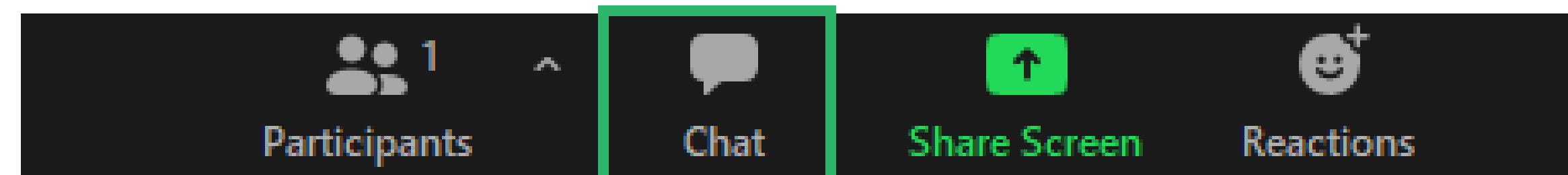


# Using Behavioral Science to Improve Client Engagement in SNAP E&T: Lessons from SNAP to Skills

**Welcome!**  
**We'll get started shortly.**

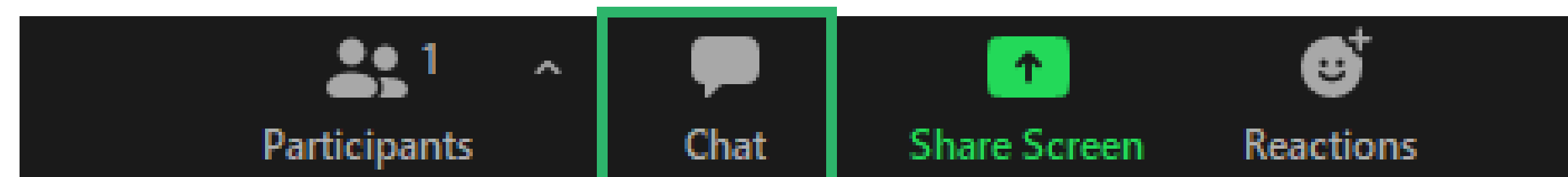
Please type your name, role and location  
in the Zoom Chat Box



# Today's Agenda

- Introductions
- A Behavioral Science Approach
- Understanding SNAP E&T Engagement Challenges
- From Challenges to Solutions

*We want to hear from you! Please post questions and comments in the chat*



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# The SNAP to Skills TA Team

## TA Team

- MDRC
- Seattle Jobs Initiative

## SNAP E&T Agency Partners

- USDA- Food and Nutrition Service
- Colorado
- Illinois
- Kentucky
- Louisiana
- Oregon
- Pennsylvania
- Rhode Island

# Poll: What is your SNAP E&T role

- Eligibility staff
- Case worker or case manager
- Staff supervisor
- SNAP participant
- SNAP E&T provider
- FNS staff – regional and federal
- Non-profit representative
- Other stakeholder

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# What Is Behavioral Science?

- ▶ Studies how people **actually** behave
- ▶ Draws on research about **decision-making** and **action**
- ▶ Approaches problem-solving based on **predictable patterns of behavior**



# Behavioral Science Approach to Better Achieving Agency Goals



Prioritize participant perspectives to understand and improve programs



# Challenge: A Goal Like Meeting Participation Might Seem Simple...



# Opportunity: Small Changes to the Environment Can Affect Behavior



# Opportunity: Design with Intention



- Intentional or not, our environment affects our behavior
- Every design decision matters
- YOU can make design decisions!
  - ✓ Process
  - ✓ Forms
  - ✓ Interactions

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## *Poll: In your program, where do you see the biggest missed opportunity to increase participant engagement?*

1. **Initial Referral** when the SNAP participant is determined eligible for E&T and referred
2. **Assessment** where SNAP participants are matched to E&T components
3. **Handoffs** from SNAP agency to SNAP E&T providers
4. **Reverse Referrals** from E&T providers

# Understanding SNAP E&T engagement challenges

**Initial Referral:** During the SNAP eligibility process, an individual initially learns about SNAP E&T services

## State SNAP E&T Representatives

Ann Smith, Kentucky

Candi Quintall, Oregon

Patty Ianiere, Rhode Island

# Kentucky: Create a persona

## Bethany



**Age:** 47

**Location:** Small city, Kentucky

**Goal:** financial stability.

- Interested in a livable wage and getting back to customer service. Past work includes fast food and retail

### **Key information:**

- ABAWD, subject to time limit
- High school graduate
- Unstable housing, currently couch surfing
- Has a smart phone, no computer
- Owns a car in poor repair



# Oregon: Gather participant feedback

## 1. Have you ever heard of SNAP Employment & Training or STEP?

*If Yes:* How did you HEAR about it? What have you heard? What do you think?

- What was the process like for you?
- Why did you end up participating/not participating?

*If No:* have you ever been a part of another jobs/training program?

*If Yes:* What has been the best experience you've had? What is the worst experience you've had?

2. If you could get support in getting a new job, what kind of support would you want?

3. How do you access the internet?



# Rhode Island: Customer Journey Map

TOUCH POINT	Manuel gets a ride to DHS to pick up a paper application	Manuel quickly and incompletely fills out the application on the spot and submits	Manuel receives a cold call from an unknown number (DHS) and doesn't answer	He then receives a voicemail from DHS that they'll call again in the next 5 min	Second call attempt, he picks up and connects with DHS about his expedited application	Then, his SNAP benefits are activated now and interview takes place on the phone	Manuel has an interview with an eligibility technician (ET) on the phone (30 min)	Mail #2 - Receives EBT card in the mail	Manuel is interested in SNAP E&T and he confirms yes	Marie calls Manuel to go over SNAP E&T program offerings (their 1st connection - phone call)	Marie and Manuel discuss program and resources options (universal resources, not just E&T)	Marie conducts verbal assessment with Manuel (511a) which covers employment and other domains like housing	<b>direct referral:</b> After Manuel completes assessment, Marie sends 511a form to the selected provider
TIME	1 min	1-2 days later	immediately	same day	im	* same day as phone call with DHS	separate letter, same time frame . 3-5 days.	a few	same conversation	same conversation	same conversation	conversation	
THOUGHTS	Wondering how much time this is going to take. Might prefer to do an online application if he could.	Hope this is approved quickly. I need this badly Hope I did it right. Hope my phone will be charged	Probably not going to answer an unknown call. Is this child support calling?	Thinks the message is clear	Good, I can get something to eat!	Oh, this is pretty easy. How long is it going to take to get the card?	Success (OK with it taking 3-5 days) Happy to be able to help out his family who support him	There's no fee? Great that there is no cost. Wants help with child support. I don't have a job, so I have time I want to try to get some work.	She doesn't speak Spanish	What days and hours? Can I do it virtually? Possibly wondering about childcare. Wondering about COVID safety.	Wondering about transportation. Wondering about GED.	When does it start? How long will I have to attend? It can't start soon enough.	
FEELINGS	nervous, dependent to get a ride	Some anxiety, confusion	that it's clear	Happy	Hopeful Glad to be getting the card Calm	Happy	Hopeful, exciting, encouraged	Excited for a new opportunity	Excited and nervous	Happy to have transportation resources	Feels supported		
BACK OFFICE	Application is sent outside and won't get processed the same day.	No person there to answer questions on the spot because of	Phone number doesn't come up as DHS; Manuel doesn't come up as DHS; Manuel doesn't come up as DHS; Manuel doesn't come up as DHS;	New request put in for an EBT card and will receive in 3-5 or as many as 10 business days, would be	Get card printed by end of the day and	Crossroads: would you like to talk to someone today or wait and talk to Marie another day? Not everyone might know that there is the option of talking to an ECA on the same day in manager)	Hopefully there is an interpreter on the	Goes over offerings, interests, and options; Marie wishes there will be more resources.	Details about trainings and when/where/what's needed Marie wishes there will be more resources.	Many provider services have moved to virtual slots program to s and			

# Rhode Island: Customer Journey Map



<p>Touch Point + Timing</p>	<p>Manuel interviews with SNAP eligibility worker on the phone *30 minutes</p>	<p>Eligibility worker asks if Manuel is interested in SNAP E&amp;T  *5 minutes</p>	<p>Manuel Receives EBT card in mail  *3-5 days later</p>
<p>Thoughts</p>	<ul style="list-style-type: none"> <li><i>Oh, this is pretty easy!</i></li> <li><i>How long is it going to take to get the card?</i></li> </ul>	<ul style="list-style-type: none"> <li><i>I have to commit to something that might be 40 hours a week?</i></li> <li><i>Could I lose my benefits?</i></li> <li><i>Great that there is no cost!</i></li> <li><i>I don't have a job, so I have time I want to try to get some work</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Success within one week!</i></li> <li><i>Happy to be able to help out his family who support him</i></li> </ul>
<p>Feelings</p>	<p>Hopeful, Happy</p>	<p>Anxious, Reticent, Encouraged</p>	<p>Happy! Relieved!</p>
<p>Staff Actions</p>	<ul style="list-style-type: none"> <li>Document contact</li> </ul>	<ul style="list-style-type: none"> <li>Staff not 100% positive what they're supposed to do, especially because options changed due to pandemic</li> </ul>	



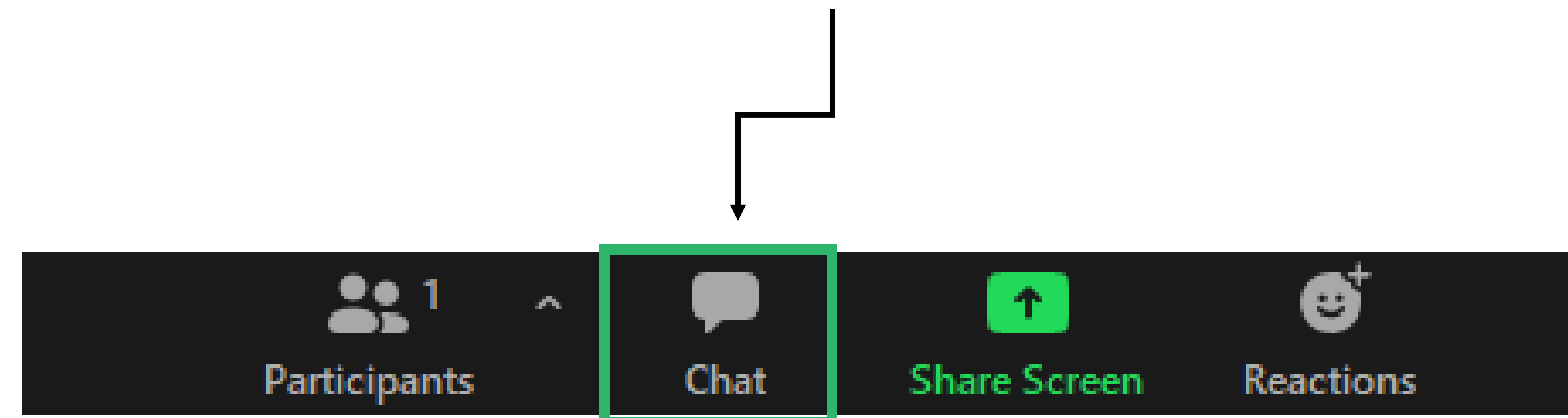
# Key Takeaway: Learn More About Participant Perspectives!

## *HOW?*

- Create a persona
- Gather customer feedback
- Walk through the process from the participant's shoes
- Review available data
- Your ideas? Type in the chat

# Questions or Comments?

**Please type your questions  
in the Zoom Chat Box**



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# Behavioral Solutions Could Look Like:

Process Change

Environment  
Change

Verbal  
Communication

Written  
Communication

Eliminate or  
Combine Steps

Change the  
layout of a room  
or website

Scripts or  
Talking Points  
for Staff

Letters, Texts,  
Emails, Signage



## Poll:

# Are you trying any of these techniques to generate E&T referrals?

1. Eligibility Worker Script introducing E&T
2. E&T specific mailers
3. Calls to eligible E&T clients
4. Texts to eligible E&T clients
5. Emails to eligible E&T clients
7. Other

# Kentucky SNAP to Skills Pilot

## Goal: Eligibility workers increase referrals

Staff E&T training plus new script:

*As part of your SNAP benefits, we have free opportunities to help you gain new skills or more education, to lead to better jobs. You'll have a coach to focus on your goals. Does this sound good to you?*

- If yes, explain to the participant that an appointment letter will be mailed and the community provider coach will call or email in the next few days.
- If no, explain that the client can think about it and decide later to participate in E&T.
- Explain transportation and issue the payment, if requested.



# Oregon SNAP to Skills Pilot

## Goal: Text messages increase referrals

### *Pandemic response:*

Cold calling new SNAP participants to promote E&T, often leaving voicemail

### *Pilot:*

Adding texts right after voicemail, due to high non-response rates to calls

### **Text Message #1 After leaving participant voicemail**

Hi Jeff this is Levi. I'm offering support for Employment/Training/Educational goals through the STEP Program in your area. Reply YES or call to learn more.

### **Text Message #2: Two weeks later, if no response**

Jeff: Life is busy, but I'm still here for you with free resources in your area to support your work/training/educational goals. Reply YES or call to learn more.

# Rhode Island SNAP to Skills Pilot

## Goal: Emails increase referrals

Hello [NAME],

As part of your Supplemental Nutrition Assistance Program (SNAP) benefit, you get special access to our SNAP Employment and Training (SNAP E&T) program that could help you gain skills for employment or advance your career.

### Participating in this program can:

- Prepare you for a better, higher paying job
- Provide child care and transportation assistance while you attend
- Give you personalized one-on-one support



**Everyone in the SNAP household is eligible for this benefit at no cost!**

To learn more about SNAP E&T, visit: <https://risnapet.org>

If you prefer to speak with someone about the SNAP E&T program, you can also call **(401) 477-4367** or you can contact the training provider closest to you.

Do you have questions about your SNAP benefits?

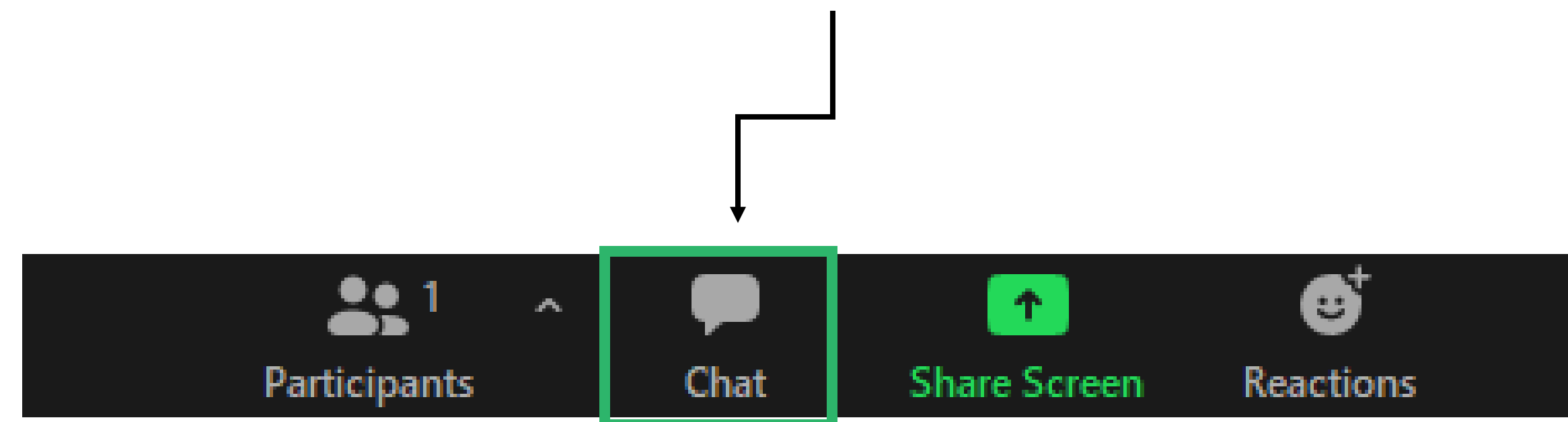
Are you interested in other employment and training opportunities?

Learn about other services and programs by visiting the DHS website or calling our

Call Center at **1-855-697-4347** Monday through Friday, except holidays, from 8:30 a.m. to 3 p.m.

# Questions or Comments?

Please type your questions  
in the Zoom Chat Box

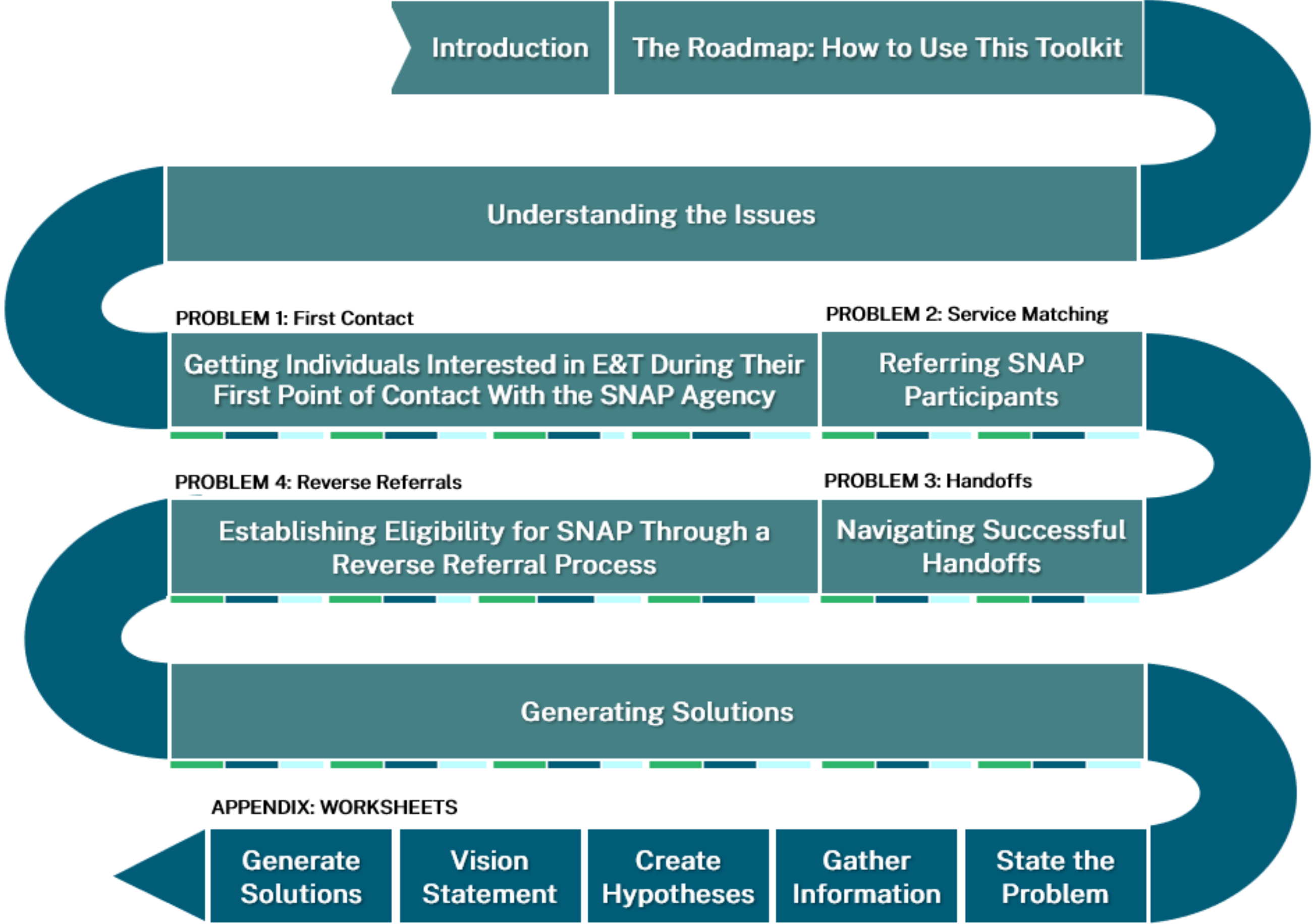




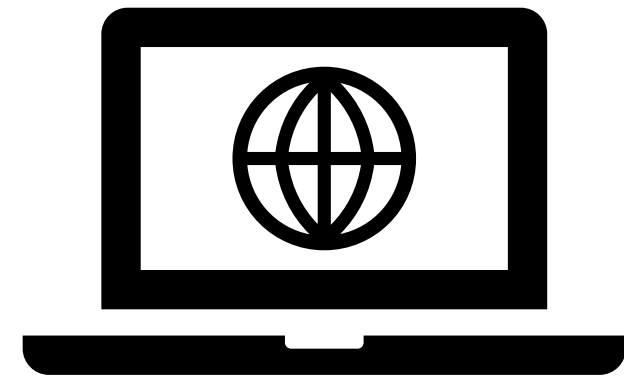
## Key Takeaways

- ❑ Stay curious about participant challenges and successes
- ❑ Pilot new approaches and take the time to learn from them
- ❑ Stay tuned: A Toolkit for SNAP E&T Programs

# Preview: A Toolkit for SNAP E&T Roadmap



# Thank You!



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