key information salient and relevant; incentivising

SOCIAL
Making known what others are doing; tapping on their social circles; getting them to make commitments to others

TIMELY
Tapping on their key moments in life; giving reminders

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[1] The Behavioural Insights Team. (2014). *EAST: Four simple ways to apply behavioural insights*. Retrieved from http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/

## Experimental Approach for Evidence-based Interventions

The conduct of trials is an important feature of any BI study. This ensures that the interventions are tested and are evidence-based before they are implemented. Where possible, we use experimental approaches like *Randomised Controlled Trials (RCTs)* to find evidence that an intervention is working before rolling it out full-scale. However, it may not always be possible to conduct RCTs and this would require us to explore using other methods to gather evidence such as a *non-equivalent control design* or a *before-and-after* design.

Randomised Controlled Trial
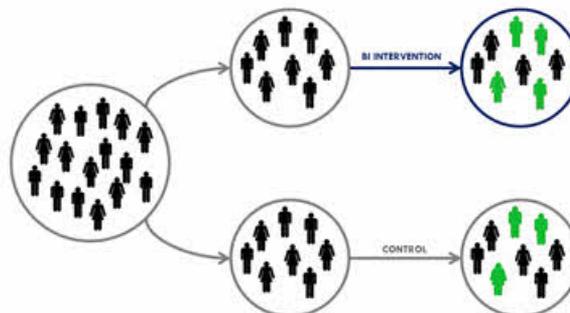
Participants are randomly split into 2 or more groups. One group is set as the control group (i.e. status quo). Intervention(s) are given to the other group(s). The outcome for each group is measured and compared.

Non-Equivalent Control Design
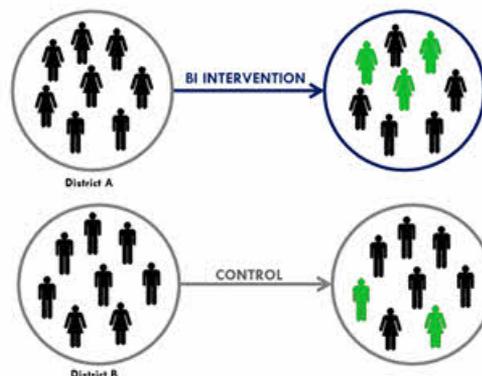
When random assignment is not possible, another group that is similar to the intervention group is selected to serve as a comparison group. The outcomes for both groups are measured and compared.

Before-and-After Design
(a.k.a. Single-Group Pre- and Post-Test Design)
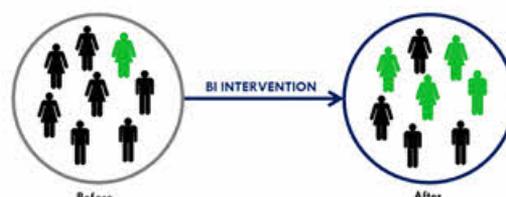
In the absence of a comparison group, the outcome for this group before and after the intervention is compared.

Design Thinking

BIU is also exploring the use of Design Thinking (DT). We see DT as a complementary tool to the TEST framework (particularly at the *Explore* phase) to help us understand the underlying drivers of an issue as well as the experience of users and service providers. Through this, we hope to design BI solutions that are user-centric.

More resources on DT can be found at the following links:

>> **Stanford d.school bootcamp bootleg**
   https://dschool.stanford.edu/wp-content/uploads/2011/03/
   BootcampBootleg2010v2SLIM.pdf

>> **IDEO's Human Centered Design Toolkit**
   https://hcd-connectproduction.s3.amazonaws.com/
   tookit/en/download/ideo_hcd_toolkit_final_cc_superlr.pdf

>> **Frog's Collective Action Toolkit**
   frogdesign.com/cat

Suggested readings on DT:

>> **The Art of Innovation: Lessons in Creativity from Ideo, America's Leading Design Firm** by Tom Kelley

>> **Borrowing Brilliance: The Six Steps to Business Innovation by Building on the Ideas of Others** by David Kord Murray

EMPATHIZE   DEFINE   IDEATE   PROTOTYPE   TEST
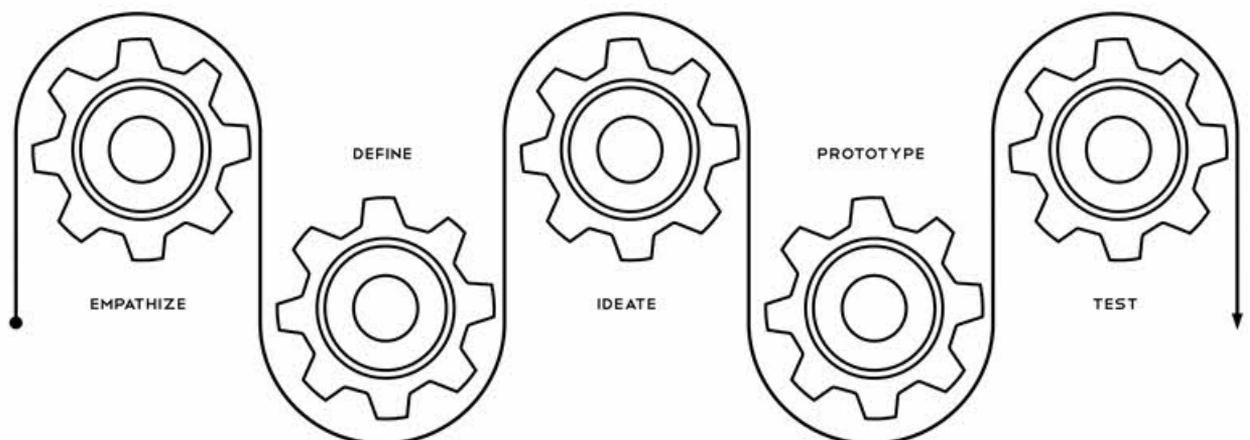
PILOT STUDIES

Encourage Public Participation in the CEPP

SCDF's Community Emergency Preparedness Programme (CEPP) is well-subscribed to and attended by organised groups from schools and companies. Although the programme is open to members of the public, there were few who walked in on a voluntary basis. A BI study was initiated to encourage members of the public to participate in the CEPP.[2]

The project team decided to leverage SCDF's post-fire blitz, conducted after a significant fire incident in a HDB residential block, to introduce a BI intervention to improve public participation in the CEPP.[3] The project team assumed that the recent fire increased the salience of emergencies and the post-fire blitz reminded the residents to be ready for such emergencies.

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[2] We partnered Volunteer & Community Partnership Department/SCDF and Harvard University's BIG for this study.

[3] A post-fire blitz comprises door-to-door visits and a mini exhibition at the foot of the building to educate residents about fire safety.

We tested the following BI strategies:

>> **A message frame** to make salient the benefits of attending the CEPP and elicit their interest in attending the CEPP. Residents were given either a self-interest frame (which emphasised how their family members would benefit from their attendance at the CEPP) or the communitarian frame (how their community, especially vulnerable groups like elderly and young children would benefit). The team hypothesised that the communitarian frame would be more effective than the self-interest frame as behavioural science literature suggests that pro-social behaviour like volunteering or doing something that is costly to oneself is better achieved if the message is framed in a communitarian way.

>> **Follow-through prompt** – residents who indicated interest to attend were then administered one of the two follow-through prompts: (i) an informational package which provided the information they needed to attend the CEPP (schedule of upcoming classes, location map); and (ii) a pre-registration package where they were encouraged to pre-register for the CEPP on the spot. They were then given an appointment postcard and told that they might be contacted by SCDF to provide feedback on the CEPP. The latter follow-through prompt combined the BI elements of commitment mechanism, reminder and social pressure.


Schedule of CEPP Classes

Reminder Postcard

Location Map

To measure the effectiveness of these BI strategies, we conducted a five-arm RCT comprising a control group and four treatment conditions:

Treatment Group 1   Self-interest frame with informational package
Treatment Group 2   Self-interest frame with pre-registration package
Treatment Group 3   Communitarian frame with informational package
Treatment Group 4   Communitarian frame with pre-registration package

Our RCT showed that both message frames had a huge impact on raising the interest of residents to attend the CEPP. The communitarian frame was slightly better than the self-interest frame in raising their interest to attend the CEPP, but this difference was statistically non-significant. While message frames could get many residents interested in attending, the use of the informational package was not effective to help them follow-through on their intentions. A message frame, paired with the pre-registration package was found to be significantly more effective in narrowing the intention-action gap and nudging residents to turn up for CEPP.
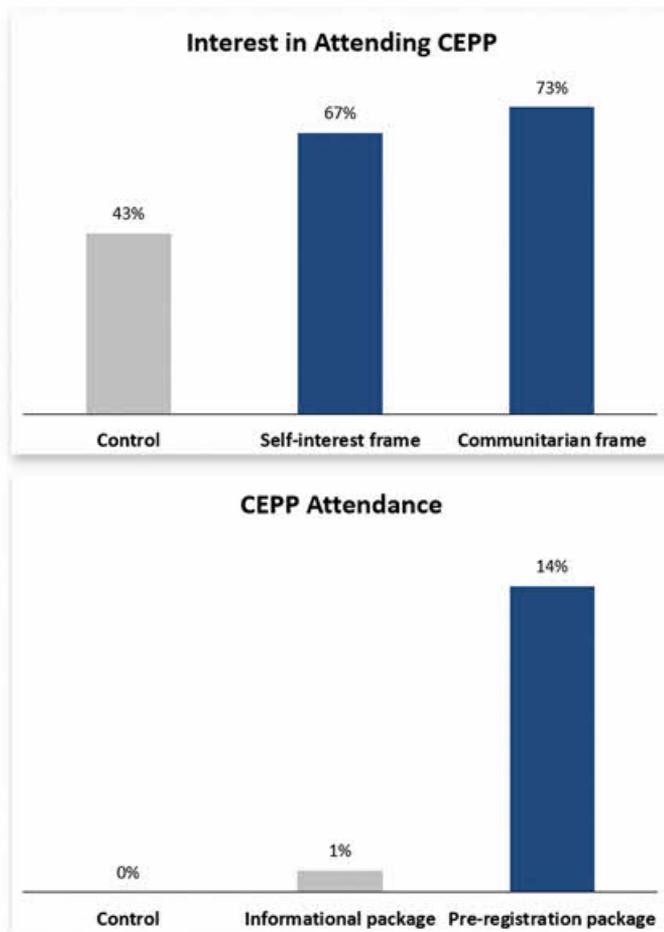
Effects of Message Frames, Informational Package and Pre-registration

The results highlight the importance of bridging the intention-action gap instead of merely getting people to be interested. A specific call-to-action, in the form of a pre-registration package was found to be effective in narrowing this gap. Some participants brought their family along to the CEPP - we could also tap on this "network and contagion" effect in the future by encouraging residents to bring their family and friends.

Improve Work Motivation and Psychological Well-being of Inmate Workers

In this study we explored the use of BI, together with Singapore Corporation of Rehabilitative Enterprises (SCORE) and Harvard's BIG to find ways to improve work motivation and psychological well-being of inmate workers in prison workshops.

We used a non-equivalent control design where inmate workers in one workshop received the treatment, while inmates in the other workshop served as a comparison group. We applied the concept of **"process transparency"** for those in the treatment workshop, which comprised the following:

>> **Scripted weekly briefings delivered by the workshop supervisor** aimed to provide inmate workers with clearer information and a sense of purpose for the work that they were doing. For example, as they were assembling parts of appliances such as refrigerators or air-conditioners, they were told what they were helping to build, where the parts would go to, what the parts would be used for, etc. Posters were used during the briefing to help illustrate the key points.

>> **Messages on notice board** – in order to reinforce the briefing content, the posters were then put up at a notice board in the workshop and inmate workers were encouraged to look at them during their free time.
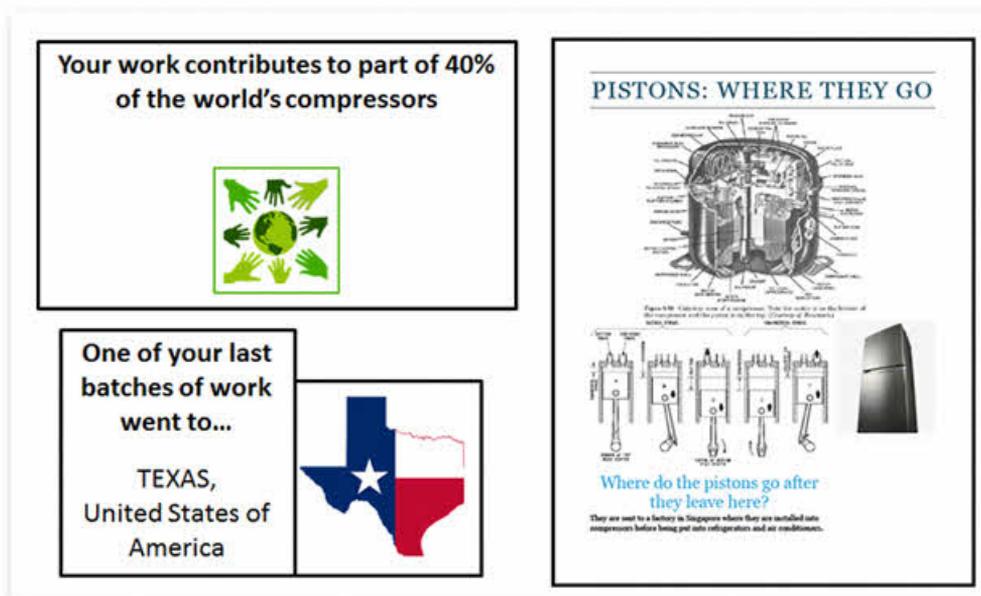
Sample of Posters

Indicators on work motivation and psychological well-being (e.g. work meaningfulness, work engagement, dignity at work) were measured via a self-reported survey carried out at pre- and post-intervention. We also looked at behavioural outcome measures such as productivity.

The control and treatment groups scored quite differently in the pre-survey and thus cannot be taken to be similar.

While the attitudinal scores for the control group worsened slightly at post-intervention, the scores of those in the treatment group remained status quo or improved slightly. However, due to the small effect of the intervention and the small sample size, the results were statistically non-significant (using difference-in-differences analyses).

In terms of behavioural outcomes, we found that productivity for the treatment group significantly improved from pre-intervention, while there was no change for the control group.

These findings suggest that process transparency results in some positive effect on inmate workers' work attitudes and behaviours.

RECENTLY COMPLETED

Improve Capabilities of Silver Watch Group Volunteers

The Silver Watch Group (SWG) is an initiative by the Singapore Police Force (SPF) to involve elderly residents in crime prevention. These elderly volunteers go on house visits with SPF officers to disseminate crime prevention advisories. However, most of the elderly volunteers were unsure of their roles during the house visits and relied on SPF officers to engage residents. As a result, the officer-to-volunteer ratio was almost 1:1. Attendance of SWG volunteers was inconsistent.

BIU and SPF explored the possibility of using BI to increase volunteers' participation rate, improve their ability to communicate and their crime prevention knowledge.[4] It was envisaged that these improvements would reduce the deployment of police resources to manage the volunteers, freeing them up to do other police work.

The BI team introduced the following interventions:

>> **In applying the concept of reciprocity, where people repay in-kind after they have received from another, we emphasised the importance of the elderly volunteers' role in this programme and recognised their contributions** – volunteers are more likely to feel motivated if they felt recognised and felt that they could contribute to the programme.

>> **Providing a 4-step engagement guideline and getting role models to show how it is done/getting volunteers to role play** – we trained our volunteers in the 4-step engagement guideline to help them break the awkwardness barrier when engaging residents and knowing what to say and do during the engagement. This aims to "make it easy" for them to engage, through scripts. We also got role models within the group to demonstrate the 4-step guideline, and familiarised volunteers with the guideline through role play.

STEP 01 Self - Introduction → **STEP 02** Crime Prevention Advisories → **STEP 03** Recruitment of Resident (if suitable) → **STEP 04** Thank the Resident

4-step Engagement Guideline

[4] We partnered Bukit Merah East Neighbourhood Police Centre (NPC) and Community Partnership Department/SPF for this study.

SWG volunteers were receptive to the nudges. The interventions raised the members' participation rate, ability to communicate and crime prevention knowledge. Tapping on reciprocity was key – recognition and sense of importance motivated members to attend the SWG activities. Preparing the volunteers on what to expect during house visits, and making it easy for members to recall what to say allowed them to deliver crime prevention advisories with confidence. SPF was also able to reduce the officer-to-volunteer ratio by more than half.

Effectiveness before and after intervention
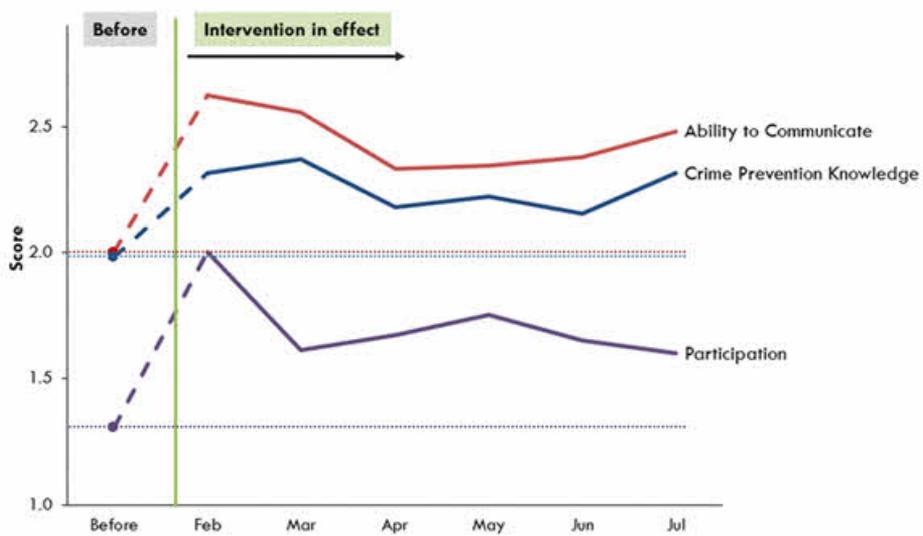
Improvement in Volunteers' Capabilities after BI Intervention

Encourage Self-help
# by Members of Public on Common Queries

The Singapore Prison Service (SPS) receives numerous queries each month from inmates' families and the public on visitation, programmes and medical treatment for inmates, etc. Through BIU's discussions with Corporate Communications and Relations Branch/ SPS, we learnt that 9 out of 10 members of public engaged SPS through email via its website to make their enquiries. We saw an opportunity to make some quick changes to SPS' feedback website to encourage self-help amongst members of public by placing the four most commonly asked questions and their answers on the website. SPS provided a preliminary update that this approach was useful as they could refer members of public to these FAQs when they make common enquiries via the feedback email, hence reducing the number of follow-up correspondences.
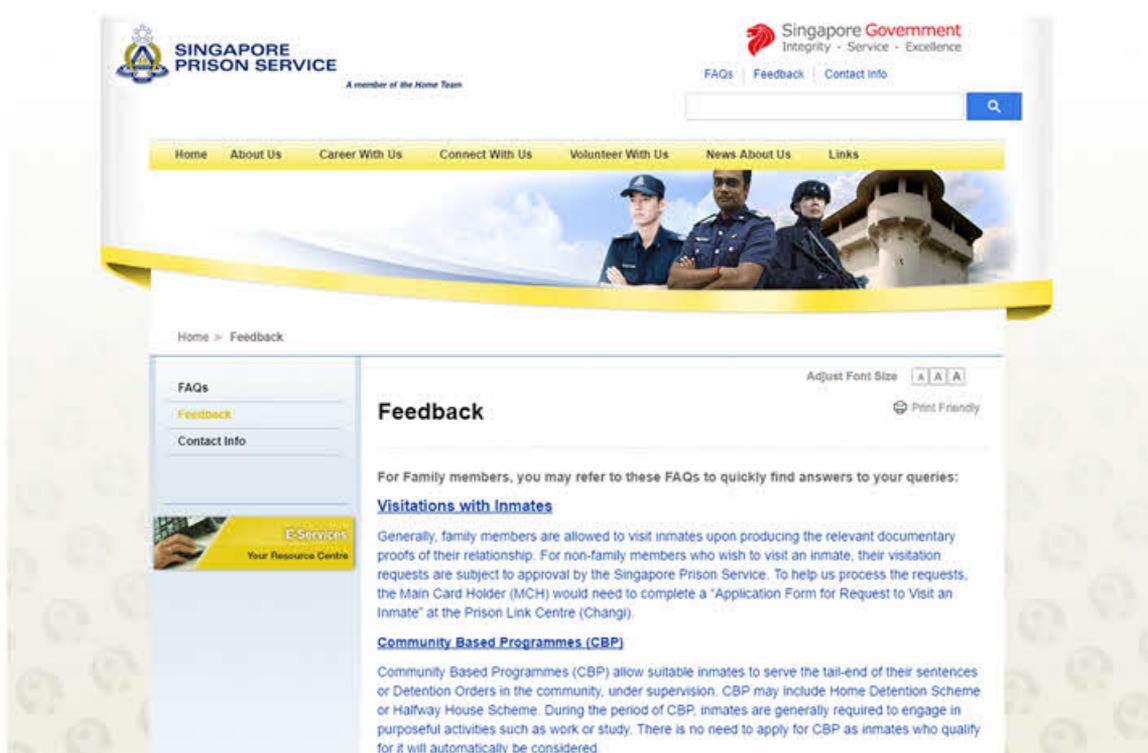
SPS Feedback Website with FAQs

IN TRIAL

Reduce Aftercare Supervision Breaches for Drug Supervisees

Drug supervisees who are released in the Direct Release regime need to comply with 4 main supervision conditions which include:

>> Curfew
>> Electronic tagging. Where necessary, supervisees are required to charge their tags
>> Attend counselling sessions
>> Report for urine test

In order to reduce the number of breaches, the BI project team (BIU and Community Corrections Command/SPS) is testing two nudges:

>> **Loss frame message** during their pre-release briefing. Using a loss frame, inmates were told that they would be tagged 3 or 5 months by default (depending on whether they were a first or second timer) but could be tagged 6 or 9 months if they subsequently failed to adhere to their supervision conditions. Inmates in previous cohorts prior to our intervention were told that they would be tagged 6 or 9 months, but the tagging period could be reduced to 3 or 5 months if they were found to be compliant (using a gain frame).

>> **Messenger effect** – SPS does not have legal powers to compel supervisees to adhere to their supervision conditions. They rely on CNB's powers to manage the compliance to counselling and curfew. To manage this, SPS conducted joint briefings for the period of the intervention with CNB where they had CNB officers stress the importance of adhering to supervision conditions and the consequences of not doing so. This intervention taps on the messenger effect where inmates were hypothesised to be more compliant when they are influenced by the perceived authority of the person delivering the message (i.e. the CNB officers in this case).

The trial started in June 2016.

Encourage Traffic Offenders to Pay their Fines on Time

Based on statistics in 2016, 75% of traffic offenders pay their fines when they receive the summons letter, with an additional 16% paying when they get the reminder letter which is sent via registered post. Offenders who do not pay their fines have to attend court and pay a higher fine.

BIU, Joint Ops Group (JOG) of MHA and Traffic Police (TP) designed a two-arm RCT to test changes to speeding and red-running letters to nudge *earlier* payment, using the following BI strategies:

>> **Simplification of letter** – shortening it, removing complex language such as "compound fines" and moving additional details on the offence to the bottom

>> **Making key action steps more salient** by putting payment information in a box at the top right corner of the letter, and bolding important information

>> **Making it easy to pay** – shortening the payment link to www.police.gov.sg/pay. Readers are alerted early that they will require their SingPass or Driving licence to login, and that they could also pay by AXS or SAM (the two other most popular modes of payment)

>> **Increase relevancy and salience through personalisation** by addressing the reader by name instead of "Dear Sir/ Madam"

>> **Addressing common queries on demerit points upfront** – TP receives a high proportion of appeals pertaining to the waiver or reduction of demerit points. The letter now makes it explicit that demerit points are prescribed by law

We are in a 6-month trial which started in August 2016. Besides payment of fines, we are also looking at whether the revised letter deterred appeals and reduced the number of offenders who had to attend court.

Encourage Registered Societies to Submit their Annual Returns

It is a requirement under the Societies Act for registered societies to submit their annual returns. Currently, registered societies are only sent ad hoc reminders to submit their annual returns, and a sizeable number of societies have not submitted their annual returns for 3 years or more.

BIU and Registry of Societies (ROS) of MHA designed a three-arm RCT to encourage submission of annual returns. The control group will continue to only receive ad hoc reminders. Those in the treatment groups will receive reminder letters. The treatment letters are shortened and simplified from the original. In the treatment letters, we informed the societies explicitly that their societies may be deemed as inactive or defunct if they fail to submit their annual returns or respond within a month. We also listed the specific steps they have to take to complete the online submission of the annual return.

The two treatment letters vary in tone – Treatment Letter 1 adopts a neutral tone while Treatment Letter 2 takes on a more serious tone and reminds the office bearers that ROS will be monitoring to see whether they submit their Annual Returns. We want to see if the tone makes a difference to compliance rate. The second treatment letter also includes a stamp at the exterior of the envelope, in red to nudge the reader not to ignore the letter.

The pilot, prior to the actual trial will be launched in March 2017.

Date: 8 June 2015

Dear Sirs

RE:
ANNUAL RETURNS AND AUDITED ACCOUNTS

We refer to the above.

2   Please submit the following submissions to our Registry online:

(a) Annual Returns for Annual General Meetings held in the years 2004 to 2014 even though there may not be any election of office-bearers in the years;

(b) A copy of each of the audited Income and Expenditure Accounts and Balance Sheets for years ending from 31 May 2004 to 31 May 2014 duly certified by Society's auditors.

3   Please visit our Registry's website at www.ros.gov.sg and select the module 'Annual Returns' to submit the Annual Returns and audited accounts online. The President, Secretary and Treasurer elected in the respective years are required to verify the submissions using their SingPass before the system can file the information.

4   Please submit the requested Annual Returns and audited statement of accounts online by 8 July 2015.

5   We have attached a copy of the step by step guide of annual returns for your reference.

6   Thank you.

Yours faithfully

(Ms)
Senior Assistant Executive (Ops)

Current Reminder Letter to Society

Registry of Societies
ICA Building 10 Kallang Road #06-00
Singapore 208718
Tel: 63916325 Fax: 62934489
www.ros.gov.sg

SUBMIT YOUR SOCIETY'S ANNUAL RETURNS

Dear Sirs/Madams,

Your society,   , has not submitted the required
Annual Returns.

Please submit your latest Annual Returns by <u>8 APR 2017</u>. Your society may be deemed as inactive/defunct if you fail to do so.

What you need to do:

- Go to www.ros.gov.sg
- Login using SingPass
- Select 'Annual Returns' module
- Key your society's name / UEN:
- Submit a softcopy of your accounts

We have attached a copy of the step by step guide for your reference.

All societies must submit their Annual Returns each year.

Yours faithfully,

(MS)
ASSISTANT EXECUTIVE (OPS)
DID:

Trial Reminder Letter 1 to Society

INCORPORATING BI (WITHOUT TRIAL)

BI Elements in TP's e-Appeals Portal

BI elements were incorporated in TP's new e-appeals portal with the intention of deterring appeals which do not meet the appeals criteria, and to better manage appellants' expectations. The following nudges were incorporated:

>> **Listing strict appeals criteria upfront** – we listed the appeals criteria upfront and informed that appeals which do not meet the criteria will be rejected. To deter re-appeals which are likely to be rejected, we informed that re-appeals pending outcome of an existing appeal will not be entertained, as with re-appeals without fresh evidence.

>> **Making the issue of ethics salient from the start** by having appellants declare that the information they are about to provide is truthful (prior to logging in to lodge appeal).

>> **Using operational transparency** – upon submission of appeal, appellants are informed on the typical time needed to look into a case and the stages involved. This is to manage appellants' expectations and deter numerous calls to check on appeals status.

>> Encourage prompt payment of fines with **salient payment buttons**, especially when an appeal has been rejected or does not meet the appeals criteria.

The new e-appeals portal was launched on 1 November 2016. TP is monitoring to see if there are now less appeals which do not meet the appeals criteria and less queries on appeals status.
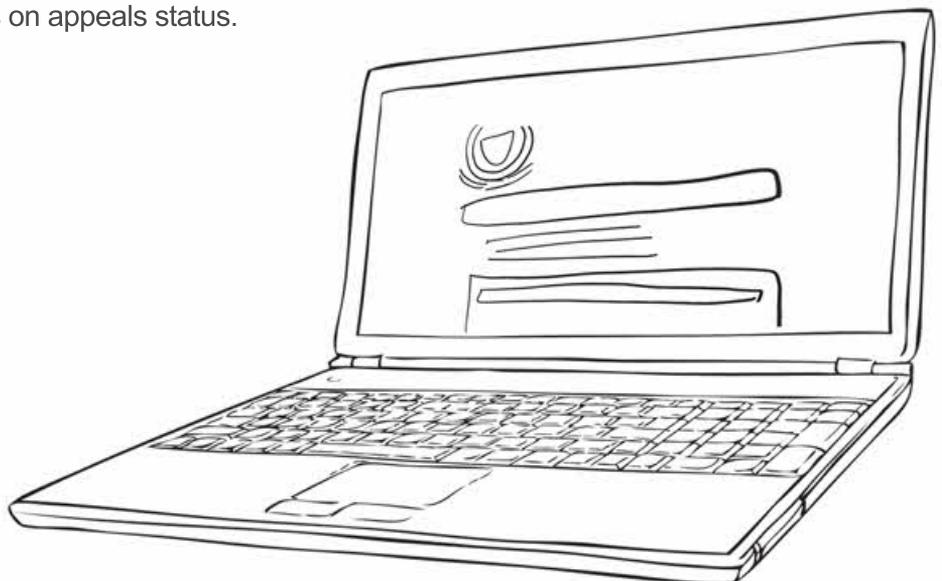
BI Elements in NRIC Re-registration Notification Letters at Age 55

From 1 January 2017, Singapore Citizens and Singapore Permanent Residents who are turning 55 years old and have not been issued with a replacement NRIC in the last 10 years will be required to re-register. One month prior to turning 55 years old, the Immigration and Checkpoints Authority of Singapore (ICA) sends out notification letters to inform the registrants of the need to do so. The letter includes the various avenues and the procedure for re-registration.

The Policy Development Division (PDD) of MHA got BIU on board to incorporate BI elements in the design of the notification letters. Through BI, PDD and ICA wanted to encourage registrants to re-register via ICA's e-services instead of mailing their application forms to ICA. The following were the BI strategies used:

>> **Simplifying the letter** – keeping the letter succinct and moving additional details to the bottom or to back pages.

>> **Making salient the preferred option of re-registration** – in a banner at the top to bring to the reader's attention that the fastest and most convenient way to re-register is through ICA's e-services. This is also the only mode of re-registration mentioned in the main letter, while other options are listed overleaf (front pages receive 2.5 times more attention than back pages).[5]

>> **Key steps needed to re-register are listed in a box on the right**, where readers are provided with the direct link to the e-service and prompted on the items needed for re-registration.

>> **Increasing relevancy and salience through personalisation** by addressing the reader by name instead of "Dear Sir/ Madam".

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[5] Cabinet Office Behavioural Insights Team. (2012). *Applying behavioural insights to reduce fraud, error and debt*. Retrieved from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60539/BIT_FraudErrorDebt_accessible.pdf

Immigration & Checkpoints Authority

Tel : 6391 6100
Fax : 6293 6991
Internet : www.ica.gov.sg

ICA Building
10, Kallang Road #03-00
Singapore 208718
(Next to Lavender MRT Station)
ICA Feedback@ica.gov.sg

<NAME>
<ADDRESS>
<ADDRESS>
<ADDRESS>

<DATE>

Dear <NAME>

> **You are required to re-register your NRIC when you turn 55 years old.**
> **The fastest and most convenient way to do so is to use our e-services.**

From 1 January 2017, Singapore Citizens and Singapore Permanent Residents who are turning 55 years old and who have not been issued with a replacement NRIC in the last 10 years will be required to re-register their NRIC.

You are required to re-register your NRIC as you are turning 55.

The fastest way to re-register is through our e-services (link: iconline.ica.gov.sg).

The re-registration fee is $10 for Singapore Citizens. Once you have re-registered, you will receive an acknowledgement card by post. You can then make an appointment to collect your new NRIC at ICA.

You may also refer to the other modes of re-registration overleaf.

The re-registration should be completed before your 56th birthday.

Citizen Services Centre
for Commissioner
Immigration & Checkpoints Authority

Re-register your NRIC online at

iconline.ica.gov.sg >
Re-register for my NRIC at 55 years

Items required:

- Your SingPass
- Recent digital photo image of yourself against white background in JPEG format
- Front and back digital image of your current NRIC (or SAF 11B) in JPEG format
- Credit/ Debit card for online payment

If you are residing abroad, please inform us via email at ICA_IC_Unit@ica.gov.sg. You can re-register your NRIC within one year of your return to Singapore.

If you have lost your NRIC, you must report the loss personally at ICA Building, Level 3 within 14 days from the date of loss and apply for a replacement NRIC. The prevailing NRIC replacement fee will apply.

Inspiring Confidence in All

NAT

SERVICE CLASS

Template NRIC Re-registration Notification Letter at Age 55

LESSONS FROM OUR BI JOURNEY

These are some lessons we gleaned from our experience in applying BI so far:

>> **Simplification.** "Making it easy" is probably one of the most usable and intuitive nudges which can be applied in almost every situation. Simplification can be applied to our forms, letters, communication, processes, and even in the number of options we offer.

>> **Providing an appropriate message frame.** When encouraging action, it is always useful to offer an appropriate explanation for why it is important to undertake that behaviour. For example, we used message frames to persuade residents to attend CEPP for the sake of their family/ community. The message frame nurtures an instinct and nudges them to lean towards that behaviour. It must provide an additional level of information beyond the obvious, i.e. attending CEPP so that one is trained in Emergency Preparedness skills is not good enough. We should explain why it is important for the person to be trained in the first place.

>> **Bridging the intention-action gap.** In eliciting response to our programmes, it is important to help our target audience follow-through on their intentions with a specific call-to-action, preferably on the spot. This is because they may procrastinate, lose interest over time or simply forget. Follow-through prompts like commitment mechanisms and complementary nudges like reminders have been found to be effective in helping people follow-through on what they had initially set out to do.

>> **Targeting more than one bias.** As there could be multiple biases present in a situation which inhibit the behavioural change we want, behavioural interventions that simultaneously target multiple psychological and cognitive barriers to behavioural change could have greater impact on behaviour. For example, the pre-registration package that we had in the CEPP study required residents to publicly commit to attend the CEPP before they were given a visual reminder of their commitment. They were also told that they might be contacted by SCDF to provide feedback. This combination of commitment mechanism, reminder and social pressure paired with an earlier persuasive message frame led to a sizeable effect on CEPP attendance.

>> **Nudges which are social are powerful.** As much as we tend to think automatically, people also tend to "think socially". Nudges which touch on the social aspect are extremely powerful and can be used in a variety of situations to motivate behaviour. Besides the example of social pressure in the CEPP study, the other example is in the Silver Watch Group study, where the use of reciprocity helped volunteers feel recognised and important and in turn made them motivated to serve and contribute.

Additionally, here are our lessons for each of the **TEST** stages:

TARGET

Rather than being presumptuous about the inapplicability of BI to a problem, and consequently dismissing it as a potential project, it may be helpful to take time to understand the context of the problem first. Sometimes, by doing so, we may be able to reframe the problem to make it suitable as a BI project.

EXPLORE

It is important for us to ask the right questions to help us discover the underlying drivers of the problem, as well as the possible areas where we could insert BI interventions.

SOLUTION

It is useful to do user-testing with several colleagues as they may be able to point out areas which would otherwise become blind spots to us. They are also able to give feedback on the potential areas for improvements.

TRIAL

When implementing a trial, it is important to ensure that the operations team is able to carry out the trial smoothly, since the intervention and experimenting could be totally new to them. This helps to ensure the integrity of the trial.

BUILDING NETWORKS

BIU leverages partnerships with other MHA staff divisions to do BI projects. For example, we have been working with the Policy Development Division which is familiar with MHA's policy challenges to identify potential areas for BI applications.

BIU has also been promoting the use of BI in MHA. As of BIU's formation till March 2017, we have conducted more than 20 briefings on BI to staff officers, HTDs and Senior Management. We organised a total of 8 BI workshops, delivered by BIT for about 220 officers. Many of the teams who attended have formed teams and are working with us on their BI projects.

We have also accepted many invitations to share our research findings and BI experience with several other government agencies and at conferences. These engagements have made us more confident as BI practitioners by helping us to better understand our strengths and limitations.

Contact us with your questions, suggestions or feedback on the projects that we have shared or on any BI related matters. We will be happy to hear from you.

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