



ROAR REAL TIME SENSING PILOT

LEARNINGS JUNE – AUGUST 2015

“We cannot solve our problems with the same thinking we used when we created them.”

– Albert Einstein

VISION & RESEARCH QUESTIONS

VISION

An experiment to look at how we can understand employee sentiment in a real time basis, and how that real time data can provide quicker insights into cultural issues.

RESEARCH QUESTIONS

1

User Behaviors

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

2

Insight and Scalability

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

3

Methodology

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

METHODOLOGY

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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

Participants are divided into 4 groups (in this document groups are blinded randomly into groups A-D):

- Technical Females grade 7-9 with < one year of Intel experience (ROAR)
- Technical Females grade 7-9 with > one year of Intel experience
- Technical Males grade 7-9 with < one year of Intel experience
- Technical Males grade 7-9 with > one year of Intel experience.

Logistics

Duration: The experiment will run for approximately 3 months.

Materials

- Privacy Plan
- Research Study Notice and Consent Template
- Security review plan
- Kickoff email
- Weekly report out email
- Survey & Pulsing system

Procedure

Pre Go Live

- Participant Selection
 - Random selection of non-ROAR participants
 - Allow non ROAR participants to Opt-In
- Privacy Plan – go through the Intel process to get approval for data collection.
- Security review of external site– go through the Intel process to get approval for an external hosted solution.
- Communication – Initial communication of experiment, expectations, etc.

Procedure (Continued)

Go Live

Invite participants

First week participants complete baseline assessment (3 questions).

Every week after the baseline, each participant will be presented with 1 question to answer beginning Wednesday afternoon of each week. These questions compromise:

- 1 scaled question with ability to answer free form as to why they scored the way they did

- 1 open text question to give kudos to other members of the team
- A virtual comment box

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.

After the close of each survey period the Action Team will meet to review trends and comments from the week. Action will be taken based upon patterns and trends which might include:

- Private messaging with participants
- Small, quick turn solutions to engage participation
- Larger external program changes/updates to be determined based on themes

Post Go Live

- Communication – Final communication thanking participants
- Share summary report of 3 month experiment
- 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.

WHAT WE LEARNED

MAJOR TAKEAWAYS

1

User Behaviors

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

- Percentage of participant responses who responded averaged 43%; consistent throughout pilot.
- We didn't use badge information in this pilot
- Free form questions provided the lowest response rate at 34% vs. 44% average on Scaled or Yes/No Questions
- Each pulse generated an average of 27.4 Comments and 5.6 Virtual Suggestions – Although the Virtual Suggestions fell off quite a bit as Pilot was run (see Fig 1 below)

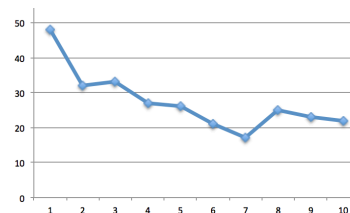


Figure 1. Number of Comments vs. Week Number

MAJOR TAKEAWAYS

2

Insight and Scalability

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

- Demographic data was valuable to see discrepancies between segments. Group D generally rated the lowest in average answers.
- Stock questions did not yield pointed actionable results – perhaps because:
 - Survey spanned across multiple distributed teams and departments.
 - Many of the comments fell into 5-10 overall themes (New Hire Experience, Career Development, Manager Capability, Remote Site Culture, Employee Experience, Current Layoffs), which related to functions outside of WPI.
- As a result, the actions taken were minor and individual (e.g., connection to Talent Champion, Facilities request, etc.).

MAJOR TAKEAWAYS

3

Methodology

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

- Free form text question appears to lower the response rate (Average response rate 43% vs. 34% for free form text field).
- Insights are very similar between TINYpulse and Kanjoya (Kanjoya was not as specific in its themes).
- Most feedback falls under multiple larger buckets such as manager capability, first 90 days, remote site parity.
- We were able to identify certain groups that had lower average scores on various dimensions.

LESSONS LEARNED & IMPROVEMENT AREAS

- Future experiments should concentrate on one particular team or group, not multiple organizations across divisions.
- Answering the Private Messages can be time intensive; recommend having a dedicated resource dedicated to PMs for smaller participant sizes. This may not be as applicable as the sample sizes increase.
- Most actionable comments related to other areas of HR such as Manager Capability and New Hire Experience
- A few participants appreciated the quick review and follow up process. *"Having TINY pulse questions makes me feel that someone cares and takes my inputs and suggestions seriously. Thank you for doing this."*
- We have a continued manager issue *"I was brought in a few years ago for a specific role but then forced into doing everything but that role. Then while trying to maintain a certain level of expertise I have been forced away from my primary fields of expertise repeatedly."*
- Recommend repeating questions which will lead to more "real time sensing" info as there can be week to week comparisons.
- TINYpulse was a good tool, but there are still some kinks to be worked out in data export and message management.
- Employee sentiment seem to match and support other HR programs (Sensemaking, etc.).
- IT Security plan took roughly 2 weeks to approve (<http://engagespc.intel.com>).
- Intel Privacy Plan took roughly 1 week to approve.
- Because I played multiple roles, and also responded to and coded feedback, I recommend a dedicated data collection and analysis person for the duration of the pilot.
- Use of Kanjoya would be a value add for high level topic analysis (check in with Sandy Sanders for updated Intel Themes). However, reading comments each week is still recommended for full understanding.

OPPORTUNITIES

OPPORTUNITIES

Theme*	Opportunity/Idea(s)
New Hire	<ul style="list-style-type: none"> • Create "First 90 Days" guide/checklist • Expand the Intel buddy program to give new hires a "buddy" resource for the first 90 days • Allow new hires to allocate significant portion of their first 90 days to deeply learn about Intel • Mandatory group 1x1's in the first 90 days
Employee Experience	<ul style="list-style-type: none"> • Increase communications around career development opportunities (ROAR career development resource guide?) • Create a central location for career development resources • Allow more flexibility in job role/duties
Manager Capability	<ul style="list-style-type: none"> • Provide more support for people centered management practices • Identify and coach managers who need assistance with people centered management practices • Provide an anonymous tool for internal employees to openly share their manager experience (Rate My Manager similar to Rate My Professor) • Integrate individual contribution and team management into manager focal
Remote Site Culture	<ul style="list-style-type: none"> • Host QGS/BUM outside main sites (OR/SC/FM/AZ/NM) • Create "student exchange" program to bring remote employees to main sites • Extend Great Place To Work experiences to ALL Intel sites • Create an Intel Experience road show that could travel

* Most frequently cited themes from comments and suggestions

BACKUP

TINYpulse Question Dashboard

Wk #	Date	Rsp	Type	Question	R	C	VS	CfP
1	6/3	51%	Scaled question	On a scale of 1 to 10, how happy are you at work?	48	48	26	0
1	6/3	51%	Yes/No question	With eyes closed and fingers crossed, can you recite your organization's vision, mission, and cultural values?	48	48	26	0
1	6/3	51%	Free form text	What's one thing that we do very well here that we should continue doing or do more of?	48	48	26	0
2	6/24	43%	Scaled question	On a scale of 1 to 10, how valued do you feel at work?	41	32	8	12
3	7/1	34%	Free form text	What do you love about your job?	33	33	6	2
4	7/8	47%	Scaled question	On a scale of 1 to 10, how likely would you refer someone to work here?	45	27	3	3
5	7/15	46%	Scaled question	On a scale of 1 to 10, how happy are you at work?	44	26	5	6
6	7/22	47%	Scaled question	On a scale of 1 to 10, how likely do you see yourself working here in one year?	45	21	2	0
7	7/29	37%	Yes/No question	Do you feel that your manager has clearly defined your roles and responsibilities and how it contributes to the success of the organization?	35	17	3	1
8	8/5	40%	Yes/No question	Do you see yourself fitting into the typical stereotype(s) within your group/division?	38	25	1	2
9	8/12	44%	Scaled question	On a scale of 1 to 10, how happy are you at work?	41	23	2	0
10	8/19	41%	Scaled question	On a scale of 1 to 10, how would you rate the performance of your direct supervisor?	38	22	0	0
Average		43%			40.8	27.4	5.6	2.6

KEY

WK# = Week Number

RSP = Response Rate

R = Number of responses

C = Number of comments

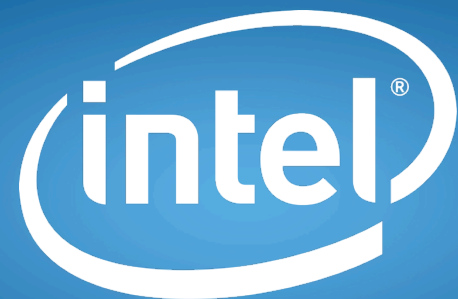
VS = Number of Virtual Suggestions

CfP = Number of Cheers for Peers

TINYpulse Data Dashboard

Week #	1	2	3	4	5	6	7	8	9	10
	6/3	6/24	7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19
	Ave	Ave	Text	Ave	Ave	Ave	% Yes	% Yes	Ave	Ave
All	--	6.6	--	7.6	6.8	8	69%	37%	6.8	7.3
Benchmark	--	7.2	--	7.9	7.5	8.2	82%	--	8.2	8.2
A	7.2	7	--	8.4	7.3	8.4	36%	43%	7	7.2
B	7.5	7.2	--	8.2	7.9	8.8	100%	44%	7.3	8
C	7	7.1	--	7.3	6.6	7.6	100%	34%	6.7	7.6
D	6	3.2	--	5.1	3.6	6.4	43%	--*	5	--*

* not enough responses



experience
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