

EXPERIMENTING WITH REAL TIME SENSING AND REAL TIME ACTION

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Introduction

This document describes the ROAR (Rapid integration for Accelerated Results) real time sensing experiment that is currently running and managed by the Work Practice Innovations group. The experiment compares daily experiences of technical males and technical females with both less than and more than one year of Intel experience. Note that the example documented here is the first real time sensing experiment to be successfully implemented. For your own experiment there will, of course, be differences in the participant sample, the questions asked, the intended purpose, and actions. However, the procedure/resources/links will generally be the same. This document serves as a guide for general procedures and resources for planning and executing future real time sensing studies.

Research Goals

Our primary research questions were focused on the similarities and differences in the daily work experience of technical men and women of varying tenure. However, since this is the first real time sensing study, our overarching goal was to learn about the benefits, drawbacks, and feasibility of the real time sensing method itself. While we cannot yet answer all of the following questions since our pilot is still in data collection mode, we seek to understand:

User Behaviors

1. Will employees use it? (Device, frequency, etc.)
2. Will they answer questions? How many? For how long?
3. What if they have to 'badge in' to answer questions?

Insight and Scalability

1. Is insight without associated demographic data valuable [enough]?
2. Will we [managers, HR, organizations] take action on the data/data analysis?
3. Can we predict future issues? How long until we can?
4. What makes 'sensing' different/better than previous attempts?

Methodology

1. Do we get better insights via pulse or text mining?
2. How do we communicate the opportunity to employees in a way that makes them 'buy in'?

Methodology

Overview

A three-month study on the use of an externally hosted real time sensing tool was designed to pulse technical men and women of varying tenure (less than or more than one year of Intel experience). The goal was to understand their daily experiences, to more immediately affect their lows, and to celebrate or acknowledge their wins.

Experiment Team

This is the team that manages/runs the experiment. It includes a Project Lead, a Data Analysis Lead (we are

supplementing with a DOT assignment), and an Action Team (representatives from Great Place to Work, Freelance Nation/Career Coach, Work Practice Innovations).

Participants

Due to budget restrictions and day-to-day management of the experiment, the total participant pool was limited to 90 participants distributed evenly into the following four groups:

1. Technical Females (TF) grade 7-9 with < one year of Intel experience (ROAR)
2. Technical Females (TF) grade 7-9 with > one year of Intel experience
3. Technical Males (TM) grade 7-9 with < one year of Intel experience
4. Technical Males (TM) grade 7-9 with > one year of Intel experience.

These groups were selected to be able to compare new to Intel TF's against experienced Intel TF's. In addition, TM's were added as a comparison to understand if there is a gender difference in the results.

Logistics

Duration: The experiment will run for approximately 3 months.

Materials

- Privacy Plan (appendix A)
- Research Study Notice and Consent Template (appendix B)
- Security review plan (generated by pt.post@intel.com)
- Kickoff email (appendix C)
- Weekly report out email (appendix D)
- Survey & Pulsing system

Procedure

1. Pre Go Live
 1. Privacy Plan – go through the Intel process to get approval for data collection.
 2. Security review of external site – go through the Intel process to get approval for an externally hosted solution. Start a new request at [Security, Privacy, and IT Compliance Portal](#).
 3. Participant Selection
 1. Random selection of non-ROAR participants (what was the methodology used here?)
 2. Focused email to non-ROAR participants. Allows them to opt-in to the experiment.
 4. Communication – Initial communication of experiment, expectations, etc. (see appendix C).
2. Go Live
 1. Invite participants
 2. First week participants complete baseline assessment (3 questions).
 3. Every week after the baseline, each participant will be presented with 1 question to answer beginning Wednesday afternoon of each week. These questions comprise:
 1. 1 scaled question with ability to answer free form as to why they scored the way they did
 2. 1 open text question to give kudos to other members of the team
 3. A virtual comment box
 4. At the close of each week's survey period, a summary/report will be generated and shared with both the experiment team and individual participants.
 5. After the close of each survey period the Action Team will meet to review trends and comments from the week. Action will be taken (Appendix E) based upon patterns and trends which might include:
 1. Private messaging with participants

2. Small, quick turn solutions to engage participation
 3. Larger external program changes/updates to be determined based on themes
3. Post Go Live
 1. Communication – Final communication thanking participants
 2. Share summary report of 3 month experiment
 3. Share learning's with Experiment team

Collected Data

During the experiment the only data collected will be related to the question being asked. No personal data will be captured. As well, the survey will be anonymous in the collection of data.

References

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4. Socialogy Interview: Ayelet Baron, Web, <https://medium.com/the-future-of-work-and-business/socialogy-interview-ayelet-baron-22e5b19047b3>.
5. Why Aren't You Conducting Your Own Nielsen Ratings? The Need for Real-Time Data, web, Kahn, David, <http://www.leadersayswhat.com/2015/01/why-arent-you-conducting-your-own-nielsen-ratings-the-need-for-real-time-data/>.
6. A Simple Technique to Help New Starters Feel at Home, Web, <http://www.jobvibe.me/blog/2015/7/6/i-wish-i-could-the-simple-technique-to-help-new-starters-feel-at-home>.

Appendix A

ROAR Experiment Privacy Plan

Purpose of this document: To document the personal information collected, used and shared by a project, product or process in order to appropriately manage privacy related risks.

Definition of Personal Information: Any information relating to an identifiable individual. All personal information must be protected and handled with appropriate controls based on its [classification](#) by Intel.

Instructions

This form must be completed by an Intel employee, not a 3rd party supplier.

1. Submit the completed form to the Intel [Privacy Office](#).
2. Your Privacy Plan will be reviewed and you will be contacted by the Intel Privacy Office to advise you of next steps. If there is a potential privacy risk, a Privacy Analyst will be assigned to assess the risk and guide you through the privacy control requirements.
3. If your project involves employees' data and will be deployed in Austria, France, Germany, or the Netherlands, you will need to review and complete a [Works Council Engagement Form](#).
4. If your project includes an external web site, event, or supplier, send a request to [External Security Management](#). Within two business days, an ESM Risk Manager will be assigned to guide you through the security and privacy processes, including this Intel Privacy Plan Form.

You are accountable for the accuracy of the information provided in this form. Please be attentive to details, accuracy, and completeness in filling out the Privacy Plan. If you have any questions, please do not hesitate to [contact us](#).

1. General Information

1.1 Project/Process/Service Name	Real-Time Employee Sensing
1.2 Expected Launch/Implementation Date	May 2015
1.3 Description of Project, Business Objective, and Targeted Audience <i>Example: "An online fitness web site for internal employees to capture exercise performed, length of time, calories burned, and weight loss progress."</i>	Description of Project: Regularly pulse current Intel employees to assess employee sentiment & experience. Where "pulse" = ask questions. Business Objective: To better understand & therefore be able to act on employee experiences, positive or negative. Targeted Audience: Women participating in the ww18 Oregon cohort of ROAR + a control group of more tenured Intel employees.
1.4 Please provide any 3 rd party vendor/suppliers providing a service for, or on behalf of, Intel. Provide the Name, Address, Country and service(s) provided. <i>Examples of service(s) provided: web hosting, development, credit card processing</i>	TINYpulse https://www.tinypulse.com/ CNDA20486
1.5 Project/Process Owner <i>Person responsible long term if there is a privacy concern.</i>	Jennifer Monnig Jennifer.d.monnig@intel.com David Shaw David.shaw@intel.com

1.6 Project/Process Owner's Business Group/Division <i>Example: IT</i>	HR
1.7 Project/Process Owner's Org Unit/Department/Team Name <i>Example: IT Engineering - EIE</i>	Work Practice Innovations
1.8 Project/Process Owner's Business Unit Attorney's Name and Email Address	Tim Turner, non-attorney delegate of Kathy Diebert Tim.turner@intel.com
1.10 Privacy Plan Submission Date	04/29/2015

2. Personal Information Collection, Use, and/or Sharing

<i>If you check Yes on any of the questions below, please describe how the information will be used.</i>	Yes	No
2.1 Is it possible your project will collect, use, and/or share any sensitive information that might be classified as Intel Restricted Secret ? <ul style="list-style-type: none"> Examples include bank information, payment card information, government identification numbers, health/ medical information, etc. Reference the Personal Information Classifications List for guidance. 		No
<If you answered Yes, please describe how this information will be used>		
2.2 Is it possible your project will collect, use, and/or share biometric information for the purpose of identification/authentication? <ul style="list-style-type: none"> Examples include fingerprints, voiceprints, facial recognition, DNA, retinal images, etc. If you answered Yes, you must follow the required privacy controls described in the Biometric Privacy Policy. 		No
<If you answered Yes, please describe how this information will be used>		
2.3 Is it possible your project will collect, use, and/or share children's (under 13 years old) or teen's (13 - 17 years old) information ? Is your project's target audience children or teens? <ul style="list-style-type: none"> Examples include children's or teen's full names, their appearance in photos or videos, etc. If you answered Yes, you must follow the required privacy controls described in the Children's Privacy Policy or Teen's Privacy Policy as applicable. 		No
<If you answered Yes, please describe how this information will be used>		
2.4 Is it possible your application or web site may write a cookie to an individual's smartphone, tablet, or computer? <ul style="list-style-type: none"> Examples include using a cookie to target advertising to web site visitors, to collect web analytic information (e.g. Google Analytics, Adobe Analytics, etc.), to secure an online payment, to set a language preference for future web site visits, etc. If you answered Yes, you must follow the required privacy controls described in the Intel Cookie and Other Tracking Technology Policy. If you answered Yes, please use a table from the Web site Design Requirements section in the Intel Cookie and Other Tracking Technology Policy to capture all required details about the cookies that will be used, and insert the completed table to Appendix. 	Yes	
2.5 Is it possible your project will collect, use, and/or share location information ? <ul style="list-style-type: none"> Examples include collecting location information from an individual's device e.g. mobile phone, computer, GPS. If you answered Yes, you must follow the required privacy controls described in the Geolocation Privacy Policy. 		No
<If you answered Yes, please describe how this information will be used>		
2.6 Is it possible your project will collect, use, and/or share information related to behavior or computer usage that could be used or perceived to be used to monitor workplace activity ?		No

<ul style="list-style-type: none"> Examples include video surveillance, device/system logging, user activity recording/monitoring, communication recordings, etc. 		
<If you answered Yes, please describe how this information will be used>		
<p>2.7 Is it possible your project will use electronic messaging (email) to communicate with external individuals?</p> <ul style="list-style-type: none"> Examples include e-mail blasts, subscription based newsletters, email a friend, using purchased contact lists, notifying contest winners, etc. If you answered Yes, you must follow the required privacy controls described in the External Electronic Mail Privacy Policy and the email design guide. 		No
<If you answered Yes, for what purpose is your project using email?>		
<p>2.8 Is it possible your project will use SMS/mobile messaging to communicate with external individuals?</p> <ul style="list-style-type: none"> Example: Intel text/SMS messages an individual about marketing promotions ("Here is an in-store 20% off discount on Intel Atom tablets") or trade show event details ("Last minute change - 9 a.m. keynote presentation moved to conf. room 4621"). If you answered Yes, you must follow the required privacy controls described in the Mobile Messaging and Texting Guidelines and the Mobile Messaging design guide. 		No
<If you answered Yes, please describe what type of messaging will be used>		
<p>2.9 Is it possible your project will collect, use, and/or share an individual's information at trade shows or virtual events?</p> <ul style="list-style-type: none"> Examples include collecting an individual's business card for giveaways, scanning an individual's badge for later receiving marketing materials, recording online chats, etc. More information can be found in the Trade Shows and Events Guidelines. 		No
<If you answered Yes, please describe how this information will be used>		
<p>2.10 Is it possible your project will collect, use, and/or share photographs, audio, or video recordings of Intel employees, Contingent Workers, or external individuals?</p> <ul style="list-style-type: none"> Examples include recording Intel BUMs, Intel family events, external educational or marketing promotions If you answered Yes, you must follow the required privacy controls described in the in the Audio/Video Recording Policy and Privacy Guidelines for Recording of Individuals. 		No
<If you answered Yes, please describe how this information will be used>		
<p>2.11 Is it possible you will collect, use, and/or share personal information on the Internet (external web site)?</p> <ul style="list-style-type: none"> Examples include registration web forms, social networking sign-ups, contests, sweepstakes, online chats, etc. If you answered Yes, you must follow the required privacy controls described in the Online External Presence Privacy Guidelines. 		No
<If you answered Yes, please describe how this information will be used>		
<p>2.12 Does your project include a mobile application?</p> <ul style="list-style-type: none"> Examples include Applications that are available through application distribution platforms (storefronts) such as the Apple App Store, Amazon, or Google Play If you answered Yes, you must follow the Mobile Application Privacy Requirements. 		No
<If you answered Yes, please describe how this information will be used>		
<p>2.13 Is it possible your project will collect, use, and/or share User Generated Content (UGC)?</p> <ul style="list-style-type: none"> Examples include comments, pictures, videos or anything else that a user can post on the web site for others to see. If you answered Yes, you must follow the User Generated Content Control Requirements. 		No
<If you answered Yes, please describe how this information will be used>		

3. Personal Information Details

Use the Appendix at the end of this document to provide additional details that will help with the privacy assessment.

3.1 What specific personal information will be collected, used, and/or shared?

- If User Generated Content (UGC) is being used in your project, it should be captured in the table.

Information Description [data elements]	Example	Information Classification [Intel Confidential, Intel Restricted Secret]	Information Shared with or Collected by a 3 rd Party or Subsidiary? [Yes/No]	Information Shared with another Internal Business Unit? [Yes/No]	Role(s) of individuals you are receiving personal information from [employee, consumer, supplier, etc.]	How will this data element be used?
<i>Example Email address</i>	<i>Example jane@xyz.com</i>	<i>Example Intel Confidential</i>	<i>Example No</i>	<i>Example No</i>	<i>Example Employee</i>	<i>Example Used to notify if Intel prize is won</i>
Email address	First.lastname@intel.com	Intel Confidential	Yes	No	Employee	Notify when to complete surveys.
Name	First name, Last name	Intel Confidential	Yes	No	Employee	For the purpose of customizing the request to complete the survey
Grade level, campus	5 or below, 7, 8, 9, 10 or above; OR/CA/AZ	Intel Confidential	No	No	Employee	n/a
Answers to questions posed by survey	<i>How happy are you at work? Rate 1-10</i>		Yes	No	Employee	Assess sentiment & experience; identify themes, patterns, trends in sentiment or experience
Free text	Suggestion Box – ability for responders to write any comments, suggestions, etc...		Yes	No	Employee	Assess sentiment & experience; identify themes, patterns, trends in sentiment or experience

3.2 Select Intel Region(s) where individuals you are receiving personal information from are located:

AMR [Yes/No]	APAC [Yes/No]	EMEA [Yes/No]	PRC [Yes/No]	If targeted at specific countries ONLY, please name them here
Yes	No	No	No	US only

Important: If your project involves employees' data and will be deployed in France, Germany, Austria, Finland or the Netherlands you must follow steps outlined in the [Works Council Engagement Form](#).

3.3 When you collect personal information, you must provide a business purpose statement at the point of collection.

The purpose statement should describe why Intel is collecting the personal information, how it will be used, and how long it will be retained.

Example: By completing this membership agreement you are providing Intel your name and email address. This information will be used only for the purpose of logging into and navigating the site. Please select "Yes! Sign me up" checkbox below if you grant Intel permission to send you promotional e-mails about Intel products and services that we believe would be of interest to you. Should you sign-up, you can cancel and unsubscribe at any time. To learn more about Intel's privacy practices, please visit <http://www.intel.com/privacy>.

PRIVACY: Intel is committed to respecting your privacy. By agreeing to participate in the study, you will be providing the information described above. This information will be accessed and used only for the purposes of the study. Access to the information by Intel employees is subject to the Intel Code of Conduct. Intel may share information with Human Resources research partners solely for the purpose explained in this form. Any information shared with third parties will be subject to the terms set out in this form and subject to a written confidentiality agreement.

We will keep the study information only as long as needed for our research but, in all cases, no longer than five (5) years. However, your name, email address, and work location will be securely deleted within 60 days of conclusion of the study, and all remaining information will be organized by data only. Intel's analysis and conclusions from the study may be retained indefinitely. The study information will be kept in a secure location and subject to appropriate access controls.

CONFIDENTIALITY: This study is confidential. You agree not to disclose any information about the study to anyone other than the Intel researchers unless required by court or government mandate.

QUESTIONS AND CONCERNS: If you have any questions, concerns or complaints about this study or its procedures, please contact Intel's pilot program manager, David Shaw (david.shaw@intel.com) or you can use the Contact Us form at (http://www.intel.com/sites/sitewide/en_US/privacy/contactus.htm).

	<p>or send a letter to the mailing address listed below:</p> <p>(SEE APPENDIX FOR CONSENT FORM AND SURVEY QUESTIONS)</p>
<p>3.4 When you collect personal information, you must provide a privacy notice at the point of collection. A privacy analyst will assist you in determining the appropriate notice.</p> <p><i>If your business unit attorney creates a Terms of Use (also known as Terms or Terms and Conditions), please provide link, attach, or include in the appendix. Also attach custom notices and/or consent forms, or include in the appendix.</i></p> <p>Example: www.intel.com Terms of Use</p>	<p>(see consent form)</p>
<p>3.5 When the personal information is no longer required, it should be deleted/removed. Describe the operational process you will use to ensure this happens. See the Retention standards and Personal Information Retention Policy for more info.</p> <ul style="list-style-type: none"> • How long will the information be kept before it is deleted/removed? • How will the information be deleted/removed? • Who is the Intel person responsible for deleting/removed the information? 	<ul style="list-style-type: none"> • When: Data: 5 years or sooner if no longer needed. Name, email address, and work location will be securely deleted within 60 days of conclusion of the study. • How: Names & locations can be deleted, data content only retained. • Who: David Shaw (david.shaw@intel.com), Work Practice Innovations

Appendix B

Research Study Notice and Consent Template

Template: Please use this form as a template for obtaining the consent of participants in research studies and surveys. This template can be used for projects in the U.S. and abroad. However, some jurisdictions may require additional disclosures and requirements. Please consult the Privacy Office when using this form. Other guidelines are provided at the end of the template.

Participant Consent Form: [Study/Research Name]

OVERVIEW AND PURPOSE: Intel Corporation ("Intel") is conducting a voluntary study [or survey] to _____ [explain the purpose]. Intel will collect and use the information listed below pursuant to the terms contained in this form. Please review the form and submit any questions to the Lead Researcher listed below. If you consent to participate, please sign as indicated at the end of the form.

LEAD RESEARCHER: The lead researcher for this project is _____ [name and email address], with _____ [team or department] at Intel Corporation. [If applicable: "Also, Intel has contracted with _____ <vendor name> to help facilitate this research. <Vendor name> is required to comply with the terms set out in this form."]

PROCEDURE: If you volunteer to participate in this study, you will be asked to _____ [explain the methods and procedures of the study].

During the study, Intel will collect the following information from you:

Your participation will include _____ [number of sessions or meetings, and any at-home assignments] and take approximately _____ [explain the expected time required for their participation].

POTENTIAL RISKS AND COSTS: [See guide]

PRIVACY: Intel is committed to respecting your privacy. By agreeing to participate in the study, you will be providing the information described above. This information will be accessed and used only for the purposes of the study. Access to the information by Intel employees is subject to the Intel Code of Conduct. Intel may share information with _____ [third parties] solely for the purpose explained in this form. Any information shared with third parties will be subject to the terms set out in this form and subject to a written confidentiality agreement.

We will keep the study information only as long as needed for our research but, in all cases, no longer than _____ [explain the data retention plan and specify whether certain information (e.g. personal information) will be deleted sooner than anonymous research information]. Intel's analysis and conclusions from the study may be retained indefinitely. The study information will be kept in a secure location and subject to appropriate access controls.

[Use if audio, video or photos are included in the information collected: "Intel may use research media (photographs, audio or video of you, if applicable) in public forums like academic conferences. If research media are used: (1) the images will only be used to enhance the validity of the research results and (2) Intel will crop or obscure images of non-participants (e.g. household members). Intel will not use these media for marketing and promotional purposes."]

[Use if information is collected outside of the U.S., but processed by Intel or an affiliate in the U.S. or another country: "Intel may transfer your personal information to Intel Corporation in the U.S. or to any Intel subsidiary worldwide for the purposes set out in this form. Intel participates in the U.S. Department of Commerce's Safe Harbor principles for off-line, online, and manually processed personal data, and any processing of your personal information between Intel affiliates is governed by the Intel Corporate Privacy Rules."]

CONFIDENTIALITY: This study is confidential. You agree not to disclose any information about the study to anyone other than the Intel researchers and facilitators unless required by court or government mandate.

QUESTIONS AND CONCERNS: If you have any questions, concerns or complaints about this study or its procedures, please contact Intel's research lead, _____ or you can use the Contact Us form at (http://www.intel.com/sites/sitewide/en_US/privacy/contactus.htm), or send a letter to the mailing address listed below:

Intel Corporation
ATTN: Privacy

M/S RNB4-145
2200 Mission College Blvd.
Santa Clara, CA 95054 USA

Please include your contact information, name of the Intel study, the name of the Intel Lead Researcher or team conducting the study, and a detailed description of your request or privacy concern.

CONSENT/VOLUNTARY PARTICIPATION: You consent to participate in this study is subject to the terms explained in this form. Your participation is completely voluntary and you may refuse to participate or leave the study at any time. If you decide not to participate in the study, or withdraw before the end of the study, it will not result in any adverse consequences to you. If at any time you decide not to participate, the consent form you signed will be destroyed, and all information gathered from you will be deleted. If you consent and participate in the study, you grant Intel and its affiliates permission to collect and use the information collected in accordance with these terms. Intel will own the information and materials collected and generated by the study including its analysis and conclusions, subject to any intellectual property rights you may have in the underlying information. You also grant Intel and its agents the right to use, reproduce, perform, display, distribute, and exercise all other rights in any information, comments or materials that you provide to Intel or its facilitator for the purposes explained in this document. You agree that you will not reveal any of your own private product concepts, inventions, or ideas that you may want to develop in the future.

[Include the following only if Intel Employees are Participating in the Study: "Intel Corporation employees and their family members are not required to participate in this study and your participation in this study is viewed as a personal choice and falls outside the scope of your normal or expected work functions, and participation will not be used as work credit. No one should influence or pressure you to be in this study. An employee's or his/her family member's decision to be in the study, to leave the study early or not participate at all, will not affect the employee's job or job benefit".]

COMPLIANCE CERTIFICATION: Intel is committed to compliance with all applicable laws, regulations, policies and ethics rules. This notice is intended to ensure that your participation in this research study, including your acceptance of any incentive, will not violate any such laws, regulations, policies or rules. Intel seeks no promises or favoritism for itself or any of its affiliates in exchange for the opportunity to participate in the research study or in exchange for the incentive. By participating in the research study, (i) you agree that your participation in the research study – including your acceptance of any incentive – will not violate any law, regulation, policy or rule of your country, state, government agency or employer; and (ii) you certify that any incentive is not in exchange for an agreement to influence a recent, pending or anticipated act or decision that may result in Intel obtaining or retaining business or a business advantage.

SIGNATURE: By signing below, I agree that:

- The study has been explained to me, and I have had a chance to ask questions regarding the study.
- I understand and agree to comply with the terms in this form.
- I consent to participate in the study as explained in this form.
- I am at least 18 years of age, and I have full right and authority to sign this form. [Delete when applying to Minors – use parental consent below]

Participant:

By: Name (Printed)

Participant Signature

Date

IF APPLICABLE: Consent of Parent or Guardian (required if participant is under 18. If participant is under 13 years of age, you must consult with the Privacy Office prior to collecting any information from or about the participant.)

I have read this form and, by signing below, I represent that: 1) I am the parent or legal guardian of the Participant, 2) I have read and understand the terms and conditions explained in the form; and 3) I consent to the Participant's participation in this study pursuant to those terms.

Name of Participant: _____

Parent or Guardian (Printed Name)

Parent or Guardian (Signature)

Date

USE GUIDELINES, RECOMMENDATIONS AND SAMPLE TEXT:

Overview and Purpose: Add a description and purpose of the study that helps the participant understand the bigger picture of what this research is about. The point is to set the stage and explain the purpose of the study – i.e. why are we doing this? The “purpose” is important because it will guide how Intel can use the information collected, so it needs to be clear, concise, and easy to read. Please use non-technical language that a 13 year old could understand. Also, depending on which Intel affiliate is conducting the study, you may need to change the reference from “Intel Corporation” to the appropriate affiliate name.

Example: Intel Corporation (“Intel”) is conducting a voluntary study [or survey] to Intel to understand how cars, car trips and activities in cars fit into people’s everyday lives, and to evaluate and assess technology related to systems embedded or associated with automobiles. Intel will collect and use the information listed below pursuant to the terms contained in this form. Please review the form and submit any questions to the Lead Researcher listed below. If you consent to participate, please sign as indicated at the end of the form.

Lead Researcher: Identify the Intel employee responsible for the study and which group he/she works for and, if applicable, identify any third parties, by individual and/or company name, who may be assisting with the research.

Example: The lead researcher for this Research is John Doe (john.doe@intel.com) with the Interaction and Experience Research Lab (IXR) at Intel. Also, Intel has contracted with Facilitators, Inc. to help facilitate this research. Facilitators, Inc. is required to comply with the terms set out in this form.

Procedure: Explain how the Research will be conducted. i.e. survey, observation, user experience. You must include a full explanation of what information will be collected from the participant and include whether audio, video or photographs will be taken. Please be specific about what personal or sensitive personal information will be collected (e.g. name, email address, job title, location, biometrics, etc.). Finally, include an explanation how the participant will interact with the research team, and how much time the participant will devote to the project.

Example: This study consists of four components: 1) an in-depth interview in which you will be asked questions about your typical day and how you use technology. This will take approximately 2 hours to complete; 2) a homework exercise to complete with a small video camera we will drop-off with you. This exercise should take about 30 minutes to finish; 3) a second interview in which we will ask follow-up questions, view and discuss the videos you created, and ask your opinion of several product concepts. This exercise should take approximately 1 hour to complete; 4) an excursion with you outside the home (on your commute, in your place of work, etc.) will be scheduled to coincide with either the first or second interview. The length of the excursions may vary, so we will coordinate with you on appropriate length. In total, this study will take about 6 hours over 2 months. During the interviews we will collect your name, email address, home address, job title and work location, and we will capture and document your responses through video, audio, photographs, and text. In the homework exercise you will capture your own responses on digital video.

Recommendation: If you capture audio, video or photographs of the participant, and those media are not essential to the Research, we recommend that you provide an explicit opportunity for the participant to opt-out of their collection and use. If applicable, use the clause below:

“AUDIO/VIDEO/PHOTOS: The photos, and audio and video recordings, may be used by Intel as explained in the Privacy section below. You can opt-out of the collection of such media by Intel, and still participate in the Research. Please initial here if you do not want Intel to take photographs or audio/video recordings of your participation in the study: _____

Potential Risks and Costs: Explain any unusual risks (i.e. anything other than what may be expected in the participant’s normal home or work environment). For example, specify whether they will have any contact with metals, plastic, latex or adhesive. And, identify costs to them (if any), or state that there will be no costs to them.

Example: During your participation in the study, you may be exposed to plastic or latex. Please contact the Lead Researcher if you have questions and do not participate if you are allergic to these materials. You can stop participating at any time should you experience adverse symptoms. There are no expected costs to you associated with your participation.

Privacy: Please consult with the Intel Privacy Office and/or Intel Privacy and Security legal when drafting this section. Depending on the nature of the research, it may be appropriate to link to an Intel Privacy Notice. Note that it is not always appropriate to simply link to the Intel Online Privacy Notice (<http://www.intel.com/privacy>); different policies may apply. Explain whether any information will be shared with a third party and be specific if only some of the information is to be shared. Explain the data retention and deletion schedule for the research materials. Specify whether contact information or other personal information will be deleted sooner than remaining research materials. Finally, for information collected in another country, but transferred to the U.S. or another global affiliate, include the language about Safe Harbor certification and the Intel Corporate Privacy Rules.

Example: Intel is committed to respecting your privacy. By agreeing to participate in the study, you will be providing the information described above. This information will be accessed and used only for the purposes of the study. Access to the

information by Intel employees is subject to the Intel Code of Conduct. Intel may share anonymous study information with Facilitators, Inc. solely for the purpose explained in this form. Any information shared Facilitators, Inc. is subject to the terms set out in this form and subject to a written confidentiality agreement. We will keep the study information only as long as needed for our research but, in all cases, no longer than five (5) years. However, your name, email address, home and work location will be securely deleted within 60 days of conclusion of the study, and all remaining information will be organized by an anonymous participant number. Intel's analysis and conclusions from the study may be retained indefinitely. The study information will be kept in a secure location and subject to appropriate access controls. Intel sometimes uses research media (photographs, audio or video of you, if applicable) in public forums like academic conferences. If research media are used: (1) the images will only be used to enhance the validity of the research results and (2) Intel will crop or obscure images of non-participants (e.g. household members). Intel will not use these media for marketing and promotional purposes. Intel may transfer your personal information to Intel Corporation in the U.S. or to any Intel subsidiary worldwide for the purposes set out in this form. Intel participates in the U.S. Department of Commerce's Safe Harbor principles for off-line, online, and manually processed personal data, and any processing of your personal information between Intel affiliates is governed by the Intel Corporate Privacy Rules.

Confidentiality: The level of desired confidentiality, if any, may vary depending on the nature of the research. For example, for some studies you may actually encourage participants to talk openly about the study, whereas other studies may require confidentiality or even require a separate Non-Disclosure Agreement (NDA). If there is a separate NDA, it should be referenced in this section.

Questions and Concerns: The participants should have the opportunity to submit questions or concerns to the Lead Researcher, or through the Contact Us Form and/or Directly to the Privacy address. For inquiries other than basic questions about the study, the Lead Researcher should consult with the Privacy Office before responding to the participant.

Consent: This section must explain that participation is voluntary and that there will be no adverse consequences to refusing consent or withdrawing from the study. The consent section also includes the express permission Intel requires from the participant to use the materials collected. These rights are important and must remain in this section. Finally, in some cases, not all aspects of the project can be explained to the individual before their participation. For example, some details might be withheld in order to avoid influencing the participants' responses. If material aspects of the study cannot be disclosed prior to their participation, you should consider allowing the participant a reasonable period of time to revoke their consent after they participate in the study. i.e. after they are able to assess what is being asked of them. For an example of language, including a revocation period, see below:

Example: "You consent to participate in this study is subject to the terms explained in this form. Your participation is completely voluntary and you may refuse to participate or leave the study at any time. You may also withdraw from the study, or revoke your consent at any time up to thirty (30) days after your participation in the study by contacting Intel's Lead Researcher. If you decide not to participate in the study, withdraw, or revoke your consent, it will not result in any adverse consequences to you, the consent form you signed will be destroyed, and all information gathered from you will be deleted. If you consent and participate in the study, and do not revoke your consent as explained above, you grant Intel and its affiliates permission to collect and use the information collected in accordance with these terms. Intel will own the information and materials collected and generated by the study including its analysis and conclusions, subject to any intellectual property rights you may have in the underlying information. You also grant Intel and its agents the right to use, reproduce, perform, display, distribute, and exercise all other rights in any information, comments or materials that you provide to Intel or its facilitator for the purposes explained in this document. You agree that you will not reveal any of your own private product concepts, inventions, or ideas that you may want to develop in the future.

Compliance Certification: This section confirms Intel's commitment to all applicable laws and ethics rules. Since many of our studies involve Intel providing some sort of incentive to recruit participants, we want to be certain that the participants are put on notice that Intel is not expecting any favoritism or promises in return for the participant accepting any incentive from Intel. We want participants to agree that their participation in our study and receipt of an incentive to do so is not against any law, policy or regulation in their country. In addition, we want participants to understand and acknowledge that whatever incentive they are receiving from Intel is not in exchange for the participants to agree to influence any recent or pending act that may mean that Intel retains business or a business advantage.

Signature: This language must remain as set out in the template. However, if participant is between 13 and 17 years of age, you must delete the last bullet item and you must obtain parent/guardian consent using the Parent/Guardian consent form provided with the template. In such case, *both the participant and the parent/guardian must sign*. If you plan to use participants younger than 13 years of age, please contact the Privacy Office and Privacy and Security Legal prior to collecting any information from the participant.

Appendix C

Initial ROAR Participant Email



How's it Going? Sensing Survey Invitation

May 25, 2015

Dear ROAR Participant,

Every organization experiences its share of cultural wins and organizational uh-ohs. At Intel, we're no different. And now we have the opportunity to grow and improve our work environment together.

To do this, we need your honest feedback on how we're doing and where we can do better. At the end of the day, each and every one of us creates and owns the current and future direction of our culture. As you know, we want to understand your experiences. [A better understanding of your experiences will shape our assessment of what's going well & what needs to be better & help us to take action in these areas.](#) We'll be using a company called TINYpulse™, through which you'll receive one simple question per week.

TINYpulse™ will email you one question per week for 12 weeks.

* Your responses are anonymous and even [we](#) can't peek

* Since we can't improve what we don't measure, this allows us to grow as an organization

The weekly survey [really, the 1 question] shouldn't take you more than 5 minutes. We're thrilled to invite you to participate & look forward to your insights.

Follow this [link](#) to get started!

Who can participate?

Your participation is [completely](#) voluntary and your responses are anonymous. [No personal information will be reported as part of your answers.](#) To learn more about how Intel manages your privacy, please visit Intel's [Global Employee and Global Contingent Worker Privacy Notice](#).

Thank you in advance for participating! Your candid feedback is important for manager and employee development.

Questions

Contact the [Work Practice Innovations Team](#)

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Initial Participant Email

INTEL TALENT ORGANIZATION

Work Practice Innovations Pilot



How's it Going? Sensing Survey Invitation!

Survey Invitation for ROAR Participants

May 26, 2015

Dear ROAR Participant,

Every organization experiences its share of cultural wins and organizational uh-ohs. At Intel, we're no different. And now we have the opportunity to grow and improve our work environment together.

To do this, we need your honest feedback on how we're doing and where we can do better. At the end of the day, each and every one of us creates and owns the current and future direction of our culture. As you know, we want to understand your experiences. We'll be using a company called TINYpulse™, through which you'll receive one simple question per week for 12 weeks. Your responses are anonymous and even I can't peek!

The weekly survey [really, the question] shouldn't take you more than 5 minutes. **If you'd like to participate, please respond to this message** [or email me at jennifer.d.monning@intel.com] **by June 2 so we can get you enrolled.** If you'd like additional information or details to make your decision, including details on our privacy plan or consent form, just let me know.

We're thrilled to invite you to participate & look forward to your insights. They really are incredibly valuable to us.

Jennifer Monning

Manager, Work Practice Innovations

Who can participate?

Your participation is completely voluntary and your responses are anonymous. No personal information will be reported as part of your answers. To learn more about how Intel manages your privacy, please visit Intel's [Global Employee and Global Contingent Worker Privacy Notice](#).

Questions

Contact the [Work Practice Innovations Team](#)

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Appendix D

Weekly Report Out Email



July 2, 2015

Happy Thursday! Here are the results from the second week. We really appreciate your participation in our sensing pilot. Just a reminder, your responses are anonymous and even I can't peek.

Click here to view the report: [Report%20link%20here](#)

Thanks and feel free to let us know if you have any questions!

David Shaw

david.shaw@intel.com

Mark Eden

mark.c.eden@intel.com

Who can participate?

Your participation is completely voluntary and your responses are anonymous. No personal information will be reported as part of your answers. To learn more about how Intel manages your privacy, please visit Intel's [Global Employee and Global Contingent Worker Privacy Notice](#).

Questions

Contact the [Work Practice Innovations Team](#)

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Appendix E

Real Time Action Strategy

The Action Plan below sets out how the Work Practice Innovations team will glean insights and create real time actionable ideas into the ROAR sensing pilot in order to address a number of the points raised by the survey, administered to select groups during the 3 month pilot. Whilst every effort will be made to implement change / make improvements where necessary, it is not possible to address every issue raised by the survey at this stage. There are certain financial constraints imposed upon WPI over which it has little or no control, and such constraints dictate the amount / type of work that can be done. However, as the following Action Plan indicates, all measures that can be taken will be done so.

Strategy	How	Responsibility	Timeframe	Notes
Continuous dialog with survey participants	1. <i>Based on the respondent comments and virtual suggestions, private message the participant to:</i> a. <i>Find our more about the situation</i> b. <i>Get more detailed information on suggestion</i> c. <i>Log suggestion</i>	<i>David Shaw (Primary)</i> <i>Mark Eden (Secondary)</i> <i>Andy Wilson (Secondary)</i>	<i>Daily</i>	--
Simple actionable ideas from survey themes	1. <i>Analyze survey results:</i> a. <i>Tag results with keywords</i> b. <i>Drive out themes</i> c. <i>Create list of possible actions based on themes</i> d. <i>Execute 3-4 simple and 1-2 complex actions per month</i>	<i>Andy Wilson (Primary)</i> <i>David Shaw (secondary)</i>	<i>Weekly</i>	<i>What is the definition of "actions"?</i>
Share weekly output	1. <i>Scrub weekly survey</i> 2. <i>Share with participants</i>	<i>David Shaw (Primary)</i>	<i>Weekly</i>	--
Leader Sharing	1. <i>Share output at a BUM/QGS</i>	<i>Team/Org/Bus Management</i>	<i>Quarterly/As needed</i>	<i>Can leaders pick a couple things and share in team meetings or bus meetings? QGS, read these?</i>