

**Scope of requirements:
Department for Transport Digital Awareness
Behavioural Insights**

Introduction

The Department for Transport (DfT) intends to carry out both qualitative and quantitative research to examine and understand the digital awareness and behaviour of its staff in the central department (excluding the agencies, such as DVLA). It is expecting to conduct focus groups, a tracking survey and future workshop. The purpose of this research is threefold: to understand staff perception/confidence/understanding of digital 'issues'; secondly, to explore the use of internet tools and barriers to 'going digital'; and thirdly how to go about changing behaviour including monitoring the effectiveness of marketing tools in raising and changing digital awareness.

Background

The Government and DfT Digital Strategies and the Civil Service Reform plan all highlight a need to increase digital capability of civil servants and to embed digital principles, such as putting user needs first and applying creative thinking to achieve better outcomes. DfT is committed to doing this and, since November 2014, has a Digital & Open Data team which will be responsible for implementing the DfT Digital Strategy. Examples of DfT's digital commitments include:

- Make our online services so straightforward and convenient that everyone who is able to use them will choose to do so ('digital by default')
- Improve and open up policy making, addressing how departments work together by setting up cross-departmental teams and involving more people in the design of policies
- use digital tools and techniques to collaborate and to engage with citizens
- fundamentally change how we procure and manage ICT platforms and technologies to support our digital services and deliver cost savings
- identify and remove barriers to people using digital channels
- create a modern employment offer for staff, with a sharper performance management system, improved IT and flexible working across departments

Purpose

We are trying to understand what perception staff have of digital ways of working and effect a cultural shift to this new way of working. We want to find out what the barriers are to staff using digital tools and changing their behaviour to use them in everyday policymaking. We are not only interested in awareness of digital tools but also the extent that people are aware of DfT digital processes for starting up new services. We expect the research to inform some of our communications to find out what staff would find useful, such as bespoke policy making tools, and that it will enable tracking of communications successes.

Ultimately we want to equip and empower our staff with the skills and confidence they need to be able to do great work, using the best tools and approaches available to them.

A list of digital internet tools available to staff will be provided.

Objectives

It is envisaged that the Digital & Open Data team will formulate and take advice on drafting the questions for focus groups but more importantly the survey, results of which will be used to benchmark progress. The objectives and scope for this research work should cover:

- i) Benchmark and track staff digital awareness
- ii) Identify how digitally equipped and skilled staff think they are
- iii) Understand what 'digital' means in the context of government
- iv) Understanding of digital approvals process or awareness of the procedure to start up a digital service
- v) Knowledge of common digital tools and what they can and have been used for
- vi) Barriers to using internet tools, whether real or imagined
- vii) Appreciation of the diversity of users of digital products, and their needs and concerns
- viii) User satisfaction and confidence in using online tools
- ix) Profile of non-users, and reasons for non-use
- x) Non-user perception of digital
- xi) understand the relevance of digital to their specific job purpose
- xii) understand the meaning of 'agile' as a way of developing projects and services
- xiii) Findings should inform communications
- xiv) Over course of time, assess recognition of marketing and communications

As well as the above it maybe useful in focus groups to explore:

For users of digital tools and approaches...

- Reasons for using Digital
- Types of policy or work used for
- How users became aware of digital
- Whether Digital & Open Data team events, promotional materials or personal assistance played a part in them becoming more digitally competent and effective

For non-users

- Are they aware of Government/DfT strategy
- Where/how did they hear of Digital
- If they are aware of digital services, reasons for not using it - barriers

We may also require a scale of personas (see example [here](#)) to find out which persona each member of staff identifies with. Alternatively consider levels of digital capability with which staff identify - which level do they think they are at. What does a 'digital person' look like now and in the future? It would be helpful if advice could be given on this and whether this line of enquiry could be tested in a survey or be as a result of the analysis.

The Government Digital Service has a digital inclusion scale which the Department of Health have used to measure behavioural change. The digital inclusion scale for individuals has nine points. It ranges from those people who may have consciously decided not to use the internet and therefore never have been online and never will, to experts whose primary income comes from online services. Basic digital skills, at

point 7, is the minimum capability that people need to have in order to use the internet effectively:

<https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy#measuring-digital-exclusion> <https://digitalhealth.blog.gov.uk/2014/12/11/979/>

Scope of requirements

The requirements for the research are set out below and we would expect advice and input at each stage from the Behavioural Insight Team:

Focus Group research

We would expect to carry out 4-5 focus groups with central DfT staff. Advice on recruitment would be helpful as we need to reach both users and non-users of digital and get volunteers perhaps who keen to 'get digital'. Objectives for the focus groups will be explored in an open discussion and the findings would in part inform the content of the tracking survey.

Baseline survey

To establish a baseline prior to the launch of digital awareness promotion, we require a representative survey of DfT central staff. The scope of the survey should cover the objectives outlined above and will be informed by attitudes and behaviours towards digital tools and approaches identified as part of the focus groups. The survey should ideally reach a sample size of at least 50% of staff (so survey would need to be suitably short in order to guarantee low dropoff rates) and will be repeated bi-annually.

We envisage questions should be open and scaled so that we can delve into people's behaviour and actual behaviour. Ideally it would be helpful if the questionnaire could be drafted by the BIT team. We would expect to use SurveyMonkey and can be processed by the department. We would hope to endorse the survey by asking the Perm Sec to send a message to all staff.

Future surveys

Every six months we would aim to repeat the survey. The findings will feed into our marketing and design strategies and will enable us to monitor awareness and usage as well as inform the effective delivery of digital priorities in DfT. We anticipate there will be a bank of core tracking questions, but require the flexibility to add in questions as awareness develops.

Workshop

We would expect a workshop to be held post baseline survey and content would be to devise a plan on the next steps to encourage a shift in behaviour in line with digital priorities. Results from the baseline survey and focus groups will be used to inform workshop development. More details on the workshop requirement can be provided in the future.

Methodological requirements

DfT requires assistance to oversee and advise the Digital team on aspects of designing, drafting, administering and analysing the focus groups, tracking survey and analysis.

- Internal DfT social research specialists will assist in advising and supporting the development of the focus group research questions and topic guides.
 - The DfT will require input from BIT to support this development and ensure the focus groups will provide the evidence required to direct survey development.
 - It is likely that support in analysis of findings from the focus groups will be required, particularly if findings are to effectively inform survey development.

- Advising DfT on survey design specifics including:
 - what background information is required from respondents (at a minimum we would require information on gender; age; directorate etc)
 - the satisfaction and awareness rating scales that will be used
 - how to understand perception and non-perception
 - the ordering of questions
 - the optimum length of the questionnaire
 - the ideal sample size how the survey should test for, and reduce the effect of, perception and actual awareness levels of staff, and any other factors which might affect the reliability of the survey results
 - methods for ensuring a high response rate, and any other issues we need to be aware of to ensure survey quality
- Survey analysis and reporting
 - It is essential that the results of the survey are analysed, and made available to the Digital and Data team as soon as possible. Please provide an indication of timescales.

Timing

It is essential that the focus groups be completed and analysed before or by the end of March 2015 and the survey should be advanced as possible by the end of March 2015/early April. Please indicate whether resource will be available to meet these timescales.

Duration of the contract

The contract will initially cover the work involved in undertaking the focus groups and baseline survey. Subject to the satisfactory completion of the baseline survey, approval will be given to progress with the workshop which is likely to be held once the survey results become available in April/May.

Costs

It would be helpful to have a breakdown of costs for each qualitative and quantitative stage of the work and an indication of the extent to which BIT can be involved in each stage of the work. This includes costings for potential analysis of the focus group findings to inform survey development and analysis of the survey results.

BIT should also provide costings for a presentation of key findings to emerge from the baseline survey, and every six months following if possible.