

Employing Behaviour Change Roles in Local Authorities

Good Practice Guidelines for Employers 2022

Paul Chadwick, Michelle Constable & Jim McManus



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About the Authors

Dr Paul Chadwick

CPsychol

Paul Chadwick is a Consultant Clinical and Health Psychologist, Associate Professor and Deputy Director of the UCL Centre for Behaviour Change. Paul has had a number of leadership roles in the NHS, private and third sector and has been at the forefront of applying behavioural science to a range of public health issues such as obesity and physical activity. Paul is the treasurer of the Behavioural Science and Public Health Network (BSPHN) and was Public Health England Behavioural Insights Lead for the implementation of the Behavioural and Social Sciences in Public Health strategy.

Dr Michelle Constable

CPsychol

Michelle Constable is a Health Psychologist and the Head of the Behaviour Change Unit at Hertfordshire County Council. She provides strategic leadership, both locally and nationally, on the application of behavioural and social science across local authorities and partner organisations. Michelle is co-founder and Chair of the Behavioural Science and Public Health Network (BSPHN) leading on the development of regional communities of practice. She is also a lead author of the Public Health England strategy "Improving People's Health: Applying behavioural and social sciences to improve population health and wellbeing in England" (2018) and a member of the Strategy Oversight Group.

Professor Jim McManus

FFPH, CPsychol, FBPsS, CSci, Chartered FCIPD

Jim is Director of Public Health for Hertfordshire and President of the Association of Directors of Public Health. He was a Health Foundation Generation Q Fellow, during which time he focused on how using behavioural sciences in public sector organisations can help them achieve business objectives.

Jim is a co-founder of the Behavioural Sciences and Public Health Network and one of the authors of the National Strategy *Improving peoples' health*. He is a Chartered Psychologist, Chartered Scientist and Chartered Fellow of the Chartered Institute of Personnel and Development with long experience in job design and organisational development. He co-led the creation of the Hertfordshire Behaviour Change Unit, is an Honorary Visiting Professor at the University of Hertfordshire and was a Visiting Professor in Practice at the London School of Economics.

Foreword

More and more local authorities are using, or seeking to use, behaviour change theory, methods and tools as part of helping them achieve value for money: efficiency, effectiveness and economy in the planning and delivery of public services. As local authorities start to assign behaviour change responsibilities to existing staff, and employ new staff for dedicated behaviour change roles, two dilemmas emerge:

1. What kind of skill set do we need and want? What do we want them to do? Do we want to use behavioural insights alone or a broader-based approach using a range of tools to undertake behaviour change projects?
2. What does good look like in a candidate for the role and how do we create a framework in which they will be successful?

This guidance tries to answer those questions, as well as guide you to supplementary information to support you to develop a behaviour change resource based on local need.

This guidance assumes you will have good generic Human Resource practice in place for job design, development, recruitment and selection. It's purpose is to complement that good practice by providing some key information on why and how to recruit someone to lead on behavioural sciences and/or behaviour change.

We include some template job descriptions (JDs) and some checklists to think through.

This guidance has been developed from the experience of a number of local authorities, including our own, who have employed people in dedicated behaviour change positions, and have invested time in developing and designing roles, building teams or research programmes, and providing training and leadership.

We offer below a model to help local authority employers conceptualise the dimensions of skills, knowledge and experience needed for these roles. This will help behaviour change leads or behavioural/social scientists become successful in local authorities. We suggest there are four domains, all of which are needed for success but some of which can be developed on the job.

- **Technical Knowledge and Skills** — These are fundamental but must always be developed further. This is the basic foundation of a good appointment.
- **Person-Organisation Fit** — The person can work within and be effective within the organisation, bringing in expertise to support this agenda. Organisations need to help them achieve this, especially those coming from outside local government.
- **Ethical Approach** — They will work within a clear ethical framework.
- **Impact and Delivery Skills** — They have or can acquire on the job necessary skills such as project management, internal consultancy, and influencing people for change.

Person Organisation Fit

The person understands the agency they are working in and knows how to navigate and influence in it.

The organisation needs to support them to understand and be effective in it, as it should with any employee.

Ethical Approach

The person will use their skills and knowledge ethically and in line with the best values of research, translating research into practice and public service.

The organisation needs to support them in being able to do this and maintain ethical standards.



Impact & Delivery Skills

The person has, or has a plan to, develop skills needed to make an impact – this may range from Internal Consultancy to Programme Management and Coaching Skills depending on the role.

The organisation needs to have a plan to help them achieve these.

Technical: Science & Art

The person has the technical skill and experience needed to deliver the role and has a continuing professional development plan to keep abreast of their field.

The organisation needs to ensure the person has access to appropriate continuing professional development opportunities, and access to specialist external support when needed.

Figure 1: Key domains of success in a behaviour change role – The Balanced Scorecard.

1.0 Introduction: Behavioural Sciences, Behaviour Change and Local Authorities

1.1 The rise and use of behaviour change

The use of behavioural and social science approaches to improve the outcomes achieved by local authorities is gaining momentum. Behavioural and social sciences are fields which systematically study human behaviour of individuals, groups or populations, and play a key role in behaviour change. Local authorities across the country are exploring how these disciplines can be applied to support them to enhance outcomes. The role of behavioural and social science has been a key consideration in mitigating the impact and promoting recovery from the COVID-19 pandemic. This has highlighted the importance of taking a holistic approach to achieving our aspirations and goals, many of which can only be achieved if people (residents and/or staff) change their behaviour.

There are a range of disciplines within behavioural and social sciences. These include:

- Fields where professional levels of practice are typically highly defined (e.g. Public Health, some parts of Psychology where psychologist titles are protected).
- Well established and important disciplines, such as Economics and Sociology, that don't have such strongly regulated professional standards and regulatory bodies.
- New fields of knowledge (e.g. Behavioural Economics and Behavioural Insights) which, as emerging fields, equally do not have strongly regulated or defined professional practice standards.

This does not make it easy for employers to know “what good looks like” when recruiting to a behaviour change post. And there is much more to social science than simply behaviour

change. However, what they all hold in common is an interest in maximising human potential at some level and a commitment to applying systematic methods to understanding and changing human behaviour to achieve that aim. Research, methods and theories from all of these fields can be applied to the work of local authorities.

While there is growing interest in this area, understanding of the skills and qualifications required for roles leading on behaviour change in local authority is still developing, not least because of the complexity and novelty of the fields above.

We have produced this guidance to help local authorities employ and develop staff with the knowledge and skills necessary to realise the significant potential of behavioural and social sciences within their services.

The Behavioural and Social Sciences Strategy “Improving people’s health: applying behavioural and social sciences to improve population health in England” (2018) started to explore the importance of employing a workforce that is qualified and competent to deliver behaviour change interventions. In the case of Behaviour Change Lead roles, this means employing someone who has experience and expertise in this field i.e. is qualified in a behavioural or social science and has the appropriate background to successfully support delivery of the the desired outcomes for the local authority.

1.2 Understanding the role of behaviour change and behavioural/social science within local authorities

1.2.1 What is behavioural/social science?

Behavioural and social sciences are a range of disciplines (including psychology, anthropology, sociology, behavioural economics and more) that can provide insights into how people make sense of, interact and behave in given situations as well as understanding proximal and distal influences on behaviour. The approaches and methods used by behavioural and social scientists can be used to understand the behaviours of individuals, communities and populations, as well as how people make sense of and understand their lives and social environments. They are therefore particularly well suited to addressing the wide ranging portfolios held by local authorities.

Local authorities draw on a wide range of evidence sources to inform their practice including local and national data, best practice from other areas and local insights. However, how people behave in context is not always taken into account. This can have a significant impact on outcomes leading to underutilised services and widening inequalities as the specific needs of each community may differ. In essence, by understanding how people behave in a given situation, and applying these insights to how we develop our services, we have a better chance of achieving the desired outcomes.

In order to achieve this, we need to ensure that we are employing people with the right training, qualifications and experience to deliver this agenda. This can ultimately lead to increased effectiveness, and cost effectiveness, for the public purse. More information regarding the breadth of behavioural and social sciences can be found in the PHE strategy [Improving people’s health: applying behavioural and social sciences to improve population health in England](#) (2018).

1.2.2 How have behavioural and social sciences been used in local authorities?

Local authorities have a responsibility to provide effective and cost-effective services, as well as a key role in protecting the health and well-being of residents. It is well documented that the environments in which we live, our access to services and the quality of the services we receive (including health, education, employment, our perceptions of the built and online environments and social behaviour) all enhance or undermine outcomes. Behavioural and social sciences can help us to understand and address many of these areas and offer the promise of enhanced outcomes for our populations. The insights of sociology, social psychology and economics on poverty reduction and community development are a long standing example of how social sciences have brought value to the work of local authorities.

There is a large body of evidence demonstrating the significant potential and effectiveness of behaviour change interventions to improve outcomes for individuals, communities, and populations, as well as enhancing the effectiveness and efficiency of local authority services.

These principles can be applied across local authority services including social care, schools, housing, planning, public health and waste management, to name but a few. For example:

- Household carbon emissions and energy use
- Recycling behaviours
- Sustainable travel
- Working with deprived communities can increase educational attainment
- Speed awareness courses
- Anti-social behaviour
- Supporting vulnerable families
- Reducing the number of fire deaths

Behaviour change training and competency frameworks have been developed to ensure that staff are appropriately skilled and developed (e.g. Health Education England, [HEE's Behaviour Change Development Framework](#), Dixon and Johnston, 2010). These frameworks have been applied to a range of service areas including health and well-being services, commissioning processes, and organisation's transformation plans. However, whilst lists of behaviour change competencies exist, they do not translate readily into person specifications and job descriptions that make sense within the context of local authority career pathways. Additional guidance that operationalises such competencies in terms of job roles and person specifications are needed.

1.2.3 How can behavioural and social science help meet the responsibilities of a local authority?

Local authorities are accountable for the use of public funding and outcomes. One of the key duties associated with this function is the Duty of Best Value. This is the duty under Section 3 Local Government Act 1999 to secure continuous improvement in the exercise of the functions of the authority, having regard to economy, efficiency and effectiveness and therefore covers performance of all of the powers and duties of the authority.

Our experience is that authorities which use behavioural/social sciences to help them in their continuous efforts to achieve this Duty of Best Value are more likely to achieve better

outcomes. Recent experience, for example, has suggested that peer-based interventions (e.g. peer support) informed by behavioural science has helped improve Covid-19 vaccine uptake in several areas. Similarly, interventions to tackle mental health stigma and stress in the workplace delivered using allies and social media influencers has helped some authorities reduce sickness absence by helping staff come forward sooner when they need help.

The Three Es framework (Economy, Efficiency, Effectiveness) can also be applied to behaviour change roles to develop a clear understanding of the desired outcomes, and which resources and inputs will be used to deliver them (See Figure 2). Many authorities now add a fourth E, Equity, the extent to which services are available to and reach all people that they are intended to.

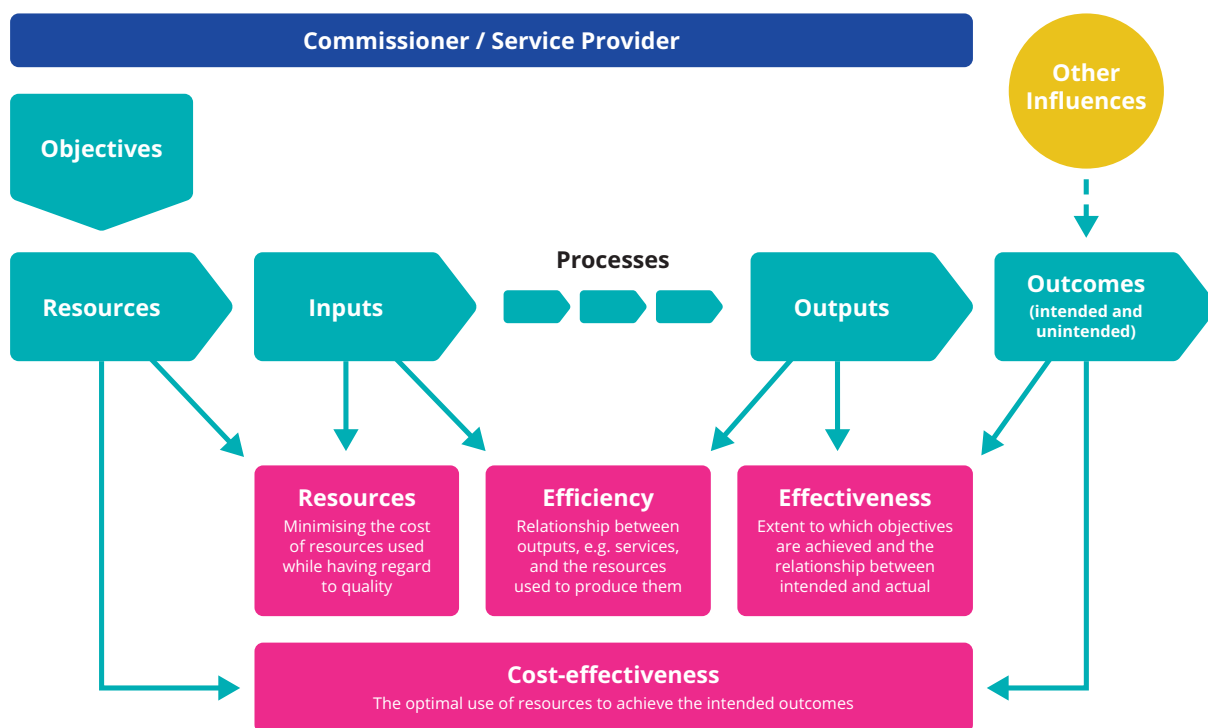


Figure 2: The Three Es. © National Audit Office (2021). Reproduced with permission of the ONS.

Maximising the impact of public services is closely aligned to many of the principles underpinning the development of evidence-informed interventions to change human behaviour. There are multiple theories, methods and frameworks for bringing about behaviour change in the behavioural and social sciences. They all share a commitment to clearly specifying the required outcomes of a service, and the inputs or activities needed to get there. This makes behavioural and social science approaches useful tools in the delivery of cost effective, efficient, effective and equitable interventions.

The importance of incorporating behaviour change principles into local authority workstreams has also been recognised by the National Institute for Clinical Excellence (NICE). The guidance provides recommendations for embedding behavioural science in policies, strategies and interventions with a specific focus on commissioning, training and evaluation (Behaviour Change: General Approaches PH6 (2007), Behaviour Change: Individual Approaches PH49 (2014)).

1.2.4 Planning for a behavioural/social science role in your team

There are a number of key considerations when planning to bring a behavioural/social science resource into a local authority, especially if this is a new skill set for your organisation. We have listed some key points below:

Key things to consider before employing a behavioural/social scientist

Scoping the role and organisational readiness

Clarity of purpose
 Be clear on why you want behavioural/social sciences capacity and what you want it to achieve. There are several ways in which behavioural and social science can help local authorities achieve their duty of care. Each way may need a different set of skills and expertise. See Section 2.1 for more information.

Business area
 Think about which areas of local authority business you want this role to contribute to. Is this a Public Health specific resource or a corporate offer working across directorates?
 If it is just one area, such as Public Health, a Health Psychologist might be appropriate, if it is mental health then a Clinical Psychologist may be more appropriate. Other skill sets such as Sociology or Anthropology will be helpful for projects where understanding behaviour in its social and historical context may be important. You need to think carefully about this and the Behavioural Science and Public Health Network (BSPHN) and the PHE Strategy 'Improving people's health' (2018) can provide resources and advice to help you choose.
 Most local authorities find they want a broad skillset and someone who can use a range of techniques, but may also want to recruit, on a consultancy basis, specialists with particular expertise for certain projects (e.g. a generalist may employ a specialist in digital user-centred design to support development of a web-based portal).

Buy-in
 Get buy-in across your organisation, this will ensure that there is a clear consensus on what you want.

Right person and skillset
 Choose the right person with the right skills – develop a job description and programme of work. This needs careful attention to ensure that you employ someone with the right qualifications and expertise. We have provided some template job descriptions below to help you get started.

Timescales
 Think about timescales. Like any new role, embedding a behavioural/social scientist into a complex organisation takes time. We recommend funding for a minimum of 18 months to get a behavioural/social science function up and running and delivering meaningful results within an organisation, although smaller projects may deliver outcomes in shorter timescales.

Role boundaries
 Think about the boundaries of the role and how it will work with other teams e.g. Transformation, Evidence and Intelligence etc.

Table 1: Some Principles which will help you make better decisions about whether, how and who to employ.

Key things to consider before employing a behavioural/social scientist

Areas of application

Focus of the role

The unique skill sets of behavioural and social scientists can be applied to many key areas of the business; it is important to consider where this skillset is best applied. Is it a strategic role, project based or training role or a mixture of these? Common areas of application include:

- Support with the design and delivery of complex interventions requiring sustained changes to behaviour such as obesity and physical activity interventions, or changes to professional practice (e.g. adopting new standard operating procedures for a service). These more complex pieces of work can take time to demonstrate impact.
- Support with the implementation of policy or plans – for example ensuring that efforts to implement guidelines are informed by behavioural science.
- Support with the development of strategy or strategic decision making which places the role of human behaviour at the centre of the content of policy.
- Support with evaluating services so that they can be optimised and improved using behavioural and social science.

Evaluation

Consider how you will evaluate and measure impact.

Learn from others

Compare with other local authorities to find the best fit for you.

Accessing support and expertise

Network of expertise

Develop a local network of expertise. Reach out to experts in the field e.g. local academics and other local authorities when needed.

Community of practice

Join a community of practice – e.g. LGA/BSPHN Behaviour Change Leads Group and the Behavioural Science and Public Health Network to extend your network and share best practice.

Table 1: Some Principles which will help you make better decisions about whether, how and who to employ (continued).

1.2.5 Differentiating behavioural and social science capacity from other transformation and change functions

Many aspects of the work of local authorities are concerned with changing human behaviour in some way and given the size and pace of change to policy and practice in local government, most local authorities will have some form of change management or transformation function.

It is important to distinguish between the work of change and transformation teams and the work undertaken by behavioural and social science practitioners, acknowledging the two may inform each other.

Change and transformation teams are usually concerned with implementing change to the way services are delivered or the operations of the local authority itself. This may involve changing the behaviour of residents and/or staff using established change or project management methodologies. Behavioural and social science practitioners can use theories, methods and frameworks to help optimise change programmes, or to help change and transformation teams better understand the behavioural aspects of service transformation. However, they would not usually be responsible for implementing these kinds of programmes themselves. Similarly, behavioural and social science teams may develop interventions, or make recommendations for interventions, that involve service change but may benefit from handing over recommendations for change and transformation teams to deliver. Where possible behavioural and social science teams and change/transformation teams should work together at the early stages of a project to identify potential overlaps.

Being clear on the remit, roles and responsibilities can mitigate against scope or mission creep, where the expectations of the role are allowed to go beyond what was intended for the role to achieve. The objectives need to be clear from the start, but while they do sometimes need to change, this should be done with a clear view of what the behaviour change elements to be achieved are. Lack of clarity and differing understandings of remits and specific roles can fundamentally undermine the success of a behaviour change project.

Pitfall	Preventing or Avoiding
Scope creep of the role	<ul style="list-style-type: none"> ● Ensuring the job description is clear and the line manager is very clear on objectives. ● Ensure objectives for role are well defined and measurable. ● A logic model for how the team or person works is often a good idea. See appendix 3 for an example. ● Develop a good understanding of the remit of related teams e.g. transformation or evidence and intelligence, and establish the boundaries for each team and referral pathways between them.
Scope creep in a piece or work or project	<ul style="list-style-type: none"> ● Create a template for assessing potential projects so the behaviour change/science component is clearly differentiated from other components of the project (e.g. other quality improvement aspects) and the responsibility of the behaviour change lead is adhered to. ● Agree a Memorandum of Understanding or Project Initiation Document to ensure the scope is very clearly defined and that it is signed off by the project sponsor. ● Use a project steering group to ensure the scope is adhered to. ● The project sponsor may need to intervene to ensure the scope does not widen.

Table 2: Pitfalls and how to avoid them.

2.0 How to Employ a Behaviour Change Lead/Behavioural or Social Scientist

Behavioural/social science is an emerging discipline and many local authorities will be creating and recruiting to this type of role for the first time. The information below details some of the key points to consider when embarking on the recruitment process.

2.1 What skills should a behavioural/social scientist have?

Behavioural/social scientists are highly skilled experts in one, or more, fields of behavioural science. They are experts in understanding human behaviour and have a unique skillset that uses established (psychological and sociological), theories, methods, frameworks and evidence to develop behaviourally informed interventions to achieve behaviour change. These skills can be applied to the development of new interventions, or to reviewing or redesigning existing ones. They can support the development of service specifications and training programmes as well as evaluating services by identifying what works, for whom, in what context.

Strategic roles (e.g. service leads) should hold a qualification in a behavioural or social science at doctoral level e.g. Professional Doctorate or PhD in a discipline such as Sociology, Ethnography, Psychology, Behavioural Economics, or a similar field, or a professional qualification recognised by the Health and Care Professions Council such as Stage 2 Health, Clinical or Occupational Psychology. Junior staff may hold qualifications below this level (e.g. Bachelor's or more ideally a Master's plus experience). While there is no definitive guide to recruiting a behavioural/social scientist, we have listed some specific skills that define qualified specialists in this field below.

Behavioural/social scientists should/be able to:

- Have a deep understanding of human behaviour across a range of areas e.g. cognitive, social and health.
- Be able to identify the ways in which human behaviour contributes to the development or maintenance of a problem, articulate how such behaviours are influenced by their biological, social, psychological, economic and historical context, and identify how to bring about change in behaviour to prevent or reduce a problem.
- Conduct literature reviews and synthesise a range of evidence types to inform solution.
- Formulate and develop interventions across a range of modalities (e.g. communications, digital, in-person) for different levels of intervention (e.g. individual, group, community and population).
- Use evidence-based behaviour change techniques and frameworks to achieve behaviour change.
- Apply a range of research methods to a given problem and understand the strengths and weaknesses of each method.
- Use evidence-based research methods to evaluate services.
- Apply behavioural approaches to new or existing services.

- Embed behaviour change in commissioning processes e.g. evaluating tenders and writing service specifications.
- Deliver training on behaviour change to professionals, creating sustainable approaches to behaviour change across organisations.
- Develop and support competency frameworks to ensure staff delivering behaviour change interventions are skilled and competent to deliver desired outcomes.

Beyond the specific behavioural and social science competencies, other skills, experience and aptitudes may be desirable. These include:

- Skills to act as an internal consultant to other business areas.
- Experience of, or aptitude for, public sector working.
- Skills in project management.

Which of these are critical for the practitioners you employ or team you are building will depend on the way you plan to use the role (see key considerations section). Your HR team should be able to advise on how to construct the job descriptions based on your vision of how this resource will be deployed. Internal consultancy and project management experience/skills are of particular importance.

2.2 Which qualifications do people need?

Whilst some professions in behavioural/social science are regulated or registered, most are not. You may find that Public Health Specialists often have strengths in behaviour change, however it is unlikely that a Public Health Specialist or Consultant would have the skills and expertise you need in behaviour change from their basic training, unless they had made a particular effort to do this. While someone on the UK Public Health Register who is a defined specialist in behaviour change or health psychology would have these skills, most public health specialists do not necessarily have the level of skills you need.

Since very few professions have dedicated skills and competency frameworks relating to the application of behavioural and social science, the most effective way to evaluate potential candidates is through a knowledge, skills and experience matrix developed specifically for the roles you wish to employ. At the most basic level this involves looking for:

- A relevant qualification which attests to their knowledge of the topic or field you are recruiting to – they know how to do the work.
- Evidence of having applied their knowledge – unless you're looking for a very new junior role in which case you will need to consider how to support and develop them.

	Junior to Middle Level Role	Senior Role (e.g. Head of Unit/Strategic Lead)
<p>A generalist in behaviour change or behavioural/ social science</p>	<ul style="list-style-type: none"> ● Candidates should have a relevant degree (preferably at Master’s level) in a behavioural/social science; or other related qualification. ● Membership of a suitable professional body. ● Our template JDs and person specifications below are intended to help you navigate this. 	<ul style="list-style-type: none"> ● Heads of Unit, who manage other behavioural/social scientists should have both a suitable qualification in their own right and strong evidence of continuous professional development. ● If you want a Psychologist ideally you want a Chartered/ Registered psychologist or someone nearing that status who is at least on Stage 2 of the process towards chartering/registering.
<p>A specialist in a particular field or topic (e.g. Behavioural Insights) which is not protected</p>	<ul style="list-style-type: none"> ● You can expect at least a relevant degree (preferably at Master’s level) and if there is a recognised professional pathway for the field (e.g. psychology), someone who is qualified or on their way to being qualified. ● You will want clear evidence of experience of delivery or application of skills, especially where there is no defined professional body or standard. ● For roles where professional competencies are not well developed or regulated (e.g. there is no universally recognised professional body for Behavioural Insights or Sociology) it is advisable to get some external advice on the qualifications and experience you want. BSPHN can signpost you for advice in this area. ● Our template JDs and person specifications below are intended to help you navigate this. 	<ul style="list-style-type: none"> ● If you want a Sociologist or Behavioural Economist, then a good degree (e.g. Master’s level) plus experience and membership of an appropriate body. ● If you want to employ a Psychologist, you are looking for someone who is Chartered/Registered. ● They should have evidence of developing, implementing and evaluating projects in their field and preferably in the Public Sector. ● Management of people and budgets can often be trained and developed as part of the role.
<p>A specialist in a particular field which does have a protected or registered title</p>	<ul style="list-style-type: none"> ● Check if you need this level of registration. If needed make this explicit in the job description. ● If you want an occupational, clinical or health psychologist then you need someone who meets the standards of the HCPC to use those protected titles. The registers are publicly available so check candidates are registered on the list, HR should be able to help you with this. ● If you are employing someone with this type of qualification, check whether they need supervision from someone similarly registered and if so how they will get it in addition to line management. ● Our template JDs and person specifications below are intended to help you navigate this. 	<ul style="list-style-type: none"> ● Strategic experience will be important for embedding behavioural science into local authority practice. ● They should have evidence of delivering projects on time and on budget, preferably using project management approaches such as PRINCE 2 or Agile or a qualification in this area. ● Internal consultancy and influencing skills will be important for embedding behavioural science and negotiating with stakeholders and clients. ● Our template JDs and person specifications below are intended to help you navigate this.

Table 3: A Framework for assessing qualifications and expertise.

2.3 Where should I advertise the post?

It is important to think carefully about where to advertise and take advice from HR, your comms or advertising team. There is no single best place to advertise for behaviour change roles. For most roles advertising in at least two very different places is a good strategy to secure a breadth of candidates.

	Pros	Cons
The Guardian	<ul style="list-style-type: none"> ● Good breadth of candidates and very publicly available. ● Used frequently for advertising behavioural and social science posts. 	<ul style="list-style-type: none"> ● You need to be very clear in recruitment pack about what you want. ● Cost attached to advertising through a national forum.
Times Higher Education (THE)	<ul style="list-style-type: none"> ● Good access to a range of disciplines. 	<ul style="list-style-type: none"> ● Will tend to attract people in academia more than practice but will still get readership across social sciences disciplines broader than psychology.
LGC Jobs	<ul style="list-style-type: none"> ● Well known in local government. 	<ul style="list-style-type: none"> ● There is a shortage in local government for these skills so advertise here plus somewhere else to attract a wide talent pool.
The MJ Jobs	<ul style="list-style-type: none"> ● Well known in local government. 	<ul style="list-style-type: none"> ● There is a shortage in local government for these skills so advertise here plus somewhere else to attract a wide talent pool.
British Sociological Association publications	<ul style="list-style-type: none"> ● Great for sociologist and wider expertise. 	<ul style="list-style-type: none"> ● May not publish in line with your timescale.
The Psychologist	<ul style="list-style-type: none"> ● The publication of choice to recruit psychologists. 	<ul style="list-style-type: none"> ● Doesn't get as many readers outside psychology and so if you want a sociologist something like THES would be better.
Public Health Jobs Bulletins through Faculty of Public Health and ADPH	<ul style="list-style-type: none"> ● Gets qualified public health specialists. 	<ul style="list-style-type: none"> ● Tends to get senior Public Health people who may be wrong skill set.
NHS Jobs	<ul style="list-style-type: none"> ● Good breadth of candidates and does get non-NHS people applying because public health jobs often advertised here. 	<ul style="list-style-type: none"> ● Ensure advert is clear that this is not a clinical role to avoid confusion.
Professional Networks e.g. BSPHN, ULC Centre for Behaviour Change networks	<ul style="list-style-type: none"> ● Specialist Networks attracting professionals from the disciplines of interest. 	<ul style="list-style-type: none"> ● Supplementary to other recruiting methods.

Table 4: Advertising options for behavioural/social science posts.

3.0 A Key Checklist for Each Stage

Use the following checklists of questions to help you develop your behaviour change strategy.

3.1 Business case and rationale

- You know why you want behaviour change in your local authority and know what you want to achieve.
- You want an ongoing internal resource (even if in a single area) and not a short term piece of consultancy work for a specific project.
- You have identified funding for the role.

3.2 Job role, organisational design and place in the organisation

- You have a clearly defined job role with job description and person specification.
- You have line management and supervision (if required) arrangements in place.
- You have carefully considered the best place in the organisation to situate them.
- If you have more than one role, you have designed how the team will work together.
- You have considered how they will work with other overlapping areas e.g. Evidence and Intelligence, Business Transformation, HR, Change Teams.

3.3 Supporting and resourcing them for success

- You will undertake an audit of their development needs and resource a plan to meet them (e.g. learning about programme management).
- You have considered and have arrangements (or are prepared to put them in place) for anyone who's profession requires supervision by someone qualified for their profession.
- They have access to expert advice or support from outside and there is some funding to pay for external advice for them.
- They have access to a budget for project work or you have an internal trading model to ensure resource.
- You have a plan for advertising and communicating their role and offer within the organisation.
- You have thought about how to avoid scope creep in their role and how they will link up with other teams.
- You have a senior sponsor in the organisation who wants to help their role succeed and has bought in to its importance.
- You have a stakeholder or advisory group designed to help advise, including experienced people from the organisation who want to help the project succeed and ensure that they are meeting the strategic needs of the organisation.

3.4 Ethics

- You have considered an ethical framework for programmes of work and research activities to ensure they comply with your organisation's values and good professional ethics or if not, you have agreed to develop an ethics framework.

3.5 Recruitment and selection

- You have a clear recruitment and selection plan agreed with HR and within your organisation's controls.
- You have set qualifications at an appropriate level.
- You have clearly defined the knowledge, skills and experience which is essential and that which is desirable and you know which part of the process you will use to assess each element (Application, Shortlisting, Interview, any presentation or selection criteria, pre and post offer checks and references).
- If you have decided to appoint someone who is a chartered psychologist or who is registered with the Health and Care Professions Council (HCPC) or a registered consultant in public health to this role you have arrangements in place to comply with the various guidance (e.g. for public health specialists you have agreed the role with the Faculty of Public Health).

3.6 Qualifications checking

- You understand the qualifications needed for the role and can check candidates have these as part of the recruitment and selection process.
- You know someone you can speak to (e.g. BSPHN) if you are confused or unclear about aspects of the process.

3.7 Induction

- You have an induction plan designed to help them understand fully the organisation and meet people they need to work with.

4.0 Suggested Additional Reading

Public Health England Behavioural and Social Sciences Strategy (2018), Improving People's Health: applying Behavioural and Social Sciences to improve population health in England. Available from: [gov.uk/government/publications/improving-peoples-health-applying-behavioural-and-social-sciences](https://www.gov.uk/government/publications/improving-peoples-health-applying-behavioural-and-social-sciences)

Dixon, D. & Johnston, M. (2010), Health Behaviour Change Competency Framework: Competences to deliver interventions to change lifestyle behaviours that affect health [Internet]. [cited 2021 Oct 25]. Available from: healthscotland.com/documents/4877.aspx

Nice Guidelines, Behaviour change: general approaches [Internet]. 2007 [cited 2021 Oct 25]; (Public health guideline [PH6]). Available from: [nice.org.uk/guidance/Ph6](https://www.nice.org.uk/guidance/Ph6)

Nice Guidelines, Behaviour change: individual approaches [Internet]. 2014 [cited 2021 Oct 25]; (Public health guideline [PH 49]). Available from: [nice.org.uk/guidance/ph49](https://www.nice.org.uk/guidance/ph49)

Behavioural Science and Public Health Network: [bsphn.org.uk](https://www.bsphn.org.uk)

Health Education England, Behaviour Change Development Framework: behaviourchange.hee.nhs.uk/slides

West, R., Chadwick, P., Lorencatto, F., Atkins, L., Michie, S. (2020). Achieving Behaviour Change: A Guide for Local Authorities. Public Health England. UK. Available from: assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/875385/PHEBI_Achieving_Behaviour_Change_Local_Government.pdf

Appendix 1: Example Job Descriptions

Head of Service/Behaviour Change Strategic Lead

Purpose of the Job

The Behaviour Change Lead role will provide strategic leadership on the application of behavioural and social science across the local authority. Leading a highly specialist team the postholder will work across directorates to support the planning, development, implementation, and evaluation of a range of behavioural and social science initiatives. Working to optimise the delivery of services and processes across the local authority this role will support the strategic aims of the organisation to improve outcomes for citizens and the organisation as a whole.

The post holder will lead on the following activities:

- Ensuring the inclusion of insights, theories and methods of behavioural and social science in all key strategic priorities for the local authority.
- Oversight of the assessment, formulation, delivery, and evaluation of specialist behavioural and social science interventions.
- Building capacity across the organisation by upskilling the workforce in behaviour change approaches and skills through the provision of consultation, training and support.
- Working with directorates and project leads to apply behavioural and social science theories and methods to projects.
- Embedding insights from behavioural and social science into the services and processes within the local authority to inform service delivery.

Main Areas of Responsibility

A. Strategic planning and development of behavioural and social science capacity within the local authority

- To lead and coordinate the activities of the Behaviour Change Unit tailored to the organisation's strategic objectives.
- To advocate for and represent the relevance of behavioural and social sciences in strategic initiatives within the local authority.
- To analyse strategic plans with local and national data to identify priorities and opportunities for behavioural and social science interventions and develop appropriate responses.
- To work with directorates to analyse local and national data e.g. demographics and other characteristics for the segmentation and targeting of interventions, identifying opportunities for applying behavioural and social science to better understand and develop responses to emerging patterns.
- To lead on the use of methods of behavioural and social sciences on evaluation of services and interventions targeting human behaviour.
- To consult with and facilitate on the use of specialist behavioural and social science guidance to service providers and commissioners.

- To provide leadership, supervision and/or mentoring for the activities of junior behaviour and social scientists employed within the local authority.

B. Provision of behavioural science expertise and training

- Provide consultation and directly contribute to the application of behavioural and social science knowledge and skills to key priorities and projects.
- To critically appraise the behavioural science evidence (qualitative and quantitative) to identify specific drivers for behaviour change interventions.
- Provide expertise on the synthesis and interpretation of evidence and insights to inform methodology and theory selection.
- Ensure the involvement of stakeholders and the public to co-develop and implement behaviour change programmes.
- Oversee the planning, development and delivery of behaviour change training programmes.
- Identify, develop, and support the use of appropriate tools and resources by colleagues for the application of effective behaviour change approaches.
- Understand the current capability and capacity within local authority teams (conducting needs analysis where appropriate) and lead on BCU plans to deliver behaviour change training to a range of professionals.
- Take a project management approach to the planning and delivery of programmes of work.
- Work with project leads and other local authority teams to develop, implement, and review robust evaluations of each project.
- Support and contribute to data analysis including selecting, conducting and interpreting statistical tests and qualitative methods as appropriate.
- To take professional responsibility and exercise autonomous judgement with regard to their professional practice as part of the multi-disciplinary team.

C. Communication and dissemination

- Represent the local authority in national and local forums relevant to the use of behavioural and social science within local authorities.
- Translate and communicate complex behaviour change related information to the public and professionals in a variety of different formats and channels e.g. presentations, reports and social media.
- Contribute to dissemination of knowledge on the application and impact of behavioural science in practice.
- Prepare and deliver reports and presentations for key stakeholders on the implementation and learning from specialist behaviour change interventions.
- Generate technical reports and publications for scientific and professional audiences.

D. Management of self and resources

- Responsible for the effective prioritising and organising of team's and own workload.
- Provides recommendations for improvement to own service area and role as appropriate.

- Participate in reflective practice as part of own professional development.
- Maintain professional registration including requirements for continuing professional development as appropriate.
- Responsible for limiting actions to within professional competencies and raising with line manager if duties fall outside of these areas.
- Undertake additional duties, in agreement with the line manager and consistent with the grade of the post.
- Required to use a computer on a regular basis.
- Responsible for safe and effective use of equipment.

Behaviour Change Specialist

Purpose of the job

The Behavioural Science Specialist role will contribute to the systematic application of behavioural science across the local authority. As part of a highly specialist team the postholder will support the planning, development, implementation, and evaluation of a range of behavioural science initiatives in order to optimise service design, programme delivery, and key outcomes.

The post holder will work on agreed priority projects contributing to:

- The assessment, formulation, delivery and evaluation of specialist behavioural science interventions.
- Upskilling the workforce in behaviour change approaches and skills through the provision of consultation, training and support.
- Work with project leads to undertake behavioural analyses including gathering and synthesising of current evidence from behavioural science, as well as local and national data to inform intervention design and development.
- Support the embedding of behavioural science within local authority systems.

Main Areas of Responsibility

A. Planning and development of specialised behavioural science interventions

- To work as part of the Behaviour Change Unit leading on the design, development and implementation of specific behavioural science projects.
- To critically appraise the behavioural science evidence (qualitative and quantitative) to identify specific drivers for behaviour change interventions.
- Analyse local and national data as part of the planning process e.g. demographics and other characteristics for the segmentation and targeting of interventions. Consult with and provide specialist behavioural science guidance to service providers and commissioners. Provide expertise on the synthesis and interpretation of evidence and insights to inform methodology and theory selection.
- Ensure the involvement of stakeholders and the public to co-develop and implement behaviour change programmes.
- Take a project management approach to the planning and delivery of programmes of work.

- Work with project leads and teams to develop, implement, and review robust evaluations of each project.
- Support and contribute to hands-on data analysis including pre-trial parameter setting (e.g. power analysis) and post-trial/programme hypothesis testing using recognised statistical software (e.g. SPSS) and qualitative methods as appropriate.
- To take professional responsibility and exercise autonomous judgement with regard to their professional practice as part of the multi-disciplinary team.

B. Provision of behavioural science expertise and training

- Provide consultation and directly contribute to the application of behavioural science knowledge and skills to key priorities and projects.
- Contribute to the planning, development and delivery of behaviour change training programmes.
- Identify, develop, and support the use of appropriate tools and resources by colleagues for the application of effective behaviour change approaches.
- Understand the current capability and capacity within teams (conducting needs analysis where appropriate) and feed into plans to deliver behaviour change training to a range of professionals.

C. Communication and dissemination

- Translate and communicate complex behaviour change related information to the public and professionals in a variety of different formats and channels e.g. presentations, reports and social media.
- Contribute to dissemination of knowledge on the application and impact of behavioural science in public health practice.
- Prepare and deliver reports and presentations for key stakeholders on the implementation and learning from specialist behaviour change interventions.
- Generate technical reports and publications for scientific and professional audiences.

D. Management of self and resources

- Responsible for the effective prioritising and organising of own workload.
- Provides recommendations for improvement to own service area and role as appropriate.
- Participate in reflective practice as part of own professional development.
- Maintain professional registration including requirements for continuing professional development as appropriate.
- Responsible for limiting actions to within professional competencies and raising with line manager if duties fall outside of these areas.
- Undertake additional duties, in agreement with the line manager and consistent with the grade of the post.

Behaviour Change Officer

Purpose of this role

The purpose of this role is to provide support with a range of research and administration activities underpinning the planning, implementation, and evaluation of behavioural science initiatives. The role will require proactive and effective joined up working with a range of colleagues in other departments within the Council, as well as close working with other members of the Behaviour Change Unit and the wider Public Health Team.

Main Areas of Responsibility

- To work closely with colleagues and stakeholders to support the development of interventions across priority business areas.
- Lead on and contribute to the writing of high-quality literature reviews and reports, gathering evidence from a variety of sources including peer reviewed journals, policy/strategy documents, and grey literature.
- To critically appraise the behavioural science evidence (qualitative and quantitative) to identify specific drivers for behaviour change interventions.
- Work with Behavioural Science Specialists to support the synthesis and interpretation of evidence and insights to inform methodology and theory selection.
- Support the project teams to develop, implement, and review behaviour change interventions.
- Work as part of the project team using project management approaches.
- Contribute to project updates for key stakeholders and colleagues (verbal and/or written) and attendance at relevant meetings as required, including the Behaviour Change Unit Advisory Group.
- Contribute to the dissemination of findings to senior managers, commissioners and elected members through verbal presentations, as required under the guidance of the Senior Behavioural Science Specialist.

Appendix 2: Example Person Specification

Competency	Head of Service/ Behaviour Change Strategic Lead	Behaviour Change Specialist	Behaviour Change Officer
Qualifications			
Postgraduate doctoral degree in a behavioural science related subject (e.g. Health or Clinical Psychology), or Stage 2 Health Psychology Training resulting in HCPC registration, or demonstrable equivalent learning and experience in applying behavioural science	E	D	-
Master's in health psychology accredited by the British Psychological Society, or Masters in Behaviour Change or Behavioural/Social Science or related subject	D*	E	D
Undergraduate degree in psychology, social science or related discipline	E	E	E
Professional qualification in health or social care conferring eligibility for registration with the Health and Social Care Professions Council, or other relevant professional body	D	D	-
Knowledge			
Knowledge of the most frequently used frameworks and theories used in behaviour change theory and practice (e.g. Behaviour Change Wheel, Theoretical Domains Framework, COM-B, Intervention Mapping, Social Practice Theory)	E	E	D
Knowledge of research and evaluation methods for understanding effectiveness of behaviour change interventions (e.g. logic models, RCTs, process evaluation, impact and outcome evaluation, survey design, qualitative approaches)	E	D	D
Up to date knowledge of national and local priorities in relation to local authorities and public health issues	E	D	D
Knowledge of local authority cultures, pressures and processes	E	D	-
Knowledge of relevant Code of Ethics and relevant professional practice guidelines and competencies	E	D	-

* Masters is superseded by a Doctoral level qualification which is Essential criteria

Competency	Head of Service/ Behaviour Change Strategic Lead	Behaviour Change Specialist	Behaviour Change Officer
Knowledge			
Knowledge of main approaches to evidence reviewing and synthesis, including the use of peer-reviewed and grey literature	E	D	E
Knowledge of relevant national and local guidance in relation to priorities for local authorities relevant to behavioural science	E	D	-
Knowledge of social marketing	D	D	-
Skills			
Ability to manage a high-performance team within a fast-paced public sector environment	E	D	-
Ability to influence and negotiate strategically with senior stakeholders	E	D	-
Ability to develop and implement complex work programmes involving co-ordination of multiple stakeholders	E	D	-
Ability to use behaviour change theories, frameworks and models to develop, implement and evaluate interventions to change behaviour	E	E	-
Ability to work as a consultant to establish the needs of a range of stakeholder groups	E	D	-
Ability to critically appraise published research, draw conclusions and make appropriate recommendations	E	E	E
Ability to produce effective reports on activities for a range of stakeholders, including publication for peer-reviewed journals, policymakers, members of the public, and other professional groups	E	D	E
Ability to communicate effectively with a range of stakeholders in verbal and written form	E	E	E
Ability to design training interventions to build capacity across a range of different stakeholders	E	D	-

Competency	Head of Service/ Behaviour Change Strategic Lead	Behaviour Change Specialist	Behaviour Change Officer
Skills			
Ability to evaluate training interventions to build capacity across a range of different stakeholders	E	D	-
Ability to deliver training interventions to build capacity across a range of different stakeholders	E	E	D
Proficiency in the use of major computer and statistical packages (e.g. Word, Excel, Powerpoint, SPSS, Qualtrix, Nvivo or equivalent) for data collection, analysis and communication	E	E	D
Ability to prioritise and plan effectively to deliver to deadlines	E	E	E
Ability to respond constructively to differences of opinion and conflict	E	E	E
Experience			
Significant experience of leading a team at a senior level	E	D	-
Experience of line management and carrying out appraisals	E	D	-
Experience of working as a health or social care professional directly with service users	D	D	-
Experience of working in a health-related public sector body such as a local authority, the NHS or equivalent	E	D	D
Experience of managing multiple projects with similar deadlines	E	D	-
Experience of using behavioural science theories and frameworks to develop interventions to change behaviour at individual, community and population level	E	D	D
Experience of working as an internal or external consultant	E	D	-
Extensive experience of working with a range of stakeholders, professionals and the public to develop and deliver interventions involving human behaviour	E	D	-

Competency	Head of Service/ Behaviour Change Strategic Lead	Behaviour Change Specialist	Behaviour Change Officer
Skills			
Experience of developing and delivering behaviour change interventions	E	D	-
Experience of developing, facilitating and evaluating training with a range of audiences	E	D	-
Experience of working with members of local and/or national government, including councillors, members of parliament and policymakers	E	D	-
Personal attributes			
Willingness to manage an unpredictable workload and the workload of others in response to the needs of the service	E	E	E
Self-motivated	E	E	E
Enjoys working as part of a team	E	E	E
Ability to cope with uncertainty and change demonstrating resilience	E	E	E
Committed to equality, diversity and inclusion	E	E	E
Ability and willingness to travel to undertake the duties of the post at various locations. Car driver and access to a car for work	E	E	E
Enjoys learning and updating their knowledge and skills	E	E	E

Appendix 3: The Logic Model – an example from Hertfordshire

