1. Identifying People

To get started, you'll need to focus on a particular improper payments scenario and the people involved.

1. Describe one common scenario that results in an improper payment.

2. What is the root cause of the improper payment (if known)?

3. Name each audience involved in the improper payment scenario.

2. Identifying Behaviors

This exercise will help you begin to think about your program's payment integrity from a behavioral perspective.

| **WHO is involved?**	**WHAT are they (not) doing?**	**WHAT do they need to do?**
1. In the first column, write down each audience you identified in worksheet 1.	2. For each person, write down anything they do in this scenario that contributes to the improper payment.	3. For each behavior, write down a changed behavior that might help prevent the improper payment.

Audiences	Current Behaviors	Changed Behaviors

3. Identifying Barriers

In this exercise, we connect the dots between the behavior you've identified and the most promising approaches rooted in behavioral science.

Current Behavior		Changed Behavior
	→	
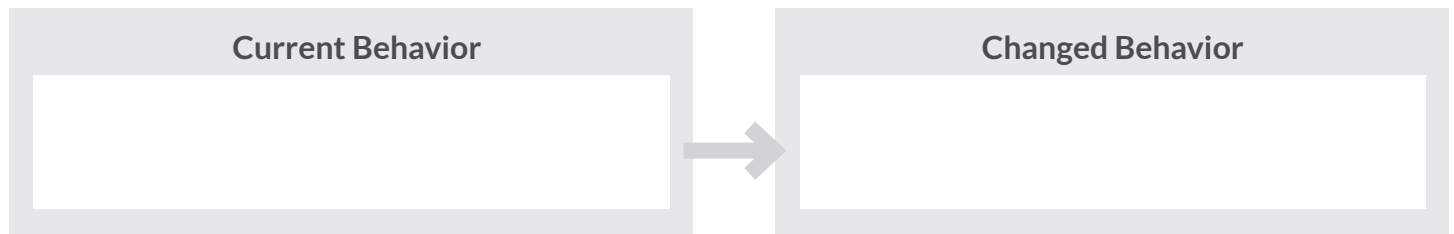
WHAT is keeping _____ **from doing the changed behavior?**

People are not able to do it (perhaps due to not having the specific knowledge or skills to do it in that moment, or not remembering to do it).

Read more about how behavioral insights can address knowledge and ability barriers on page 39.

They don't have the opportunity to do it (perhaps due to insufficient time or resources, or incompatible social norms).

Read more about how behavioral insights can help create an environment that supports behavior change on page 40.

People are not motivated to do it (perhaps due to beliefs that other things are more important, or discomfort with the changed behavior).

Read more about how behavioral insights can help boost motivation on page 42.

4. Applying Behavioral Insights Principles

Worksheet 3 led you to some specific behavioral insights recommendations. This worksheet will help you think of ways the recommendations could be applied to your program.

Changed Behavior

Behavioral insights we might apply

1. In the first column, write down the behavioral insights you are considering.

Where? To what?

2. Write where you will implement the behavioral insights, e.g. a form, letter, process, etc.

Change to make

3. Add more details to describe how you would implement the behavioral insights.

5. Assessing & Prioritizing Ideas

Let's start to think about the potential impact, feasibility, and risks of your ideas to help prioritize which to move forward with.

List your intervention ideas from worksheet 4 & rate ideas based on potential for impact and feasibility. Then, consider potential risks and limitations.

++	+	-	--	?
Extremely promising!	Somewhat promising	Not very promising	Likely not promising	Unknown

Behavioral intervention	Potential for impact?	Feasibility?	Potential risks and limitations

5. How, if at all, might you combine some of these ideas?

Interesting ideas? Go to worksheet 6 to further develop intervention concepts.

6. Detailing Your Intervention

Use this worksheet to describe your intervention ideas in detail.

Current Behavior	Changed Behavior
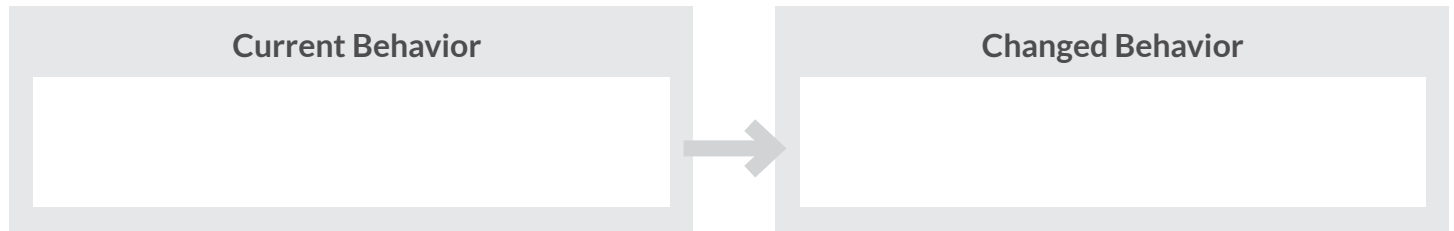
Format: How will you deliver your intervention?

Audience: Who will experience your intervention?

Timing: When does the intervention need to occur?

Describe your intervention below

Barriers your intervention is addressing

Behavioral insight(s) used

7. Making it Happen

This worksheet helps map the concrete steps required to make your intervention happen, and how to evaluate its effects.

	Steps	Dates	People
Plan intervention	Get internal stakeholders on board		
	Refine intervention		
	Determine resources required for implementation		
	Prepare resources for implementation		
	Implement intervention		
Evaluate intervention	When and who will measure who is doing what as a result of your intervention? (Outputs)		
	When and who will measure the impact on improper payments? (Outcomes)		
	When and who will report results and determine next steps?		

Want more detailed resources on evaluation? Check out OES's Evidence Act Toolkits at https://oes.gsa.gov/toolkits/.