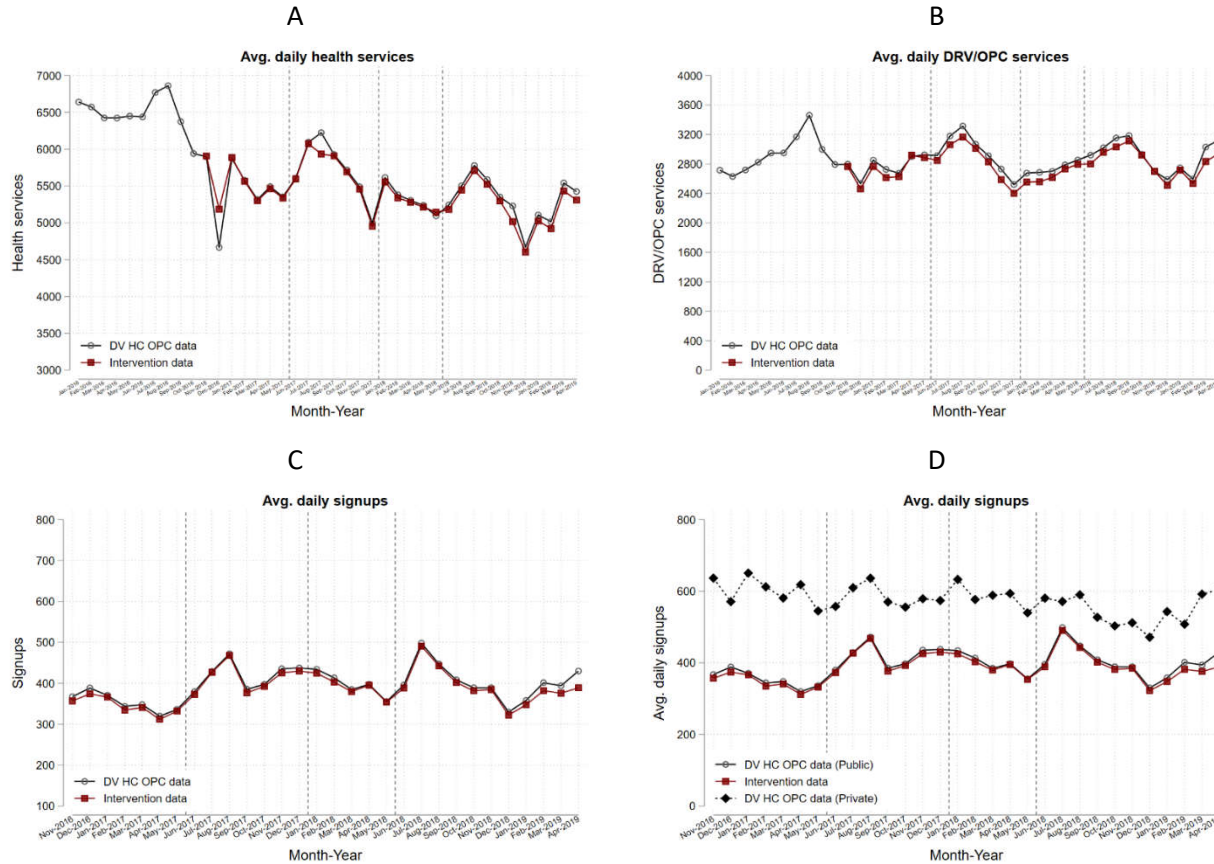


Nudging the Nudger:
Performance Feedback and Organ Donor Registrations

Julian House, Nicola Lacetera, Mario Macis, and Nina Mazar

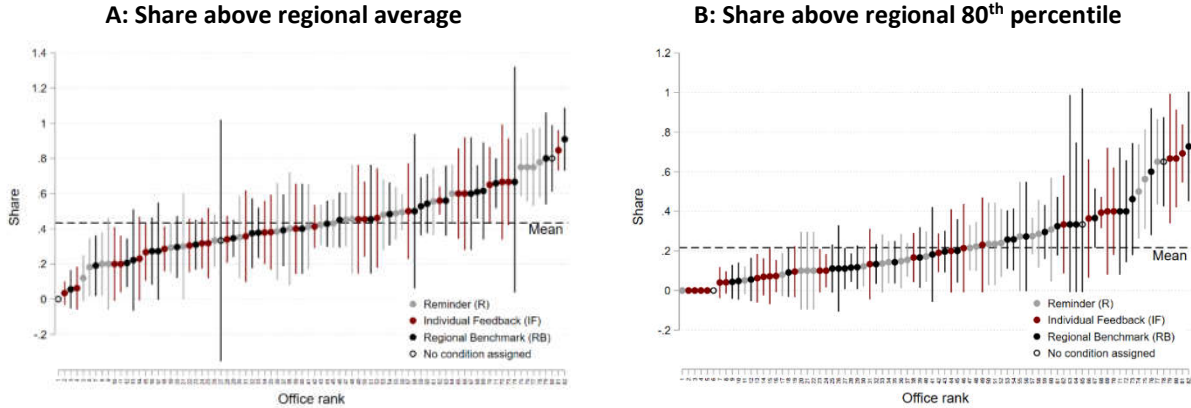
ONLINE APPENDIX

Figure A1: Comparison between ServiceOntario transaction data compiled by Ministries and the data we constructed for our interventions



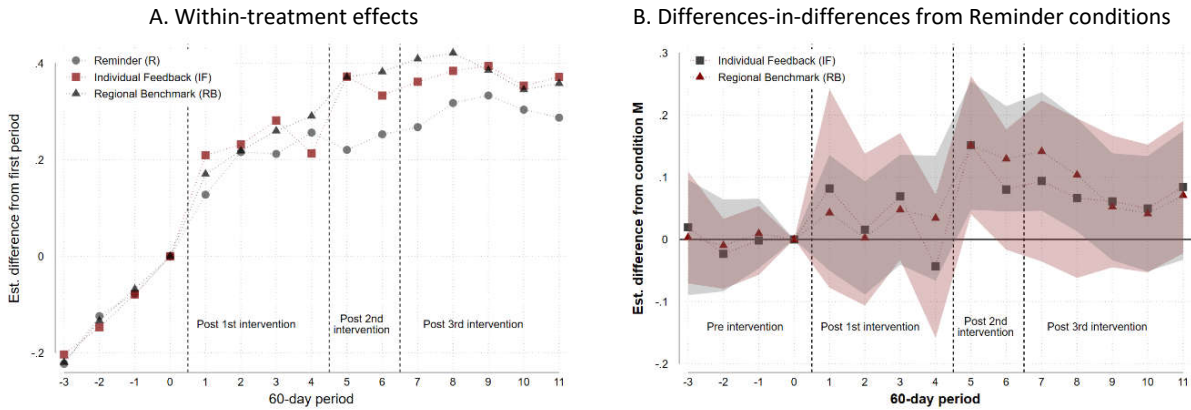
Notes: The graphs report the daily average services at ServiceOntario offices, by month, as recorded by the Ministry of Health (Health-related services: Panels A, C, and D) and the Ministry Of Transportations (Drivers’ license and Ontario Photo Card: Panel B), indicated as “DV HC OPC data”; and the same information as collected at ServiceOntario on a daily or service-level basis that was used for our interventions, indicated as “Intervention data.”

Figure A2: Shares of CSRs within each office with a signup performance above the regional average and in the top 20th percentile, and corresponding confidence intervals



Notes: The figures report, for each office and intervention period after the first intervention date, the share of CSRs with a signup performance above the regional average (Panel A) and in the top 20th percentile (Panel B), as well as the corresponding confidence intervals.

Figure A3: Effects of Reminder, Individual Feedback, and Regional Benchmark communications on the number of daily signups by sub-periods within each intervention – alternative time controls.



Notes: Panel A reports the estimated average changes in daily organ donor signup per CSR in sub-periods of sixty to seventy days within each wave, compared to the average daily signups in the subperiod immediately preceding the first wave of treatment (subperiod 0 on the x-axis), for each condition. The graphs replicate those in Figure 4 of the main manuscript, with estimates obtained from models where instead of separate indicators for years and months, the time controls are thirty year-month interactions. The estimate in correspondence of point 1 (5, 7) on the x-axis indicates the average performance change between the approximately two months after the first (second, third) intervention date, and the two months before the first intervention. Panel B displays the same estimates as differences of the IF and RB conditions from the R condition. The values in Panel A are reported in Table A1 in the Appendix. Shaded areas in Panel B represent 95% confidence intervals, with standard errors clustered both at the CSR level and at the level of office-intervention period. Each intervention consisted of an e-mail whose content differed according to the experimental condition to which a CSR was randomly assigned. The e-mails were sent on June 20, 2017, January 29, 2018, and June 15, 2018.

Table A1: Effects of Reminder, Individual Feedback, and Regional Benchmark emails on the number of daily signups, after each wave (i.e. intervention period): Regression: estimates for subperiods

Outcome variable:	Daily signups
	(1)
R:Pre(-3)	-0.223*** (0.054)
R:Pre(-2)	-0.124*** (0.034)
R:Pre(-1)	-0.078*** (0.025)
R:1st int.(1)	0.128*** (0.041)
R:1st int.(2)	0.216*** (0.039)
R:1st int.(3)	0.212*** (0.044)
R:1st int.(4)	0.256*** (0.058)
R:2nd int.(1)	0.220*** (0.056)
R:2nd int.(2)	0.253*** (0.059)
R:3rd int.(1)	0.268*** (0.072)
R:3rd int.(2)	0.318*** (0.078)
R:3rd int.(3)	0.333*** (0.084)
R:3rd int.(4)	0.304*** (0.089)
R:3rd int.(5)	0.287*** (0.098)
IF:Pre(-3)	-0.203*** (0.043)
IF:Pre(-2)	-0.147*** (0.030)
IF:Pre(-1)	-0.079*** (0.023)
IF:1st int.(1)	0.209*** (0.076)
IF:1st int.(2)	0.232*** (0.055)
IF:1st int.(3)	0.281*** (0.054)
IF:1st int.(4)	0.213*** (0.050)
IF:2nd int.(1)	0.372*** (0.064)
IF:2nd int.(2)	0.333*** (0.064)
IF:3rd int.(1)	0.362*** (0.081)
IF:3rd int.(2)	0.384*** (0.084)
IF:3rd int.(3)	0.394*** (0.086)
IF:3rd int.(4)	0.354*** (0.092)
IF:3rd int.(5)	0.372*** (0.093)

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RB:Pre(-3)	-0.220*** (0.044)
RB:Pre(-2)	-0.134*** (0.040)
RB:Pre(-1)	-0.068** (0.027)
RB:1st int.(1)	0.170*** (0.036)
RB:1st int.(2)	0.218*** (0.043)
RB:1st int.(3)	0.260*** (0.051)
RB:1st int.(4)	0.290*** (0.056)
RB:2nd int.(1)	0.372*** (0.063)
RB:2nd int.(2)	0.382*** (0.058)
RB:3rd int.(1)	0.409*** (0.071)
RB:3rd int.(2)	0.421*** (0.075)
RB:3rd int.(3)	0.386*** (0.081)
RB:3rd int.(4)	0.345*** (0.086)
RB:3rd int.(5)	0.358***
Constant	-0.123 (0.115)
Fixed effects	Year, Month, CSR
Clusters	CSR, Office- intervention
Observations	265,475
R-squared	0.297

Notes: The table reports estimates from linear regressions where the unit of observation is a CSR on a given day in which that CSR is active. The regressors are binary indicators for experimental conditions and interactions between experimental conditions and subperiods between 60 and 70 days after each intervention wave. R indicates the reminder e-mail condition, IF the individual feedback condition, and RB the regional benchmark condition. The estimated parameter on a given interaction term (e.g., RB: 2nd int.(2)) represents the estimated difference in daily signups between the period that the interaction term identifies (e.g., the second subperiod after the second intervention wave for condition RB), and the subperiod immediately before the first intervention wave for that same condition. The regressions include variables that measure the number of days a CSR was present in the sample at any given date, its square, the total number of interactions of a CSR on a given day, and year and month fixed effects. Standard errors are clustered both at the CSR level and at the level of office-intervention period. * p<0.1, ** p<0.05, *** p<0.01.

Table A2: Effects of Reminder, Individual Feedback, and Regional Benchmark emails on the number of daily signups after each wave (i.e. intervention period): Heterogeneous effects

Outcome variable:		Daily signups			
Sample:	Below avg. signup performance	Above avg. signup performance	Bottom 80% signup performance	Top 20% signup performance	
	(1)	(2)	(3)	(4)	
R:1st int.	0.079** (0.033)	0.129** (0.051)	0.107*** (0.028)	0.039 (0.094)	
R:2nd int.	0.083** (0.036)	0.120 (0.074)	0.071** (0.034)	0.187 (0.122)	
R:3rd int.	0.069 (0.049)	0.157 (0.097)	0.111** (0.052)	0.130 (0.131)	
IF:1st int.	0.175*** (0.042)	0.245*** (0.077)	0.181*** (0.042)	0.163* (0.090)	
IF:2nd int.	0.210*** (0.043)	0.188** (0.077)	0.201*** (0.049)	0.184* (0.096)	
IF: 3rd int.	0.180*** (0.059)	0.163 (0.099)	0.184*** (0.065)	0.140 (0.129)	
RB:1st int.	0.162*** (0.039)	0.190*** (0.049)	0.167*** (0.037)	0.221*** (0.064)	
RB:2nd int.	0.195*** (0.043)	0.262*** (0.072)	0.203*** (0.038)	0.327*** (0.101)	
RB:3rd int.	0.173*** (0.050)	0.192** (0.087)	0.187*** (0.052)	0.238* (0.123)	
Constant	-0.031 (0.095)	-0.372*** (0.128)	-0.156 (0.100)	-0.222* (0.126)	
Fixed effects	Year, Month, CSR	Year, Month, CSR	Year, Month, CSR	Year, Month, CSR	
Clusters	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	
Observations	168,566	147,113	212,069	103,610	
R-squared	0.247	0.323	0.270	0.332	

Notes: The table reports estimates from linear regressions where the unit of observation is a CSR on a given day in which that CSR is active. The regressors are binary indicators for experimental conditions and interactions between experimental conditions and intervention waves. R indicates the reminder e-mail condition, IF the individual feedback condition, and RB the regional benchmark condition. The estimated parameter on a given interaction term (e.g., RB: 2nd int.) represents the estimated difference in daily signups between the period that the interaction term identifies and the period before the first intervention wave for that same condition. The regressions include variables that measure the number of days a CSR was present in the sample at any given date, its square, the total number of interactions of a CSR on a given day, and year and month fixed effects. The parameter estimates displayed in Figure 5 of the main manuscript derive from those in this table. Standard errors are clustered both at the CSR level and at the level of office-intervention period. * p<0.1, ** p<0.05, *** p<0.01.

Table A3: Effects of Reminder, Individual Feedback, and Regional Benchmark communications on the number of daily signups, after each wave (i.e. intervention period): Main regression estimates with alternative time controls

Outcome variable:	A: Regression estimates				B: Difference-in-Difference estimates			
	Daily signups			Signups>0	(1)	(2)	(3)	(4)
	(1)	(2)	(3)	(4)				
IF	-0.050 (0.087)		-0.048 (0.071)		IF-R 1st 0.046	0.031	0.043	0.008
RB	-0.114** (0.058)		-0.109* (0.058)		RB-R 1st 0.022	0.030	0.014	0.021
R:1st int.	0.107* (0.058)	0.095** (0.039)	0.109*** (0.032)	0.031** (0.014)	RB-IF 1st -0.024	-0.001	-0.030	0.013
R:2nd int.	0.131** (0.060)	0.116** (0.054)	0.141*** (0.051)	0.023 (0.018)	IF-R 2nd 0.161	0.120**	0.141***	0.033*
R:3rd int.	0.254*** (0.073)	0.220*** (0.068)	0.265*** (0.060)	0.049** (0.021)	RB-R 2nd 0.172**	0.139***	0.160***	0.052***
IF:1st int.	0.153 (0.139)	0.125** (0.054)	0.152*** (0.056)	0.039** (0.017)	RB-IF 2nd 0.011	0.019	0.018	0.018
IF:2nd int.	0.292** (0.120)	0.236*** (0.064)	0.282*** (0.058)	0.057** (0.023)	IF-R 3rd 0.123	0.076	0.101***	0.026
IF: 3rd int.	0.376*** (0.114)	0.295*** (0.076)	0.366*** (0.069)	0.075*** (0.025)	RB-R 3rd 0.124*	0.082**	0.098***	0.040**
RB:1st int.	0.129* (0.070)	0.124*** (0.044)	0.122*** (0.033)	0.052*** (0.013)	RB-IF 3rd 0.002	0.006	-0.003	0.014
RB:2nd int.	0.304*** (0.083)	0.255*** (0.060)	0.301*** (0.052)	0.075*** (0.019)	R: 1st-0 0.107*	0.095**	0.109***	0.031**
RB:3rd int.	0.378*** (0.083)	0.302*** (0.066)	0.363*** (0.064)	0.089*** (0.022)	R: 2nd-1st 0.024	0.021	0.032	-0.008
Constant	0.424*** (0.083)	-0.206* (0.116)	0.362*** (0.094)	-0.044 (0.042)	R: 3rd-2nd 0.123***	0.104***	0.124***	0.025*
Fixed effects	Year-Month	Year-Month, CSR	Year-Month, Office	Year-Month, CSR	IF: 1st-0 0.153	0.125**	0.152***	0.039**
Clusters	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	IF: 2nd-1st 0.140	0.111***	0.130***	0.018
Observations	265,475	265,475	265,475	265,475	IF: 3rd-2nd 0.084	0.059	0.084***	0.018
R-squared	0.145	0.297	0.173	0.252	RB: 1st-0 0.129*	0.124***	0.122***	0.052***
					RB: 2nd-1st 0.175**	0.130***	0.178***	0.023
					RB: 3rd-2nd 0.075	0.047	0.063*	0.014

Notes: Panel A reports estimates from linear regressions where the unit of observation is a CSR on a given day in which that CSR is active. Columns 1 through 3 replicate the same three columns in Table 3, and column 4 replicates column 3 of Table 4, for models where instead of separate indicators for years and months, the time controls are thirty year-month interactions. The regressors are binary indicators for experimental conditions and interactions between experimental conditions and binary indicators for each intervention wave. R indicates the reminder e-mail condition, IF the individual feedback condition, and RB the regional benchmark condition. The estimated parameter for a given interaction term (e.g., RB: 2nd int.) represents the estimated difference in daily signups for CSR in a given condition, between the period that the interaction term identifies, and the pre-intervention period for the same condition. Panel B shows p-values from test of differences between parameters. The regressions include variables that measure the number of days a CSR was present in the sample at any given date, its square, and the total number of interactions of a CSR in a given day (except in column 1, where we compare a specification with and without this control, in columns 1 and 2, when the outcome includes this variable in the denominator). Each intervention consisted of an e-mail whose content differed according to the experimental condition to which a CSR was randomly assigned. The e-mails were sent on June 20, 2017, January 29, 2018, and June 15, 2018. Standard errors are clustered both at the CSR level and at the level of office-intervention period. * p<0.1, ** p<0.05, *** p<0.01.

A1. Alternative computation choices

As an additional check of the reliability of our data, we focused on the calculation of the number of unique customers served, per day and in total, by each CSR. The calculation described in the manuscript relied on a particular interpretation of one of the variables the non-health-services datasets included. This column reported, at the CSR-day level, the number of “joint” health and non-health services that a CSR provided to customers on that date (the same customer may receive health and non-health services from the same CSR in a single visit if, for example, they renew their driver’s license and register as an organ donor when prompted). In computing the number of daily interactions with unique customers, we assumed that the column indicating the joint transactions in the non-health services dataset indicated how many of the non-health services reported in the other columns also included a health-related service for a given customer and that the health-related dataset did not report these particular, “joint” customer interactions. As such, we did not include transactions reported in the “joint services” column of the non-health related services dataset when calculating the total number of non-health services provided in a day (to be divided by 1.3 to obtain an estimate of the number of unique customers served), to avoid double counting. An alternative assumption would be that these customers requiring joint transactions were also represented, as separate rows, in the health-transactions dataset. If this were the case, a more appropriate way to avoid double (or, in this case, triple) counting would have been to subtract the values in the joint services column from the computation of the total non-health transactions per day rather than simply excluding them from the summation. Although we opted for the former approach and relied on it both to compute the relevant statistics to communicate to the CSRs in the treatment e-mails and to perform our statistical analyses, we also ran all of these analyses based on the alternative computation of the total transactions and as a consequence of the total unique customer interactions. This different computation may affect the findings in two ways. First, the newly computed total daily interactions, used as control variables in the regressions or as the denominator of the outcome variables when signups are expressed as a percent of total daily customer interactions on the left-hand side, may alter the regression estimates. Second, the past performance we communicated to the CSRs in conditions IF and RB and the median and 80th percentile regional benchmarks were also expressed as per hundred customer interactions, calculated without subtracting the values in the joint service column. As a consequence, it may be the case that some CSRs in condition RB saw in the e-mail that they received that they were (for example) below the reported regional average, but, with respect to the number they saw as representing the regional average, according to the new calculation with the new estimate of total interaction they may have been above. This is a similar issue to the one described in the main text about the partial data transfer in the pre-intervention dataset. In Tables A4 and A5, we report estimates for a subsample of our analyses corrected with these different calculations and show that no results described in the main text are meaningfully altered. Additional results are available from the authors upon request.

Table A4: Effects of Reminder, Individual Feedback, and Regional Benchmark communications on the number of daily signups, Over the three waves combined: Replications with different computation of daily interactions

Outcome variable:	Daily signups							
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
IF+RB	-0.086 (0.062)		-0.083 (0.057)	-0.076 (0.055)				
IF					-0.057 (0.085)		-0.055 (0.069)	-0.047 (0.073)
RB					-0.118* (0.060)		-0.114* (0.058)	-0.108* (0.059)
Post 1st intervention	0.173*** (0.059)	0.158*** (0.051)	0.181*** (0.057)	0.177*** (0.059)	0.175*** (0.060)	0.158*** (0.051)	0.182*** (0.057)	0.179*** (0.060)
IF+RB X Post Interv.	0.108*** (0.031)	0.071** (0.032)	0.090*** (0.030)	0.102*** (0.031)				
IF X Post Interv.					0.109*** (0.037)	0.068 (0.042)	0.093** (0.037)	0.103*** (0.038)
RB X Post Interv.					0.105*** (0.039)	0.074** (0.030)	0.086** (0.035)	0.098** (0.037)
Constant	0.399*** (0.092)	-0.251* (0.129)	0.343*** (0.127)	0.387*** (0.096)	0.398*** (0.094)	-0.251* (0.129)	0.342*** (0.126)	0.386*** (0.098)
Fixed effects	Year, Month	Year, Month, Region	Year, Month, Month, CSR	Year, Month, Month, Office	Year, Month	Year, Month, Region	Year, Month, CSR	Year, Month, Office
Clusters	CSR, Office	CSR, Office	CSR, Office	CSR, Office	CSR, Office	CSR, Office	CSR, Office	CSR, Office
Observations	265,475 0.142	265,475 0.149	265,475 0.295	265,475 0.170	265,475 0.142	265,475 0.149	265,475 0.295	265,475 0.170

Notes: The table reports estimates from linear regressions where the unit of observation is a CSR on a given day on which that CSR is active. The regressors are binary indicators for experimental conditions and interactions between experimental conditions and a binary indicator for whether an observation is for a period following the first intervention date (June 20, 2017). R indicates the reminder e-mail condition, IF the individual feedback condition, and RB the regional benchmark condition. The regressions include variables that measure the number of days a CSR was present in the sample at any given date, its square, the total number of customer interactions of a CSR in a given day. Standard errors are clustered both at the CSR and office level. * p<0.1, ** p<0.05, *** p<0.01.

**Table A5: Effects of Reminder, Individual Feedback, and Regional Benchmark emails on the number of daily signups after each intervention wave:
Replications with different computation of daily interactions**

Outcome variable:	A: Regression estimates							B: Difference-in-Difference estimates							
	Daily signups		Signups>0		100*Daily signups/ interactions	Daily signups									
	Sample:		Full			Exclude performance bechmark mismatches		(1)	(2)	(3)	(4)	(5)	(6)	(7)	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)								
IF	-0.057 (0.085)		-0.055 (0.070)					IF-R 1st	0.047	0.030	0.043*	0.008	0.197	0.098**	0.044
RB	-0.118** (0.059)		-0.114** (0.057)					RB-R 1st	0.026	0.031	0.017**	0.022*	0.371	0.086***	0.059
Reminder:1st int.	0.210*** (0.057)	0.173*** (0.040)	0.209*** (0.033)	0.056*** (0.014)	1.225*** (0.285)	0.111*** (0.033)	0.151*** (0.042)	IF-R 2nd	0.161	0.119**	0.141***	0.033*	0.511	0.118***	0.159***
Reminder:2nd int.	0.136** (0.056)	0.129*** (0.049)	0.142*** (0.046)	0.035** (0.016)	0.832** (0.362)	0.099** (0.041)	0.096* (0.050)	RB-R 2nd	0.175**	0.139***	0.161***	0.052***	1.171***	0.144***	0.178***
Reminder:3rd int.	0.144** (0.073)	0.141** (0.065)	0.154** (0.059)	0.032 (0.020)	0.569 (0.478)	0.118** (0.058)	0.079 (0.063)	IF-R 3rd	0.126	0.077	0.105***	0.027	0.385	0.063	0.123**
Reminder+Indiv.Feedb.:1st int.	0.257* (0.133)	0.203*** (0.050)	0.253*** (0.054)	0.063*** (0.016)	1.422*** (0.349)	0.209*** (0.052)	0.195*** (0.047)	RB-R 3rd	0.128*	0.082**	0.100***	0.040**	0.973***	0.058	0.119***
Reminder+Indiv.Feedb.:2nd int.	0.298** (0.117)	0.248*** (0.056)	0.283*** (0.051)	0.068*** (0.020)	1.343*** (0.403)	0.218*** (0.050)	0.256*** (0.053)	R: 1st-0	0.210***	0.173***	0.209***	0.056***	1.225***	0.111***	0.151***
Reminder+Indiv.Feedb.: 3rd int.	0.270** (0.117)	0.219*** (0.072)	0.259*** (0.068)	0.059** (0.025)	0.954* (0.529)	0.181*** (0.066)	0.202*** (0.069)	R: 2nd-1st	-0.074*	-0.045	-0.068***	-0.021*	-0.393	-0.012	-0.055
Reminder+Indiv.Feedb.+Reg.Bench:1st int.	0.236*** (0.072)	0.205*** (0.043)	0.226*** (0.034)	0.078*** (0.014)	1.596*** (0.276)	0.197*** (0.041)	0.210*** (0.047)	R: 3rd-2nd	0.007	0.013	0.012	-0.004	-0.263	0.018	-0.017
Reminder+Indiv.Feedb.+Reg.Bench:2nd int.	0.311*** (0.078)	0.267*** (0.051)	0.303*** (0.043)	0.087*** (0.016)	2.003*** (0.368)	0.244*** (0.047)	0.274*** (0.058)	IF: 1st-0	0.257*	0.203***	0.253***	0.063***	1.422***	0.209***	0.195***
Reminder+Indiv.Feedb.+Reg.Bench:3rd int.	0.272*** (0.083)	0.223*** (0.062)	0.254*** (0.063)	0.072*** (0.022)	1.542*** (0.478)	0.175*** (0.056)	0.198*** (0.063)	IF: 2nd-1st	0.041	0.044	0.031*	0.005	-0.079	0.009	0.061**
Constant	0.411*** (0.088)	-0.260** (0.114)	0.356*** (0.100)	-0.059 (0.041)	0.688 (0.887)	-0.186* (0.109)	-0.291** (0.125)	IF: 3rd-2nd	-0.028	-0.029	-0.024	-0.009	-0.389	-0.037	-0.054
								RB: 1st-0	0.236***	0.205***	0.226***	0.078***	1.596***	0.197***	0.210***
								RB: 2nd-1st	0.075	0.063**	0.076***	0.009	0.407	0.047	0.064*
								RB: 3rd-2nd	-0.039	-0.044	-0.048*	-0.015	-0.461*	-0.068*	-0.076*
Fixed effects	Year, Month	Year, Month, CSR	Year, Month, Office	Year, Month, CSR	Year, Month, CSR	Year, Month, CSR	Year, Month, CSR								
Clusters	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention	CSR, Office-intervention								
Observations	265,475	265,475	265,475	265,475	265,475	230,643	200,697								
R-squared	0.143	0.295	0.171	0.249	0.118	0.293	0.288								

Notes: Panel A reports estimates from linear regressions where the unit of observation is a CSR on a given day on which that CSR is active. The regressors are binary indicators for experimental conditions and interactions between experimental conditions and binary indicators for each intervention wave. R indicates the reminder e-mail condition, IF the individual feedback condition, and RB the regional benchmark condition. The estimated parameter for a given interaction term (e.g., RB: 2nd int.) represents the estimated difference in daily signups for CSR in a given condition, between the period that the interaction term identifies, and the pre-intervention period for the same condition. Panel B shows p-values from test of differences between parameters. The regressions include variables that measure the number of days a CSR was present in the sample at any given date, its square, the total number of customer interactions of a CSR in a given day, and year and month fixed effects. Each intervention consisted of an e-mail whose content differed according to the experimental condition to which a CSR was randomly assigned. The e-mails were sent on June 20, 2017, January 29, 2018, and June 15, 2018. The parameter estimates in Figure 3 correspond to those reported in column 2 of this table. Standard errors are clustered both at the CSR level and at the level of office-intervention period. * p<0.1, ** p<0.05, *** p<0.01.

ServiceOntario

Intro

You are invited to participate in a brief survey. Its responses will be used for a research study. The total time required to complete this survey will be less than 10 minutes.

Some of the questions in the survey refer to the email(s) that you received about organ donor registrations in June 2017, January 2018 and/or June 2018.

The responses that you give in this survey are **confidential**. That means no one at ServiceOntario will know your responses on this survey, or even whether you completed the survey.

Your participation in this survey is voluntary. Please indicate below if you prefer to participate or not by checking the corresponding button and then click on the continue button.

Thank you!

- I wish to participate in the brief survey
- I do not wish to participate

You have chosen not to participate in the survey. Simply close your browser to exit.

If you made a mistake and would like to participate, you may return to the previous page and change your selection by pressing the 'Back' button.

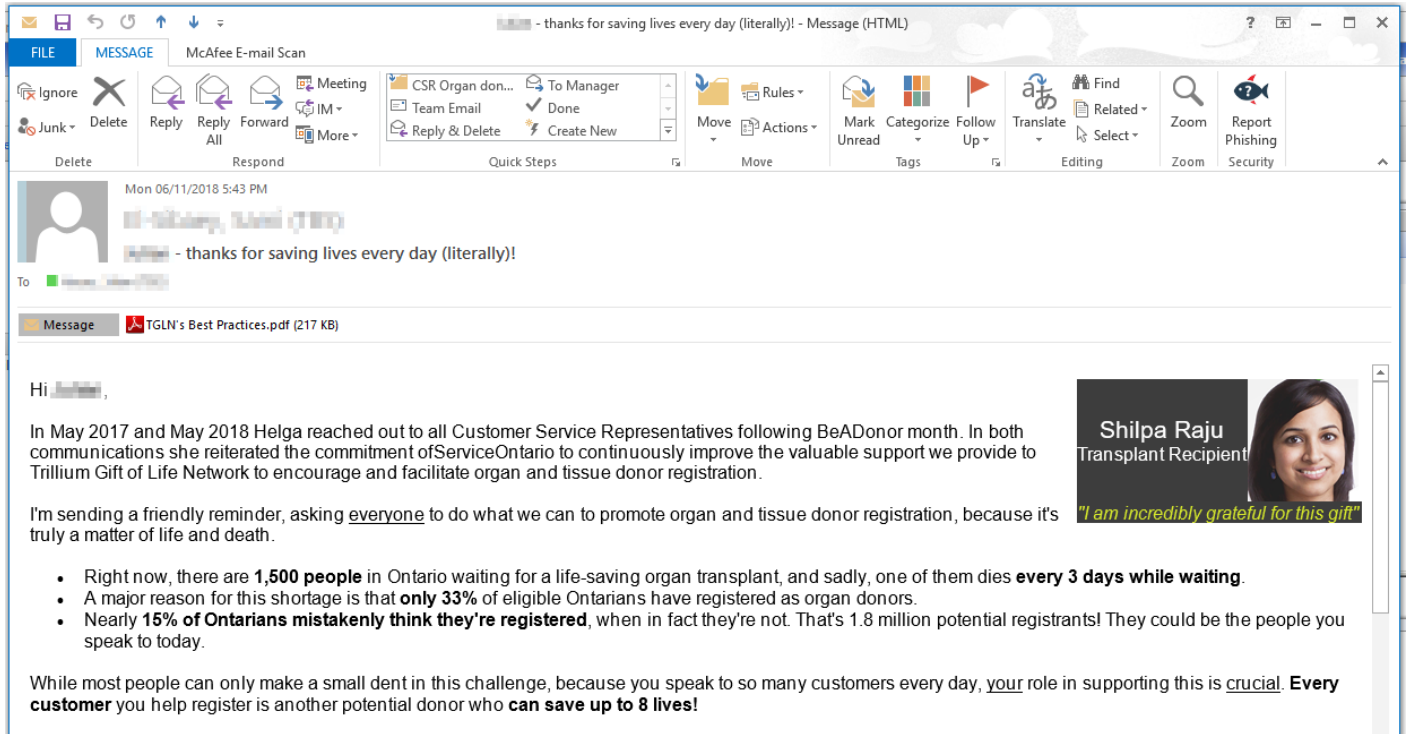
Signup asking, emails

To what extent do you agree with the six statements below about organ donor registration?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
When I ask customers to join Ontario's organ donor registry they are more likely to register as organ donors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I ask customers to join Ontario's organ donor registry they are less likely to register as organ donors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By clearly explaining the organ donor registry to customers, I can increase the number who register as organ donors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most customers want to be organ donors , they just haven't gotten around to registering yet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting customers to join the organ donor registry makes my job more meaningful .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By remembering to ask customers consistently, I can increase the number who register as organ donors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Depending on how long you have been working for ServiceOntario, you should have received emails from your manager about organ donor registration in June 2017, January 2018, and June 2018. The beginning of the emails would have

looked something like the image below.



Do you remember receiving one or more of these emails?

- Yes
- I'm not sure
- No

To what extent do you agree with the 10 statements below about the emails referenced on the previous page?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree
I discussed the email(s) with my colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The email(s) gave me helpful tips on how to interact with customers regarding organ donor registration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the content of the email(s) was accurate .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree
--	-----------------------------	-----------------	---	--------------	--------------------------

The email(s) made me feel **motivated** to register more organ donors.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

The email(s) made me feel **pressured** to ask customers to join the organ donor registry.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree
--	-----------------------------	-----------------	---	--------------	--------------------------

The email(s) included **new information** that I did not know before.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

The email(s) increased how **important** I believe organ donor registration is.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

The emails made me think **senior management highly values** registering more organ donors.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

The email(s) made me feel like I was in **competition** with my colleagues.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

The email(s) made me think it was **possible to increase** the number of organ donors I register each day.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree
--	-----------------------------	-----------------	---	--------------	--------------------------

Please provide some comments on the emails referenced on the previous page.

What parts of the email(s) caught your interest and attention the most?

What parts of the email(s) - if any - did you find unclear?

Would you like to continue to receive similar emails about organ and tissue donation in the future?

- Yes
- No
- I do not know which email(s) this question is referring to

Peer comparison

Compared to **the average CSR in your region**, do you think you currently register more, fewer, or about the same number of customers as organ donors per 100 transactions?

- I think I register **fewer** customers as organ donors than the average CSR in my region per 100 transactions.
- I think I register about **the same** number of customers as organ donors compared to the average CSR in my region per 100 transactions.
- I think I register **more** customers as organ donors than the average CSR in my region per 100 transactions.

Compared to **the 20% of CSRs with the highest registration rates in your region**, do you think you currently register more, fewer, or about the same number of customers as organ donors per 100 transactions?

- I think I register **fewer** customers as organ donors than the top 20% of CSRs in my region per 100 transactions.

- I think I register about **the same** number of customers as organ donors compared to the top 20% of CSRs in my region per 100 transactions.
- I think I register **more** customers as organ donors than the top 20% of CSRs in my region per transactions.

Temporal comparison

Since June 2017, do you think the rate with which you have been registering customers as organ donors has increased, decreased, or stayed about the same per 100 transactions?

(If you started working as a CSR more recently than June 2017, answer compared to when you started in this role)

- I think I now register **fewer** customers as organ donors per 100 transactions than I did prior to June 2017
- I think I now register about **the same** number of customers as organ donors per 100 transactions than I did prior to June 2017
- I think I now register **more** customers as organ donors per 100 transactions than I did prior to June 2017

Job

To what extent do you agree with the three statements below?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My job is well suited to my abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job provides opportunities to substantially improve the welfare of people in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personality-Demographics

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who is full of energy? To what extent do you agree with each of the 15 statements below?

I am someone who ...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
... tends to be quiet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is compassionate, has a soft heart	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... tends to be disorganized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... worries a lot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is fascinated by art, music, or literature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... acts as a leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is sometimes rude to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... has difficulty getting started on tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... tends to feel depressed, blue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... has little interest in abstract ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is full of energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... assumes the best about people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is reliable, can always be counted on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... is not easily upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... comes up with new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the questions below. As a reminder, this survey is confidential and all the questions are optional. Your participation is greatly appreciated!

In what year were you born?

With which gender do you identify?

- Male
- Female
- Other (please specify)

How long have you been working at Service Ontario?

- Less than one year
- Between 1 and 4 years
- Between 5 and 10 years
- More than 10 years

Conclusion

Do you have any additional comments? We would like to hear your thoughts. Please write comments below: