A Case Study on Employee Behavior Change Management: How an Advertising Agency That Specialized In Behavioral Science and Design Tackled Behavioral Engineering to Induce Change

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Abstract

This case study looks at an advertising agency that specializes in behavioral sciences and behavioral engineering to see how they handled the issue of late time sheets within their organization. The agency in the case study has behavioral scientists on staff and uses academic research to create advertising messages. This case study covers a three-month data collection period during which the advertising agency used behavioral engineering to attempt to change behaviors. This case study looks specifically at a midsize advertising agency in the Southwest, its use of behavioral science and behavioral engineering, the impact and attitudes of late time sheets on the organization, what behavioral engineering tactics it used, and behavioral change outcome.

Key Words: advertising, advertising agency, billable hours, behavior change, behavioral engineering, time sheets, behavior design
1. Introduction

Advertising agencies are hired by clients for a number of reasons—to introduce a new product, to grow market share, to remind consumers of their name, etc. When those reasons are boiled down to their core, the long-term and short-term goals of advertising are to change consumers’ attitudes (e.g., from one product or band to another) or behavior (e.g., from inertia to action). “Advertisers’ ultimate goals are action resources, such as purchasing” (Preston, 1985, p. 10). Little research has been done on how advertising agencies, which are organizations with a main purpose of elicting attitude and behavior changes from consumers, change attitude or behaviors within their own organization.

One topic within advertising agencies that is a consent struggle in regard to behavior change is time sheets. Most advertising agencies use some kind of time- or project-tracking software because advertising agencies are still typically paid by billing clients hourly and need a way to track how much time each person spends on a given client. Every hour spent working on a client project—which is researching a target market, meetings with the clients or colleagues, coming up with a big idea, or executing deliverables for an advertising campaign—is considered “billable hours.” Keeping track of hours spent on a project is not only a means of billing clients, but is used for a number of other financial considerations of advertising agencies (e.g., hiring, new project cost, or negotiating raises). While keeping time sheets accurate and up-to-date is beneficial to the agency, it also has benefits to the employees tasked to fill them out; yet filling out time sheets and getting them turned in on time is a struggle for many organizations.

With approximately 250,000 people working in advertising agencies in the United States (Advertising Agencies in the US, 2016) and a search on Capterra, a website that helps find software solutions for businesses, for “Top Time and Expense Software Products” after the filter for “billable hours tracking” was applied came back with 101 results. Advertising is only a portion of the population affected by time sheets and billable hours; public relations firms, CPAs, lawyers, and consulting firms are a few of the other industries that rely on billable hours. Most of the studies that investigate time sheets and billable hours happen within the context of law firms and under- or over reporting of hours (Fortney, 2005; Landers, Rebitzer, & Taylor, 1996; Parker & Ruschen, 2011).

The author of this paper could not find current research on how organizations that specialize in behavioral change promote behavioral change within their own organization. This case study will examine one advertising agency’s attempt to change behavior through the same creative problem-solving skills they use to generate attitude and behavioral changes for clients. The particular agency being studied specializes in behavioral economics, sciences, and design, and will be referred to using the pseudonym “Creative Greens.” An executive creative director at Creative Greens requested this case study after they had already created
the stimuli and decided on how the stimuli would be presented based on their experience in advertising and understanding of behavioral engineering. Due to this, the researcher did not make suggestions to Creative Greens about how the stimuli should look or how it would be presented; the role of the research was to observe and report.

The remainder of this article provides an overview of the relevant literature on behavioral engineering, which was picked based on pre-interviews with Creative Greens and how they were approaching the problem of late time sheets; the relationship Creative Greens has with behavioral science, which was gained through ethnographic methods; the problem the organization is trying to solve and how they sought to solve it, which was learned through interviews; the methods used to analyze the case; and results. This is followed by a discussion of the practical implications for promoting individual behavior change within organizations, which will review literature on behavior change and make suggestions for future tactics of changing late time sheet behavior based on peer reviewed research that could be beneficial for changing individual’s behavior within organizations.

2. Literature Review and Background

2.1 Literature Review: Behavioral Engineering

Behavioral engineering is not a new concept, and the earliest references the author found describing behavioral engineering was by Homme, C’dé Baca, Cottingham, & Homme (1968). They claim behavioral engineering has been around a long time and quoted Ullman & Krasner (1966), saying that most people would agree that behavioral engineering is arranging the environment to get the behavior that one wants. Homme et al. (1968) elaborates on this by stating that behavioral engineering is the blend of contingency management and stimulus control. Contingency management is managing the outcomes of events or actions; when an action (e.g., turning in time sheets) is reinforced the behavior will be increased, but when the action is not reinforced, the behavior will decrease. Stimulus control is the extent that the stimulus being there can control the outcome of the behavior. While the term “behavioral engineering” seems to have lost steam in the early 1980s in the literature, the concept of using stimuli to manage the outcomes of events or actions has continued to be researched.

Behavioral engineering has frequently been used for health interventions in cases of reducing smoking (Azrin & Powell, 1968), taking prescribed medications on time (Azrin & Powell, 1969), and improvements in stuttering (Jones & Azrin, 1969). It has also been used to increase safety in organizations (Austin, Kessler, Riccobono, & Bailey, 1996; DeVries, Burnette, & Redmon, 1991; Geller, 2001) and in prisons (Webb, 2003). More recently, behavioral engineering has made its way into popular culture through books such as Nudge (Leonard, 2008) and Designing for Behavior Change (Wendel, 2013), both of which talk
about the science of designing environments that assist people with making decisions and building habits they are interested in changing.

Focusing the lens of behavioral engineering at advertising, the contingency management is managing the brand equity, brand loyalty, and purchase behavior. Where as the stimulus control is the ads and advertising campaigns that are used to manage those outcomes. Some examples of stimuli manipulations under the control of the advertiser are frequency, which can reinforce memories of the brand (Berger & Mitchell, 1989; Nedungadi, Mitchell, & Berger, 1993); self-generated vs. explicit conclusions from ads where multiple, self-generated conclusions increase message effectiveness (Kardes, 1988; Stayman & Kardes, 1992); and consumer perceived creativity (i.e., expense and effort), which leads to an increase in brand attitudes, brand interest, and word-of-mouth (Modig, Dahlén, & Colliander, 2014).

Advertising agencies are attempting behavioral engineering through the ads they produce. A good example of behavioral engineering with immediate measurable effects was from an agency out of Stockholm that launched “The Fun Theory” for Volkswagen to get people to change their behaviors in fun and interesting ways. One of its best-known behavioral engineering efforts was “Volkswagen: The World’s Deepest Bin,” where a trash bin made a long falling noise followed by the sound of trash hitting a deep bottom. The trash bin collected 72kg in one day, which was 41kg more than another near by trash bin (Volkswagen). Another of its well-known behavioral engineering designs was “Piano Stairs,” where the staircases coming out of the subway were rigged with giant piano keys that made noises when people stepped on them. Located right next to an escalator, the piano stairs increased stair usage by 66 percent at that location (Volkswagen).

While traditionally advertising practitioners have very little to do with “theoretical” academia (Kover, 1976, 1995), Creative Greens is embracing behavioral economics, behavioral sciences, behavioral design, and behavioral engineering. It is an agency that is interested in digging deeper and understanding how and why advertising affects people the way that it does. In the process of doing so, Creative Greens is taking the behavioral techniques they are learning and testing them out internally. Prior to launching the stimulus to change time sheet behavior, there was little contingency management outside of sending emails, which were largely ignored. One of the first tests of behavioral engineering internally was in regard to time sheets because of the impact late time sheets was having on the business.

2.2 Background: Creative Greens and Behavioral Science

Creative Greens as its own brand has a strong focus on behavioral science and strives to be the leading advertising agency in behavioral science, behavioral economics, and behavioral engineering. It has behavioral scientists on staff, emphasizes the scientific method in advertising, and uses research in the creative process. It also has a behavioral science lab as a
partner company and works to create content that furthers the mission of using behavioral science in marketing and branding.

One such example of how Creative Greens uses behavioral science to help clients research their goals was in regard to domestic violence. The district attorney’s office of a large Southwestern city wanted to bring more domestic family violence cases through to prosecution. Research done by Creative Greens showed that victims of domestic violence experience bounded rationality in a way that the agency could overcome with creative advertising. In bounded rationality, people’s choices are determined by the knowledge they have and their ability to access it, their ability to cope with uncertainty, to work out the consequences of their actions, to choose between their competing wants, and the amount of time they have to make the decision (Simon, 2000). Research by Creative Greens showed that the abuser limits the victim’s access to knowledge and that limited access to knowledge doesn’t give victims time to make the decision.

The team at Creative Greens looked at different mediums within the environment they could use to increase access in the information the district attorney’s office wanted to disseminate to women being affected by family violence. Creative Greens decided to make a lipstick case that held a pullout pamphlet of information on what domestic violence is and how to get help. This provided a safe way for domestic violence victims to have access to knowledge and time to process and make a decision. With the help of Creative Greens’ research and use of behavioral engineering practices, this district has increased the number of domestic violence cases that proceed to prosecution.

Creative Greens not only uses behavioral science and behavioral engineering within the creative process, but they also have a partner company that specializes in understanding how consumers make choices in regard to products. The behavioral science lab has proprietary research methods that can gain better understanding of consumer choice and loyalty. One of it research methods is focused on how consumers choose, and the other focuses on how to gauge loyalty of consumers. The scientists working in the behavioral lab have presented their research at conferences around the world. Creative Greens also host an annual behavioral science forum, which brings together leaders from academia, design, advertising, and marketing, to create an educational environment were people can learn more about the interceptions of behavioral sciences, branding, and marketing.

The combination of a behavioral science lab as a partner company, leading the advertising industry by hosting forums, having behavioral scientists on staff, and working both internally and externally to design behavioral solutions defines Creative Greens as an agency. Creative Greens turned this expertise in behavioral sciences and behavioral engineering internally to change behaviors in regard to time sheets.

2.3 Background: Late Time Sheets and Creative Greens
The issue of late time sheets is important because there are a number of negative consequences for Creative Greens when people do not get their time sheets turned in, which are issues that can affect other industries as well. One of the major problems is in billing invoices for the current clients. When time sheets are not turned in, Creative Greens cannot properly charge clients who are billed out by billable hours. Either the clients are under-billed on one invoice and then over-billed on another invoice, or the invoice cannot be sent out in a timely manner. Inconstant or late invoices can hurt client relations and have an impact on the company’s revenue and balance sheets.

Another issue that arises for Creative Greens is with pricing new business. When Creative Greens prices new business, it often looks to past projects to accurately estimate costs. If the new project’s pricing is based on a recent past project and time sheets are not turned in, Creative Greens will have difficulties accurately pricing the new project. Creative Greens needs to track hours employees work to make sure pricing of new projects is not over- or under-projected.

Lastly, there is the problem of reports that need to be generated. Generating payroll and calculating for paid time off (PTO) becomes a major issue for accounting when time sheets are not turned in. Not only is there an effect of PTO on payroll reports that need to be pulled and accounted for, but the payroll reports also affect how quickly a new employee can be hired as well as contracts being renegotiated. An example of needing to pull reports to renegotiate contracts happened during the course of this case study. A media-buying company that works with Creative Greens had negotiated its 2016 contract at the same rate from 2014 and 2015. With the merger of a major client, there was a layoff. The media-buying company wanted to do a “true-up” to reevaluate cost, which needed a staffing report from Creative Greens. Without time sheets in, the staffing report could not be done. In this incident, the CFO had to step in to track down missing time sheets. This leads to time lost tracking down employees who need to get their time sheets in, unnecessary involvement from upper management, and it puts a stress on client relations.

2.4 Background: Attitudes Regarding Time Sheets

Interviews and a survey were conducted to find out attitudes regarding time sheets and why employees turn them in late. The survey was yes/no and open-ended questions (i.e., “Are time sheet procedures clear and understandable to you?” and “If not, why?”) and sent to everyone working at Creative Greens. There was a 60 percent response rate to the survey. Short, unstructured interviews of about 15 minutes were conducted with seven employees who were consistently late on their time sheets, which started with the question “What approach do you use to fill in your time sheets?” Unstructured questions would then be asked to understand their approach and reasons for being late on time sheets.
Creative Greens uses a time-tracking program called Workamajig. Employees have to enter in job numbers, the role they are in (i.e., account, pre-creative, or post-creative), what the time was for (e.g., meeting, art direction, copywriting, account direction, or research), and they have to enter in comments for each day and the role the hours are assigned. For example, if they work on the same job number for client A but have an hour meeting, do research for two hours, and pre-creative for two different hours, all of those activities gets a different line in Workamajig and have to have a comment detailing what that work entailed.

Almost all of the respondents to the survey said they understood time sheet procedures for the agency; only two people responded “no” to the question “Are time sheet procedures clear and understandable to you?” On the follow-up question, “If no, why not?” only one respondent said they wanted a simpler interface while the other respondent gave a reason for why they turn time sheets in late (see “Table of Responses” in Appendix for full set of questions and responses). Of the “no” responses, neither participant gave an answer that clearly states they do not understand how to fill out time sheets; their responses were in line with wanting the process to be easier. Along with a mass majority of people understanding the procedures, when asked “Do you know why time sheets are important?” 93 percent of respondents said “yes.” Employees at Creative Greens understand why time sheets are important and how to fill them out.

The biggest reason for not filling out time sheets on time is a lack of time. When asked “What reasons do you not fill in you time on a daily basis?” participants were asked to check all the responses that applied. The two questions related to time constraints had the highest responses, and many of the comments in the “other” section also addressed time (Appendix). The second largest response was in regard to frustrating interface. Respondents did not always know which jobs they needed to assign time to, had problems accessing the job numbers they needed to assign time, and the interface itself was noted as being a problem. There were several other responses the open-ended “other” category on why they did not turn in time sheets on time: forgetting, procrastination, and one participant was adamantly against time tracking, “I’m against daily time tracking on principle. I’m a human, not a robot.”

Participants were also asked if they thought time sheets could be improved. The majority of participants that filled in the open-ended response area said the time sheet process needs to be easier. They said the program was difficult to use, entering in job numbers needs to be easier, switching between job numbers needs to be easier, and would rather not have to fill in the comment section for each job number and day time is entered. The second biggest suggestion on how time sheets could be improved was by eliminating them, but Creative Greens has no plans to eliminate time sheets. Lastly, when participants were asked if they have any final thoughts on time sheets, there was a number of responses across the board
from “there are potentially better alternatives” to “feeling like a kid being scolded by a parent all of the time.”

The interviews aligned with what was said in the online survey. The biggest reason for being late on time sheets was being too busy to fill them in. People also did not like being hounded over turning in time sheets, and that made them care less about turning in them in on time. The general attitude of time sheets was one of, or a combination of, they need to be easier to fill out, Creative Greens needs to get ride of time sheets, or people did not have enough time to complete them.

3. Methodology

3.1 Research Questions

Understanding why Creative Greens keeps time sheets and the impact it has on the organization is important to understanding why the organization needs to time sheets turned in weekly. Also, Creative Greens’ shift to use behavioral economics, behavioral sciences, and behavioral design explicitly in the creation of advertising is not common within the advertising industry. The shift to explicitly using behavioral science in the creation of ads and wanting to test it out internally to see how it worked led to the research questions to be answered in this case study: RQ1: How did Creative Greens implement behavioral engineering internally to attempt increase completion of time sheets? and RQ2: How did the implementation of behavioral engineering internally change time sheet behavior?

3.2 Units of Analyses

The case study looked at a specific three-month time period from June through August of 2016. The time period was picked because Creative Greens picked three-months as the checked in point to see if its behavioral engineering attempt had an effect. The stimulus was launched in early June, and this time period gave 12 weeks of stimuli to see if there was immediate change, long-term change, or both. Creative Greens has two office locations in separate cites, but the accounting is done by a single department; teams do collaborative work across locations; the company functions holistically as one agency; and collectively Creative Greens has fewer than 100 employees. The stimulus is presented the same in both locations with all employees equally affected. Because of these points, Creative Greens will be looked at as a whole and not as individual offices.

Triangulation was used to gather multiple perceptions to understand this case and give several data collection types to interpret. The types of data collected to understand this case were survey, interviews, internal time sheet reports, and observation. Interviews and a survey were used to gather background information on this specific case being studied. First, an interview with the executive creative director was performed to understand how the agency viewed itself in regards to behavioral science. This interview gave the insight that Creative
Greens viewed their attempt at changing time sheet behavior as a behavioral engineering design. The interview was used to understand the design of the stimulus, to gather an understanding of company’s use of behavioral economics, sciences, design, and engineering, and to understand how they are testing behavioral engineering practices internally. The interview with the executive creative director also gave the specific item to be studied, which they had designed, and the time frame for the case study. Second, two interviews with the head of finance, who used time sheets to run financial reports, calculate pay role, and calculate cost for new business, were conducted to understand the impact late time sheets had on Creative Greens and the important of the project.

Prior to the stimulus being launched in early June, a survey was given and interviews were conducted to understand late time sheet behavior by employees. Six employees across both locations were interviewed for a more in-depth understanding of why they were habitually late turning in time sheets. The survey was conducted to gather a more general view of how people within Creative Greens feel about time sheets, what priority they give to time sheets, and if they understood why the time sheets were important. This was to get a broader understanding across the agency of attitudes regarding time sheets. There was a 60 percent response rate to the survey. The survey and interviews were used to build the background for the case study.

Time sheet reports and observation were used to answer the research questions asked. The researcher was given access to the weekly late time sheet reports and was located onsite 40-hours per week at one location for the full 12-weeks of the case being observed. This gave the researcher access to observing the stimuli in action, getting follow up interviews when needed, and observation of Creative Greens use of behavior engineering, behavioral science, and how they approached behavior change as an agency. After the stimulus was launched, it was observed and the weekly time sheet reports were analyzed to answer the research questions.

4. Results and Discussion

In regard to RQ1, “How did Creative Greens implement behavioral engineering internally to attempt increase completion of time sheets?” Creative Greens used technology and a visual display to attempt to change behavior. The DBSTL was a design by the executive creative director and was their creative way of trying to change behavior internally. The stimulus was a digital display programmed in-house and was programmed to display the names of people who were late on their time sheets. It was displayed on a computer monitor in the kitchen at both locations. It was titled “Don’t Be Shitty To Lacy” (internally known as DBSTL) and cycled through four different screens: late (yellow), later (orange), latest (red), the final screen (red) was a line of copy (e.g., “[NAME], you have been enrolled in Time Sheet Academy: an
intensive, one-on-one, 6-hour course”) that used the name of someone from the “latest” screen (figure 1). When there were not names on a particular screen, the DBSTL board would be blue and display a picture of a pet, which were supplied by the employees (e.g., “Congratulations! No one is over two weeks late. Enjoy a well-deserved pet portrait.”).

In regard to RQ2, “How did the implementation of behavioral engineering internally change time sheet behavior?” the short answer is that it had little lasting effect on time sheet behavior. When DBSTL was first launched, there was a drop in time sheets being turned in late. Three of the employees said they did not want to see their name on DBSTL. There was some social consciousness about having other people know that they were late on time sheets. Two other employees said they did not go into the area where DBSTL was being displayed and the stimuli did not have an impact on them. After three months, the rate of late time sheets was back to its original levels. Ultimately, at the end of the three-month data collection period, Creative Greens decided to use a different behavioral engineering approach to change behaviors around getting time sheets turned in. Human resources started locking company computers. Time sheets were due on Mondays by noon, and if someone had not turne...
relationship to behavioral science, time sheet behavior within the agency, how late time sheets affected the agency, what steps it took to change late time sheets, and the outcome of those steps. While Creative Greens’ initial DBSTL behavioral engineering trial did not change behaviors regarding time sheets, its second attempt at using technology to change behavior in the form of locking work computers of employees when they had late time sheets did work.

One of the major flaws in the DBSTL design was it lacked backing by scientific evidence. The design was based on the belief by the executive creative director that public shaming of employees would cause behavior change. Izard (2013) differentiated guilt from shame by calling shame “non-moral” guilt and the use of DBSTL is not playing on any moral ideologies, thus it was categorized as shame. Shame as an emotional activation is rarely used in advertising (Allen, Machleit & Marine, 1988; Antonetti & Baines, 2015; Batra & Ray, 1986), has received little attention in advertising research (Batra & Ray, 1986), and the research that has been done is varied and disjointed (Antonetti & Baines, 2015). One of the problems with trying to play on shame for behavior change within this setting is that shame is displayed as a defense against inconsistent behavior and self-schema (Deighton & Hoch, 1993) and the employees at Creative Greens that have consistently late time sheets do not have a self-schema, which are cognitive generalizations about their behavior and self (Markus, 1977), that is inconsistent with late time sheets. Interviews with the employees habitually late on time sheets and the general survey results indicated that time was a major factor for tardiness and their self-schemas are more deeply rooted in the ideals of “not having enough time” to get to everything, thus time sheets receive low priority.

There are several ways Creative Greens could have tackled this project, but starting with a review of literature on organizational behavior change, motivation in organizations, or organizational culture would have given better scientific support to a design that may have worked. In the research on creativity, picking one thing to focus on leads to more creative outcomes in advertising (Goldenberg, Levav, Mazursky & Solomon, 2009). Following in line with the research by picking one line of research to focus on, and creative a creating solution from that body of knowledge, would have been a better way for Creative Greens to design a behavioral solution to its problem of late time sheets. One option would be to understand the motivations around time sheets—why time sheets are late and why time sheets receive little priority. Understanding motivation and barriers to a given behavior is one way to focus behavior change efforts. The Fogg Behavioral Model (FBM) would have been an optimal choice in this area. The FBM states that it takes motivation, ability, and triggers for a person to change their behavior (Fogg, 2009). This model focuses on persuasive design, which is in line with how Creative Greens views its organization and how it wanted to use creative design to change behaviors.
Another direction that could have been chosen is looking at organizational culture and the impact at the individual level, then deciding what factors could be adapted for a creative solution at Creative Greens. An individual’s attributes are important to changing behavior, but they are shaped by the local work environment (Bercovitz & Feldman, 2008). In a similar area of research on organizational culture and the individual is also organizational citizenship behavior (OCB) (for review: Organ & Ryan, 1995; LePine, Erez & Johnson, 2002; Podsakoff, Whiting, Podsakoff & Blume, 2009), which was originally defined by Organ (1988) as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). While this is not an exhaustive list of directions Creative Greens could have taken, they are directions that would have given a better theatrical grounding for the behavior change they were trying to elicit.

Creative Greens is an advertising agency that specializes in using behavioral science to create solutions for its clients. The creative team test behavior change within their own company and “experiment on themselves.” It has a behavioral scientist on staff and partners with a behavioral science lab to understand human behavior and how to influence human behaviors. Late time sheets has a negative impact on Creative Greens and they wanted to use their behavioral know how to attempt to make internal change. This case study looked at one such occurrence and found that Creative Greens was able to change behavior through behavioral engineering, but not through its initial creative solution of the DBSTL display within the office. It used the time-tracking system Workamajig’s internal operating options to reduce late time sheets by locking employees with late time sheets out of their work computers.

One limitation to this research was the author was an outside observer to this case study and did not have any input into the process. The time frame for the research was decided by Creative Greens, as was the change in the behavioral engineering process used to change behavior in regard to time sheets. A future research study of advertising agencies using behavioral engineering to change time sheet behavior could involve the researcher and author to lay a theatrical foundation that could then drive the choice of behavioral engineering designed. Bringing in a theoretical framework like the Theory of Planned Behavior or looking at literature on shame wording on motivation might assist in the design of a behavioral engineering attempt to change time sheet behavior.
References


### Appendix

#### Table of Responses

<table>
<thead>
<tr>
<th>Are the timesheet processes and procedures clear and understandable to you?</th>
</tr>
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<tbody>
<tr>
<td>Yes (95%)</td>
</tr>
<tr>
<td>No (5%)</td>
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</tbody>
</table>

<table>
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<tr>
<th>Do you believe the timesheet process can be improved?</th>
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<tbody>
<tr>
<td>No (30%)</td>
</tr>
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</table>
| Yes (70%) | It would be great if the tool always filled in the calendar with the previous workload until you changed it. Then it could be as simple as changing time allotments or deleting jobs rather than always having to look them up. That’s time consuming.

Use a different, less cumbersome program.

Ensuring everyone who should be on a job in Workamajig has been assigned to it.

Ensuring the correct numbers are being circulated and used.

Easier to use

By eliminating timesheets.

Do away with them. They are a charade that lets big clients feel like they are getting their money’s worth — at the expense of what they COULD be getting.


Too many codes to try and remember. Should be simpler.

[https://www.entrepreneur.com/article/244330](https://www.entrepreneur.com/article/244330)

There needs to be an easier way to switch between multiple jobs and enter that time accurately.

See what is checked below...

Probably could find something better than Workamajig.

No more comments section

No billing comments

Not sure but with the pace of our department and workload, it can be difficult to stay on track during the course of the day as opposed...
to doing it at a later time. I'm certain it can be just not sure how.

Getting rid of it completely

Ultimately, if we move away from a pricing strategy that is dependent upon staffing plans, FTEs, hours etc. that will take timesheets out of the equation all together. Until then, filling in timesheets has been a pain point at every agency I have worked in.

By simplifying the process — most (if not all) of our clients are retainer-based, so why do we need to be so specific when filling out time sheets? Filling in each day with: 6 hours GECU retainer, 2 hours LPDS retainer would take significantly less time. The current process is way too time consuming and all the time we spend filling out time sheets is not seen as productive.

Less detail in notes required

<table>
<thead>
<tr>
<th>What reasons do you not fill in you time on a daily basis?</th>
<th></th>
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<tbody>
<tr>
<td>Frustrating interface (15%)</td>
<td></td>
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<tr>
<td>Getting asked to do 20 different tasks in an hour (56%)</td>
<td></td>
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<tr>
<td>Not knowing the task against which to assign time (12%)</td>
<td></td>
</tr>
<tr>
<td>Not having time to finish the work before the end of the day (49%)</td>
<td></td>
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<tr>
<td>Not sure why it needs to be done (10%)</td>
<td></td>
</tr>
<tr>
<td>Other (30%)</td>
<td></td>
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</tbody>
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I forget

Usually so swamped with other projects, I do not have time to login into system before I leave each day.

Sometimes I just forget.

procrastination

I normally fill out on a daily basis to keep up with it. If I do not, it was because of a busy day and I do the next morning.

Days are random, easier to fill out once every 2 or 3 weeks

N/A – I fill them in on a daily basis

Run out of time

Sometimes the job number isn't available on the timesheet yet.
<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I'm against daily time tracking on principle.</td>
<td>I'm a human, not a robot.</td>
</tr>
<tr>
<td>I pretty much do fill them in on a daily basis.</td>
<td>I fill it out daily. Not an issue for me.</td>
</tr>
<tr>
<td>Do you know why timesheets are important?</td>
<td><strong>Yes (93%)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>No (7%)</strong></td>
</tr>
<tr>
<td>Any final thoughts on timesheets?</td>
<td>no</td>
</tr>
<tr>
<td></td>
<td>We will be a better company when we stop doing time sheets and say no to clients who ask for them.</td>
</tr>
<tr>
<td></td>
<td>If an individual was told that a check for a million dollars would be handed to them when their time sheet(s) were completed in a timely manner - this would be a non-issue!!!</td>
</tr>
<tr>
<td></td>
<td>I thought the agency was working on a new process to move away from timesheets...</td>
</tr>
<tr>
<td></td>
<td>People need to grow up and take responsibility for filling out their Timesheets.</td>
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<tr>
<td></td>
<td>It's hard to know which jobs to ask to be admitted to, because not all jobs are visible to everyone.</td>
</tr>
<tr>
<td></td>
<td>There are potentially better alternatives. just one of many nonsensical things in life</td>
</tr>
<tr>
<td></td>
<td>No KITTIES NEXT TIME</td>
</tr>
<tr>
<td></td>
<td>Not all time is equal and not all work should be measured in time.</td>
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<tr>
<td></td>
<td>I do time sheets after 5 (when I'm done with my assignments). Sometimes I can't find a job number or I need help with my password (resetting or renewing). I usually can't get help on those things until the next morning. By that time, I no longer have time to do the timesheet. It'd be helpful if we could reset our password without needing to directly contact our administrator.</td>
</tr>
<tr>
<td></td>
<td>There should be clear direction on how much detail is needed in the notes section. A lot of people handle that different ways. Get tired of the constant hounding about turning them in. Feel like a kid being scolded by a parent all the time.</td>
</tr>
</tbody>
</table>