Employee input report

About this report

This report was compiled automatically and includes content from multiple sources:

- Verbatim comments from employees (highlighted pink)
- Content that was generated by a large language model (highlighted yellow)

See appendices A and B for details.

Themes

The following themes emerged from the employee input:

- Improving employee growth and development
- Work-life balance and flexibility
- Streamlining and optimizing processes

Recommendations by theme

Improving employee growth and development

It is recommended that the company implement measures to support employee growth and development, addressing the common themes of managerial support, career progression, and age-related opportunities. Increasing the manager-to-employee ratio and regularly rotating employees between managers can provide employees with diverse mentorship and learning opportunities. Providing additional support for managers can help them better guide their reports and prevent career derailment. Assessing managers based on their ability to develop and promote their team members can incentivize effective mentorship. Regular check-ins and sabbatical opportunities can also foster career growth and prevent stagnation. Addressing these needs can lead to increased employee satisfaction, retention, and productivity, ultimately benefiting the company's success and bottom line.

Work-life balance and flexibility

It is recommended that the company provide more flexible work arrangements and support for employees' work-life balance. This can be achieved by offering remote work options without requiring justification, establishing a blanket rule against responding to emails outside regular working hours, and exploring the possibility of implementing a 4-day work week. Additionally, providing managers with specific training on managing remote employees and offering better support and understanding for parents juggling childcare can help create a more supportive and inclusive work environment. By addressing these needs, employees will be able to better manage their personal and professional responsibilities, leading to increased productivity, job satisfaction, and ultimately, the company's success and bottom line.

Streamlining and optimizing processes

It is recommended that the organization prioritize the optimization of processes to enhance efficiency, quality, and employee satisfaction. This can be achieved by implementing automated regression processes, dedicating specific periods for bug fixing, and simplifying the defect approval process. Moreover, streamlining the onboarding process and documenting processes can help reduce complexity and improve understanding among team members. Addressing these needs will not only improve the quality of work but also increase employee morale, productivity, and ultimately, the company's bottom line. By creating a more efficient and effective work environment, the organization can reduce the time spent on tedious tasks, allowing employees to focus on high-value activities that contribute to the company's success.

Appendix A: Raw feedback messages

Improving employee growth and development

- Increase the manager-to-employee ratio, because currently managers don't have time for each person they manage
- Regularly move people to different managers - to benefit from different management styles
- I wish we gave managers more support so they don't have to learn everything the hard way - derailing peoples' careers along the way
- Assess managers based on how successfully their reports grow and improve and get promoted
- From a career growth perspective, my manager is totally absent.. She and I meet once a year for evaluations and otherwise I never see her!
- If you have a weak manager, your career will stagnate until you move to a different team or company
- After age 50, growth and development opportunities dry up and disappear, this is age-ism
- My parents took sabbaticals every few years, it was a tremendous growth opportunity for them and they brought reviewed energy and new ideas back to work with them when they returned. We should implement opportunities for sabbaticals too.

Work-life balance and flexibility

- Managers need specific training on how to manage remote employees
- When people need flexible hours or time off, don't require them to specify a reason, because everyone's life has different pressures, no one reason is more legitimate than another, and not having to disclose would reduce bias and discrimination
- Give everyone the ability to work from home with no questions asked, so no one has to explain personal details of their life (eg. physical or mental disability, burnout, or caring obligations)
- Establish a blanket rule that nobody is required to respond to emails outside regular working hours
- We should explore the 4-day work week
- We need better support and understanding for parents juggling childcare

Streamlining and optimizing processes

- We need to focus more on automated regression processes to improve quality
- Our development process should devote 1 week out of every 8 to only fixing bugs
- Streamline our defect approval process because it's too time-consuming and tedious
- Onboarding new team members takes ages because our processes are so complex
- Our processes are not documented.. one or two of our senior people are the only ones to really understand everything
- The defect process is so time-consuming that nobody reports bugs
- We should streamline our processes

Appendix B: Generated content

Parts of this report were generated using large language models hosted in: [IBM watsonx.ai](#)

Themes

Themes were generated using the following prompt details:

- **Model** : `meta-llama/llama-2-70b-chat` (See: [Model details](#))

- **Parameters** :

```
{
    "decoding_method" : "greedy",
    "min_new_tokens"  : 0,
    "max_new_tokens"  : 60,
    "stop_sequences"  : [ "\n\n" ]
}
```

- **Prompt text**

The following meals fall into three broad themes:
- Spaghetti with meatballs
- Vegetarian sub
- Shrimp pad thai
- Fish fingers
- Falafel
- Steak and kidney pie

Three themes in the list of meals:
- Meat
- Vegetarian
- Seafood

The following animals fall into three broad themes:
- Cow
- Chicken
- Dog
- Giraffe
- Gerbil
- Elephant

Three themes in the list of animals:
- Pet
- Farm
- Wild

The following process feedback ideas fall into three broad themes:
- We need to focus more on automated regression processes to improve quality
- Our development process should devote 1 week out of every 8 to only fixing bugs
- Streamline our defect approval process because it's too time-consuming and tedious
- Onboarding new team members takes ages because our processes are so complex

- Our processes are not documented.. one or two of our senior people are the only ones to really understand everything
- The defect process is so time-consuming that nobody reports bugs
- We should streamline our processes
- Managers need specific training on how to manage remote employees
- Increase the manager-to-employee ratio, because currently managers don't have time for each person they manage
- Regularly move people to different managers - to benefit from different management styles
- I wish we gave managers more support so they don't have to learn everything the hard way - derailing peoples' careers along the way
- Assess managers based on how successfully their reports grow and improve and get promoted
- From a career growth perspective, my manager is totally absent.. She and I meet once a year for evaluations and otherwise I never see her!
- If you have a weak manager, your career will stagnate until you move to a different team or company
- When people need flexible hours or time off, don't require them to specify a reason, because everyone's life has different pressures, no one reason is more legitimate than another, and not having to disclose would reduce bias and discrimination
- Give everyone the ability to work from home with no questions asked, so no one has to explain personal details of their life (eg. physical or mental disability, burnout, or caring obligations)
- Establish a blanket rule that nobody is required to respond to emails outside regular working hours
- After age 50, growth and development opportunities dry up and disappear, this is age-ism
- We should explore the 4-day work week
- My parents took sabbaticals every few years, it was a tremendous growth opportunity for them and they brought reviewed energy and new ideas back to work with them when they returned. We should implement opportunities for sabbaticals too.
- We need better support and understanding for parents juggling childcare

Think past what each idea mentions and consider larger patterns across the ideas.

Three themes that get at the essence of the list of process feedback ideas:

Classification

Employee input messages were classified by theme using the following prompt details:

- **Model** : `google/flan-t5-xxl` (See: [Model details](#))

- **Parameters** :

```
{
    "decoding_method" : "greedy",
    "min_new_tokens"  : 0,
    "max_new_tokens"  : 20
}
```

- **Prompt text**
  (The comma-separated list of theme names was substituted into the prompt as well as each message, one at a time, to be classified.)

Classify the message into one of three classes: Improving employee growth and development, Work-life balance and flexibility, Streamlining and optimizing processes

If the message doesn't fit any of the classes, say "Other"

Message: I think we should record our meetings so they could be played back
Class:

Summarization

Employee input messages in each theme were summarized using the following prompt details:

- **Model** : `meta-llama/llama-2-70b-chat` (See: [Model details](#))

- **Parameters** :

```
{
    "decoding_method"    : "sample",
    "random_seed"        : 2788563498,
    "temperature"        : 0.7,
    "top_k"              : 50,
    "top_p"              : 1,
    "repetition_penalty" : 1,
    "stop_sequences": [ "\n\n" ],
    "min_new_tokens": 0,
    "max_new_tokens": 240
}
```

- **Prompt text**
(The following prompt was run for each theme. Each time, the theme and message classified as belonging to that them were substituted in the prompt.)

> You are a management consultant hired to advice business leaders based on input from employees.
>
> The following employee input is related to streamlining and optimizing processes:
> - We need to focus more on automated regression processes to improve quality
> - Our development process should devote 1 week out of every 8 to only fixing bugs
> - Streamline our defect approval process because it's too time-consuming and tedious
> - Onboarding new team members takes ages because our processes are so complex
> - Our processes are not documented.. one or two of our senior people are the only ones to really understand everything
> - The defect process is so time-consuming that nobody reports bugs
> - We should streamline our processes
>
> Write a one paragraph recommendation to company leaders based on only the employee input. Take into account as much feedback as possible. Identify common patterns across ideas. Reflect the underlying human factors and needs of the employee input. Explain how addressing these needs will benefit the company's success and bottom line. Do not suggest ideas that are not listed in the employee ideas. Use passive voice and do not refer to yourself; for example, say "it is recommended" instead of "we recommend".
>
> Recommendation: