



Episode 2: “The BC BIG Origin Story & BI in BC”

with Heather Devine, Head of the BC Behavioural Insights Group (BC BIG)

BC BIG has played a major role in the development of UBC’s Advanced Professional Certificate in Behavioural Insights as well as almost every other BI initiative in BC. There’s quite literally no one better to talk to about BI in BC than Heather Devine. Heather and I also chat about how BIG started and how BI works as part of a larger toolkit for changing behaviour.

Transcript:

KIRSTIN APPELT, HOST: Welcome to this edition of Calling DIBS. I'm your host, Kirstin Appelt, Research Director with UBC Decision Insights for Business and Society, or DIBS for short. Today, we're Calling DIBS on Heather Devine, the Head of the BC Behavioural Insights Group within the BC Public Service. I'm really excited for you to hear from Heather because she is one of the key people involved in behavioural insights in BC.

Not only has Heather spearheaded the creation of BC BIG, but she's partnered with our DIBS team on everything from co-hosting our annual BIG Difference BC conference, to a number of grant proposals, to co-creating a little thing we like to call the Advanced Professional Certificate in Behavioural Insights. And for me personally, I always really enjoy talking to Heather because her energy and enthusiasm about BI are infectious, in a good way, and always leave me re-energized to tackle new challenges together. So, Heather, welcome to Calling DIBS.

HEATHER DEVINE, GUEST: Thanks, Kirsten. I'm really excited to share the airwaves with you today. Let's get rolling.

APPELT: Excellent. To start things off, can you tell us a little bit about yourself and your role at BIG?

DEVINE: As you mentioned, I run the BC Behavioral Insights Group, or BC BIG, as we call it. And we're a corporate research and evaluation unit in government, and we help clients in different departments with their behaviour-based business challenges. We usually do that by using insights and scientific methods from the behavioural and social sciences. And we also have a lot of activities related to building capacity and community in BI because that's also really important.

APPELT: And what led you, Heather, to a career in behavioural insights?

DEVINE: Well, actually working in this field has been a full-circle experience for me. I have a background in behavioural science and public policy. And BI, of course, straddles those two worlds. It's been really fulfilling for me to be kind of back in this space.

I started my career in the federal government with the Department of National Defence running really cool experiments in a human judgment decision-making lab. And what I loved about it was applying the knowledge and tools of several sciences to solve real-world problems and also working with scientists in a sort of quasi-

academic environment. When I moved to the West Coast, which was several years ago now, and started working with the provincial government, there were very few, actually, if any, opportunities to do applied research.

And I would say even up to about five years ago, there was very little happening corporately with experimentation in government, at least not empirical work. The service design team has been doing some A/B testing and the UX or user experience designers have been doing some A/B testing, but sort of corporately and widely across a number of policy areas, that kind of wasn't a thing until about five years ago. That's kind of when BI kind of started to take off in government.

So really, for me, with a background in behavioural science, I really wanted to stay close to what I love, to that kind of experience I had in the federal government, and with there not being a lot available when I started in provincial government, I was able to stay connected through working in portfolios that involved innovation, transformation, research, evaluation, hoping that one day there might be an opportunity to do applied research again.

And then in 2016, there was an opportunity to do that kind of work, to launch BIG. And it really was kind of a dream come true for me. I've been fortunate to work on many interesting assignments in government, including launching the Office of the Seniors Advocate sort of building something from the ground up. But this has definitely been a highlight for me. It's been fantastic to be able to draw on the experience I have in government and the network of folks that I have connected with, in different jurisdictions, and in academia, and be able to bring all of those things to bear in this really exciting, new field.

APPELT: Yeah, I think I would echo a lot of what you said, that it's really been amazing that it's just in the last five years that BI feels like it's really arrived in BC, but it's arrived with a vengeance and it's just exploding and it's just so exciting to participate in.

DEVINE: Yeah, absolutely.

APPELT: What would you say is your favourite behavioural insight or case study that you've been exposed to?

DEVINE: I don't know how anyone can pick just one. How do you pick a favourite? It's like picking between your children.

I mean, I have a lot of favourite behavioural insights and case studies, but there's one in particular that I often kind of go back to, and I think it's a great example. It's a case study from the UK and it's where there was an issue with, as there is globally, anti-microbial resistance, and it's related to the overprescribing of antibiotics.

And so, Public Health England worked with the Behavioural Insights Team in the UK and the Chief Medical Health Officer, and they sent letters informing physicians of their prescribing behaviour relative to their peers in their regions. So, something like, "Did you know that you prescribe 10 percent more than peers in your area?" It also included some simple actions that physicians could take to make sure that their prescriptions were appropriate. But the essence of it was this comparative information, and it was signed by the Chief Medical Health Officer who was, for physicians, an influential messenger.

And what I loved about it is that the trial was just as effective at reducing over-prescribing as a 25-million-pound incentive program that was launched, I think it was a year or two before that. So, I think they were able to reduce over-prescribing by about three percent, which helped Public Health England achieve, I think about

a quarter of their target, with a really simple and inexpensive trial. These are really impressive results and I believe it ended up being published in The Lancet or one of the medical journals.

What I love about this example is that it demonstrates how really small or simple interventions, so in this case, adding comparative data to a letter directly targeted to physicians can have a disproportionately large impact. And, you know, sometimes these things can be even more effective than traditional approaches like financial incentives. So that's one of my favourite case studies. Love that one.

APPELT: That's a wonderful illustration of the power of small tweaks to have large effects and just the enduring power of social norms among all of us.

DEVINE: Yeah, absolutely. Well, sometimes you just don't know. You're just kind of rolling along, assuming that you're sort of prescribing, using the same criteria, or with a similar pattern to your peers. And sometimes just having that information can really be helpful in terms of informing the way that you move forward. So, love that study.

APPELT: Returning to the idea that BIG and BI in BC is newer, BC BIG is approaching its fourth birthday this fall, and why did the BC Public Service in 2016 decide to explore using a behavioural insights approach?

DEVINE: Yeah, back in 2016 if we can cast our minds back, the before times, pre-pandemic. Seems like a lifetime ago now. There was a recognition not just in BC, but actually broadly, certainly in Canada and other jurisdictions as well, that government needed to modernize, to keep pace with societal changes and to meet the evolving needs and expectations here in BC, expectations of British Columbians and then, of course, of those who visit and do business with us here in BC. People are obviously accustomed to doing a lot of their daily tasks online, and having more tailored experiences, and what they were experiencing with government wasn't aligning with what their day-to-day experience was, and it just wasn't meeting their needs.

And so obviously, we're wanting our economy to remain competitive and we want to protect the environment for future generations, and address some those hairy, cross-cutting policy issues like poverty and opioid overdoses and homelessness, or even being ready for pandemics and natural disasters like wildfires. We need a government that is agile, nimble, data-driven, so making evidence-based decisions, citizen centres, so really focusing on what our citizens need and expect, experimental, so willing to take risks and try new things, and collaborative, so working across boundaries, working with academia, working with other jurisdictions, with other sectors. That whole idea of we're better together, especially for those crosscutting policy problems.

So, you know, the recognition, the status quo isn't good enough, and we need to modernize. We need new tools, a shift in mindset. We need top cover from kind of the highest levels in government to experiment and we need policymakers kind of demanding and expecting and relying on the best available evidence to make decisions. To kind of articulate all of this and this kind of change that needs to happen, the BC government back in 2016 released a Where Ideas Work corporate plan for public servants, and it talks about that culture shift that's needed to modernize and innovate. And it kind of lists a number of commitments and tactics.

One of those key commitments in the plan was to build a robust behavioural insights practice in government, so that's where we draw our mandate from. And the innovation agenda is where BI was born out of in government.

APPELT: And within your team of BIG, how do you use BI? What are the types of projects that you work on as a team?

DEVINE: Well, we have three areas of focus in BIG. So, we have our evidence-building stream of work, we have capacity building, which is education and training, and we have community building, which is about partnerships and networks. In terms of how we use it in the sense of projects, or working with clients, it's really around two different types of services. Either experimentation, sometimes called trials or interventions, or behaviour lens advisory work, which is providing advice to our clients, it's evidence based. But there's no testing. There's no trials or interventions. Those are kind of the two types of projects that we typically do with a client.

What normally happens is that a client will come to us with a behaviour-based challenge like... “we've built this awesome program, we've put it out there into the world, people are using it, and we don't know why, and we want to encourage people to use this program”, or “we've worked really hard to draft this regulation or this rule or law, we've put it out there. We've communicated out. We've let people know that it now applies. People aren't complying. They're not following the rules and we don't understand why, and we need help. That's typically the kinds of conversations that we have with our clients as those are the kinds of problems that they typically come forward with. And there are other types of problems as well, all related to behaviour change.

We try to determine whether or not the particular problem they're bringing forward is actually a good candidate for a research project. We're always aiming for the highest level of evidence, and the advice that we can provide our client, and the best way to do that is usually by running a randomized controlled trial. That's the gold standard in science and in experimentation or the next best thing. Sometimes it's not possible to do an RCT but you can do a quasi-experiment or an A/B testing or other kinds of testing that's still fairly rigorous. So, we're doing a bit of an assessment, bit of scoping with the client about whether or not it would be a good fit. Sometimes it's not and we don't have the time, the right conditions, the resources, the support to do an experiment. Maybe it's just not a good time right now. We can get to it maybe next year or the year after.

In those cases where there's still value in offering advice to the client, we'll do a behavioural lens. So that's where we might do some upfront user research, really get solid on the problem definition, do an academic lit review, look at other jurisdictions and see what they've done to address the problem, bundle that up, and make recommendations for the client. So, there are kind of two different ways that we work with our clients on those kinds of projects.

And then we also offer training and other kinds of events to our clients as well. But that's kind of the primary focus of BIG, is to really offer that evidence-based advice to clients, whether we're drawing on insights from various disciplines like the behavioural social sciences or behavioural economics or other areas, or we're generating insights which we would do if we were to do an RCT or another type of experiment or testing.

APPELT: I really like how you divide those two types of projects. And one of the things that's come up when we've been talking about projects in class is this idea of when is something a project or what type of project is it. Could you talk a little bit about that problem scoping and making that decision, is this right for a BI project or is it a better fit for a lens, or is it a better fit for a comeback when you've gotten to a different part in your project?

DEVINE: Yeah, when we work with our clients, we use what we call a RIDE Model for Behaviour Shift, and RIDE is an acronym for Research, Innovate, collect Data and Evaluate. And bookmarking the RIDE model is Scope on the front end and then Scale at the far end. And so the scoping part is really important because that's when we're initially having those conversations with the client to really understand what is the problem, because sometimes what they come forward with initially, once we kind of probe a little bit deeper, we identify a problem that lies underneath that actually can sometimes be different from what they initially think is the

problem, or we do some background research or user research and discover that the problem is a bit more nuanced, or we need to take a slightly different direction than the problem that was originally brought forward to us.

Lots of conversations trying to understand who is the target audience. “What is your baseline right now with that particular behaviour” and obviously figuring out what that behaviour is. Sometimes we discover that it's actually not a behaviour or it's not a behaviour of a large number of people. It's a couple of individuals. And in that case, it probably wouldn't be as good of a fit for a BI tool. We're looking for a touchpoint. So, what tools or what mechanisms do you have to reach your target audience, whether it's an email or a website or the various ways you might be having contact with that target audience? And could that be leveraged or do you need to build a new one? Is there openness to that? Is there a willingness or openness to experimentation?

As I mentioned, obviously we're aiming for that highest level of evidence. We want to signal pretty early on whether there's openness to that with a client. Do you have access to data? So, we want to ask the client whether they have access to data. Obviously, with experimentation testing, you need to be able to track certain variables over time. And that means you need the ability to gather data, and sometimes access to the data is not always readily available. Sometimes it's held by a third party. Sometimes you're in a queue, there are other data requests in line ahead of you, and you just might not be able to get access to the data in a timely fashion.

There's a variety of questions that we ask to kind of suss out the problem, and some of those basic things in terms of behaviour and target audience and touch points, and from there we make a determination as to whether or not it would be a good fit. Typically, if the conditions aren't right for an experiment or an intervention, that's where we have a conversation about is there still value in maybe taking it on as a behavioural lens project, where we can go away and do that background academic research and cross-jurisdictional scans and other things that might help inform whatever this problem might be? So, yeah, it's a series of conversations and, yeah, it's a fine art for sure. It's more the art part of the art and science of BI work.

APPELT: For sure, and I like what you brought up about, sometimes it is a behavioural insights project and sometimes it's a project that's better tackled with a different part of the behaviour change toolkit. And that's something we've talked about in class where we talk about behavioural insights is part of a larger toolkit for changing behaviour. And I know that being positioned in government, as you are, you have exposure to the larger parts of that toolkit. Could you unpack that idea for us a little bit?

DEVINE: Yeah, absolutely. So, I mean, the way I look at it, every public servant or business professional has a toolkit to solve problems. And whether or not they build that through education, or on the job work experience, everyone's kind of over time accumulated these tools that they typically use to solve problems. Each tool works best, obviously, in a particular context. I haven't discovered a magic wand. Perhaps others have. But, you know, until we do, we need a variety of tools.

I refer to it as the modern policymaker's tool kit and modern tools are things like behavioural insights, data science, human-centred design, agile product development, lean process improvement, AI machine learning, et cetera. There's a whole suite of modern tools that are in the toolkit and they sit alongside and complement more traditional policy instruments and levers—things like legislation, regulation, taxation, pricing, marketing, education, all of those things that everyone is probably very familiar with, either if they work in government or have engaged with government.

All of these tools are sitting there together in that modern policymaker's toolkit. And they all share one thing in common, and that's they're meant to encourage behaviour one way or another or they impact behaviour

one way or another. And we need all of them until we find that magic wand, we need all of them at our disposal. It's really important for modern public servants and modern business professionals to be familiar with as many of these modern tools as possible so that when these kinds of tricky problems come forward, they're able to kind of whip out the most appropriate tool.

And, of course, as I mentioned, in terms of the art and science of BI, knowing which tool to use and when and in what particular combination, potentially with other tools, is really kind of the fine art part or the craft part of BI. It does take some time and I would say we're still figuring it out. And a lot of other BI practitioners are still figuring out how to really kind of triage a problem when it comes forward and be able to identify very quickly, you know, whether or not it's actually a good fit for BI and whether or not it would be a good fit for BI plus one or more other tools, either in sequence or in combination, using them simultaneously.

APPELT: You've spoken a little bit about how they fit together and how we can combine them. How do you see behavioural insights as being different from some of the other tools? What does it bring to the table that other tools don't?

DEVINE: That's a great question. I think what makes it unique is that, I mean, all the tools, as I mentioned, are meant to shape behaviour or have an impact on behaviour in some way or another. But as far as I'm aware, BI is at least one of only a few, if not kind of one of the only that uses a more empirical approach to assess the effectiveness of behaviour change interventions. Now, I know human-centred design they use A/B testing and so there are kind of some more empirical approaches there. But generally speaking, for that to be the foundation of the practice, that seems to be somewhat unique from a lot of the other tools.

Another feature that's unique is that, as I mentioned, not only does it draw on insights from the academic literature, so from, you know, psychology and behavioural economics and sociology and a variety of other behavioural social sciences, it also generates insights.

So because we use that empirical approach, we're actually able to draw learnings from the interventions that we do, and the trials that we do, that can be shared with other jurisdictions and can contribute to that global evidence base of what works and what doesn't work to shift behaviour, so that we don't all waste our time necessarily kind of trying out things that have been well-established as something that either does work or doesn't work. Generally, I mean, testing is always important regardless, because context matters. But certainly, having the weight of evidence to suggest that certain things tend to work better, tend not to work better is helpful.

APPELT: Absolutely. We've all learned a lot through time about what works and what doesn't, even though testing remains extremely important.

DEVINE: Absolutely.

APPELT: So given that you are heavily involved in almost everything in BI in BC and another initiative you and your team have spearheaded is our local community of practice's newsletter, the Behavioural Insights Beyond Borders or the BIB2. Looking ahead, where do you think BI in BC is going? How do you see it growing and evolving?

DEVINE: Well, I think the future is as bright for BI in BC. There's lots of work underway, as you mentioned, not just with BC BIG, but with DIBS Net and with other crown corporations and local governments. It seems to and also, you know, other academic institutions in BC, as well. There's sort of a growing awareness, a growing interest, and a deepening of the networks, and the expertise, and the partnerships.

So, for example, the partnership that we have with you and your colleagues through DIBS Net, which is the partnership development grant, and also the UBC Research Cluster grant, all of that work that we're doing with a nonprofit and industry partners is really exciting and promising, and I think will take us in kind of new and interesting directions down the road. You know, we're expanding the practice through the Advanced Professional Certificate Program in BI that UBC is offering, which is amazing, and I think that's going to allow the practice to really flourish here in BC and is going to establish standards and allow folks who are interested in this practice to also extend their networks and build their networks in BI.

And the more that we're all linked up, the better it is for us in terms of being able to kind of tap into the shared expertise, the collective expertise that we have as a community. I think the demand for these skills and the evidence it will generate, will continue to grow over time. I see the practice becoming increasingly professionalized and blended with other disciplines in really creative ways. So, I see it being blended with human-centred design and with agile. There's lots of evidence of that happening in other jurisdictions with machine learning, when and where it makes sense. I see practitioners becoming cross-trained. So, really being skilled and schooled in that modern suite of tools in that policy maker's toolkit that I talked about.

I see us continuing to work even more closely with academia, which that's huge. That doesn't often happen in government. We tend to draw on insights from academia to but to be partnering as closely as we have, you don't necessarily see that everywhere. There certainly are existing relationships, obviously. But I think we're going to see more of that happening in a number of different areas. And I see, at least in government, BI continuing to be applied and even more so, further upstream in the policymaking process.

When people are developing legislation, when they're building programs, so before they've put something out into the world, potentially based on intuition or assumptions, actually bringing in some of that behavioural lens, bringing in some of the understanding about how people think, behave and make decisions in the real world and baking that in before something is put out into the world. It's still going to be important to test it because context matters, and, you know, even if you have something evidence-based that you develop, it's still important to test, to make sure that it's actually working in the way that it's intended. But I see lots of potential for BI in BC and I'm very excited to see where it's going to go.

APPELT: That future does sound bright, and I would agree with everything you said, I just see the same exact things. It's growing, it's evolving, and I am very optimistic that that will continue. Based on that, what do you think are some of the job opportunities for behavioural insights in BC?

DEVINE: I think there's actually a lot of opportunities, particularly as the capacity expands, as awareness expands, the Advanced Professional Certificate Program I think is going to go a long way toward adding to that capacity and that awareness. The work that we're doing with the BIB2 and through DIBS Net will continue to raise that awareness and get it on the radar of prospective employers, and of people, prospective learners and practitioners.

I mean, when we think back to 2016, when we launched BIG, there were only 60 BI units around the world, according to the OECD map, there are now over 300 units and probably more that maybe aren't even captured by the map. It's just growing exponentially. It's really becoming increasingly mainstream, behavioural insights and I think made even more so with the pandemic, where we've seen public health officials relying on the expertise and the tools of behavioural scientists and practitioners who understand behaviour change, because a lot of what we're needing people to do is comply with public health guidance. So that certainly has shone a light on the practice.

And we in the Behavioural Insights Group have been drawn in to support the work of the Ministry of Health and a number of other ministries in government who are needing to respond to the pandemic. We're really excited by that. Just in our group alone, we have behavioural scientists and research method specialists who do this kind of work. I'm seeing more job profiles and postings, not necessarily just in BC but broadly, across Canada and in other jurisdictions. I think I saw, was it last summer, Kirstin we saw that, was it Seventeen magazine, listed behavioural science as one of the coolest upcoming jobs of the future. So, you know, to the extent that you subscribe to that, I think that's at least exciting. And the fact that it's being recognized is something that young people should consider getting involved in and considering as a career choice.

Most problems involve humans. So obviously there's a benefit to understanding human behaviour, regardless of what you're doing. I think there's potentially an opportunity for folks to job craft. From wherever you are in your organization, find ways to bring this tool kit, bring these experiences and this new knowledge that you'll have into your work, looking for those opportunities to apply behavioural lens, looking potentially even for an opportunity to do some testing and experimentation. Socializing concepts with your colleagues and with your organization, and getting it on the radar from the inside might then create opportunities if they don't currently exist, to do this work either part time or full time where you are.

I think what's exciting for the field here in BC is that just looking at the BIG Difference Conference, that's our annual conference that we do with our co-host from DIBS and with other co-hosts, it's an annual event that it's largely focused on BC, but we have folks in other jurisdictions as well because we would like to work across boundaries. There's representation from crown corporations, health authorities, local governments, provincial, federal governments, private industry, nonprofits. Every sector is represented.

And that's been the case really from the get-go. We're now hosting our fourth conference coming up in November and that continues to grow in each of those sectors. The number of participants continues to grow, so that suggests to me that it's on the radar. They're either interested in dipping their toe, and interested in exploring how it could be applied in the workplace or, you know, they're actively involved in this area. So, I think there's lots of potential opportunities. If you're not seeing them, create them.

APPELT: I think that's a wonderful message and it definitely resonates with me. I am definitely seeing nowadays that the demand for behavioural insights expertise exceeds the supply. And so that's why I'm so excited about our pilot cohort, because I think they're rising to this challenge to continue to spread and popularize behavioural insights and take advantage of all these fascinating opportunities that either organizations are aware of and are hiring for, or like you said, that they don't quite realize that are there yet, but that if you bring it to the table, then they're very eager to incorporate it.

DEVINE: Absolutely.

APPELT: On that note, do you have a message for our BI practitioners in training?

DEVINE: A few thoughts, a few random thoughts. Just even in terms of the program, and I'm sure everyone's doing this, but really sink your teeth into those readings and the homework assignments and the experiential part of the program.

One of the things that I love about the Advanced Professional Certificate Program is that you'll have the opportunity to get your hands dirty with a project and actually get to apply what you're learning directly to a real-world problem. I think it's the best way to learn, to the extent that you can really immerse yourself in that, and get that experience, because it's by doing that you learn. That's where the questions pop up and the like, "Oh, I thought this was going to be easy now that if I'm into it, I'm realizing yeah, I need to ask more

questions about this or I'm not sure you know, what tool to use here, or who I can reach out to for support on this particular dimension of this this problem.". So, engage in the readings and in the homework.

Part of being a good BI practitioner, good BI scientist, is staying abreast of the literature and the learnings. The field is evolving constantly. So, finding ways, and that's what's great about the programs is you're getting plugged into some of those resources that you can continue to use beyond the programs so that your knowledge is fresh and you're always bringing the latest ideas and latest wisdom to bear on whatever problem you're trying to solve. Take advantage of building and expanding your BI network while you're here in the program. These are other people who share your interest and your passion for going deeper with BI.

Your network is going to be key in terms of being a sounding board, being prospective collaborators or partners, maybe commiserating, you know, when you're working on a project and you've hit a tough spot, I can't emphasize enough how important it is to build that network. And also, not just with the students in your class, but with the faculty members as well, and with the guests who, and observers who are involved in the program, myself included, who want to see you be successful and want to see you out there in the world doing BI work and helping to solve some of those crunchy problems.

I would say also there's a lot of opportunities to use BI in your personal and professional life. Whether that's hacking your own habits, which I have done, and encouraging your supervisor to consider a BI approach to a behaviour change business problem, there are probably lots of those and once you kind of get through the theory part and get exposed to some of the case studies, you'll probably start recognizing a lot of those opportunities in your own organization. So, kind of be aware of that as you move through it. But try to get the most out of this as you can. It'll go by fast and it's a really rare opportunity. You're part of this first cohort, and I think that's really exciting.

APPELT: I really like everything you brought up, but I particularly love what you said about developing the community because I have yet to see a behavioural insights project that is done by an individual. It's always a team and in more cases than not, it's a team that involves people with different expertise, different backgrounds, different perspectives, even different sectors. And I think our growing BI community, of which our students are becoming part, is one of the major assets for the students, is getting hooked into that network and being able to draw upon all of our shared expertise.

DEVINE: Absolutely. I know I regularly draw on my network and sort of get introduced to other people who have kind of either subject matter expertise or they're familiar with particular tools or can connect me on to someone else that I've been interested in speaking with about, you know, even just the mechanics of running a behavioural insights unit.

APPELT: I totally agree. Any last thoughts? Questions I should have asked and didn't?

DEVINE: I don't think so, I'm just so thrilled that this program is being launched and I know it's a dream that's started 2 years ago and we talked about the need to fill the gap between our short intensive bootcamps and a 4-7 year masters program and there needed to be something in the middle and I was so pleased that UBC and DIBS in particular and Continuing Business Studies stepped up and built out this amazing program that was evidence based, consulted other BI units and prospective learners to get thought and prospective employers of people with these skill sets to really understand what the needs and expectations were and built a program that hopefully meets those needs, you know, to have something from a top ranked university like UBC, offering, you know, with the faculty members, that are available and, you know, things like these podcasts and all these resources bundled together. It's everything that I would think an aspiring practitioner would be looking for.

And I love that it's for me it's ticking all those boxes in terms of filling that gap between the boot camp and the kind of more advanced graduate degrees. And we'll be hopefully getting people out there with enough theory and practice to confidently and ethically run their own projects. I'm excited to watch the capacity and community grow here in BC as this program rolls out. And huge kudos to you and to DIBS and Continuous Business Studies for making this happen.

APPELT: Well, like you said, and we've said throughout our podcast, it's our theme of the day, but it's the community like you said. We've had an amazing steering community. We've had amazing foundational partners in BC BIG. And the program is becoming what it is because of that strong partnership and our growing community.

Thank you, Heather, for joining us today. I've really enjoyed our conversation, which is typical of a Heather conversation. I feel excited and energized about BI in BC, and I hope everyone else is feeling as excited about the bright future of BI in BC as I am. Thank you for listening to Calling DIBS.

DEVINE: Thanks, Kirstin.
