

Employee Survey Analysis

case study

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Business Situation

The most important assets of EDS are people.

- ❖ ***The main question:*** How do we build and maintain a loyal, engaged, productive workforce amidst
 - Re-organizations
 - Continuous re-skilling
 - Shifts in corporate priorities and culture

Enterprise Dialog Analysis

Employee Sources

- ❖ Team meetings
- ❖ HR systems
- ❖ Employee surveys
- ❖ Company website

Client Sources

- ❖ Client satisfaction surveys
- ❖ Sales proposals
- ❖ Help desk calls

EDS Voice of the Employee (VOE) Survey

Purposes

- ❖ Employee suggestions, concerns, and comments
- ❖ HR and business measurement
- ❖ HR program evaluation

EDS Voice of the Employee (VOE) Survey

Unique Constraints

- ❖ **Maintain the anonymity of the author**
- ❖ **Fairly and accurately convey the meaning of the author**
- ❖ **Protect the company from survey results taken out of context**

Analysis of Open-ended Comments

Characteristics

- ❖ Disjointed, incomplete
- ❖ Repetitive
- ❖ Unique
- ❖ High volume
- ❖ Demographics
- ★ Human emotion



Analysis Need

Adjustable thresholds

Key word (top-down)

Concept extraction

Principled reduction

Link analysis

Preserve the power of the
author's words

Analysis of Open-ended Comments

“Analyzing employee opinions is like having a brief, intense, honest, one-on-one conversation 100,000 times in a row.”

Survey Analysis through Text Mining



Survey analysis at EDS

- ❖ EDS performs employee survey analysis with Megaputer PolyAnalyst™ data and text mining suite
- ❖ Utilizes PolyAnalyst exploration engines
 - Link Terms
 - Text OLAP
 - Text Analysis
 - Taxonomy-based Categorization
 - Text Clustering
 - Link Chart
 - Snake Chart

Technology basis

- ❖ **Text Mining is an automated multi-step process**
 - **Tokenization**
 - **Morphological analysis**
 - **Semantic analysis**
 - **Statistical or machine learning analysis**
 - **Decision Trees, Neural Nets, Association Rules, etc.**
- ❖ **To facilitate making good business decisions, the technology provides**
 - **Visual representation of results**
 - **Interactive drill-down to data**
 - **Report generation**

Employee survey analysis results



Voice of Employee survey data

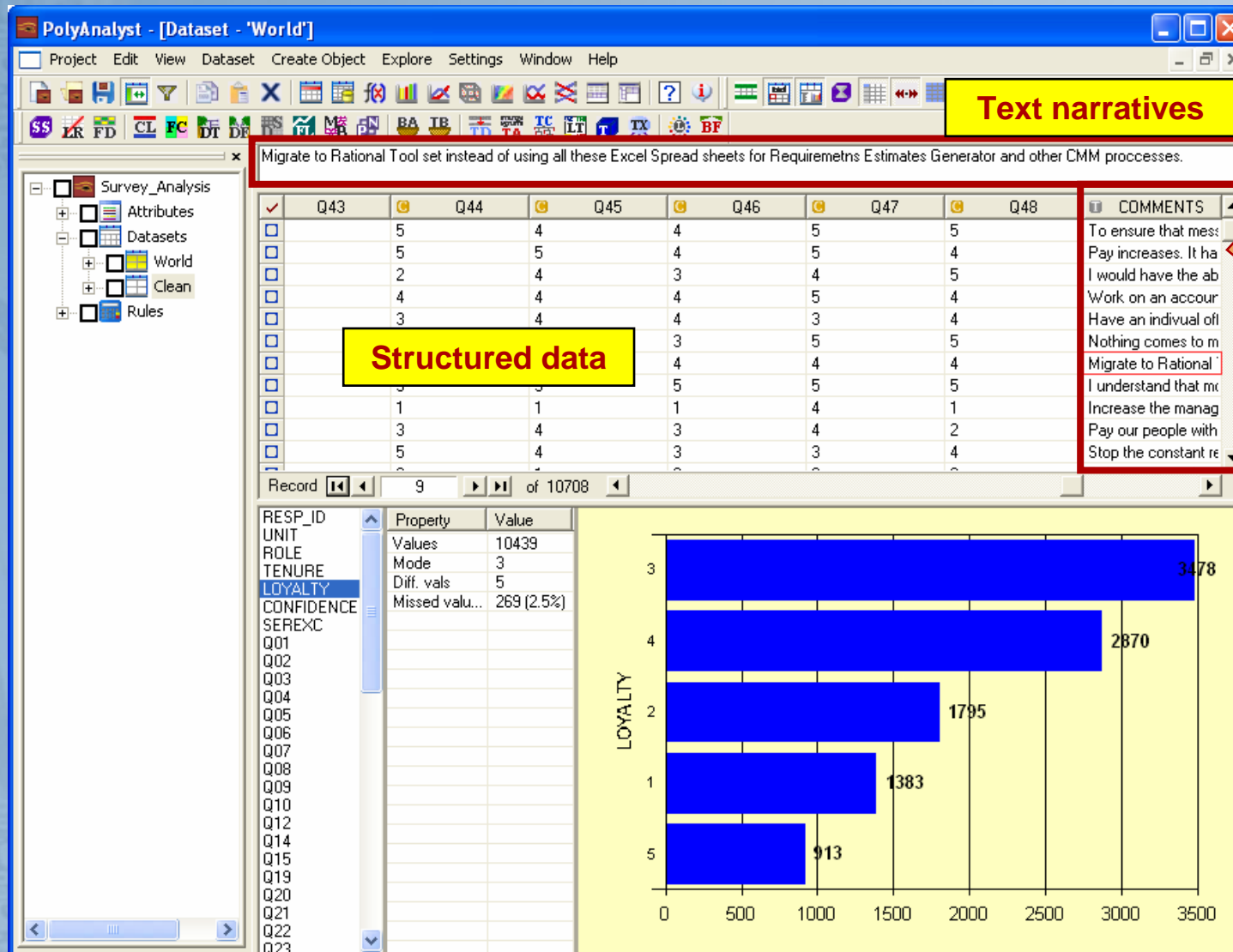
- ❖ **VOE survey is anonymous**
- ❖ **Collects**
 - **Some demographics**
 - **Likert scale responses to about 40 questions**
 - **Free text comments**

Even if I were offered a comparable position with similar pay and benefits at another company, I would stay at EDS.

If you could change one thing in your day-to-day work to increase your job satisfaction and productivity, what would it be?

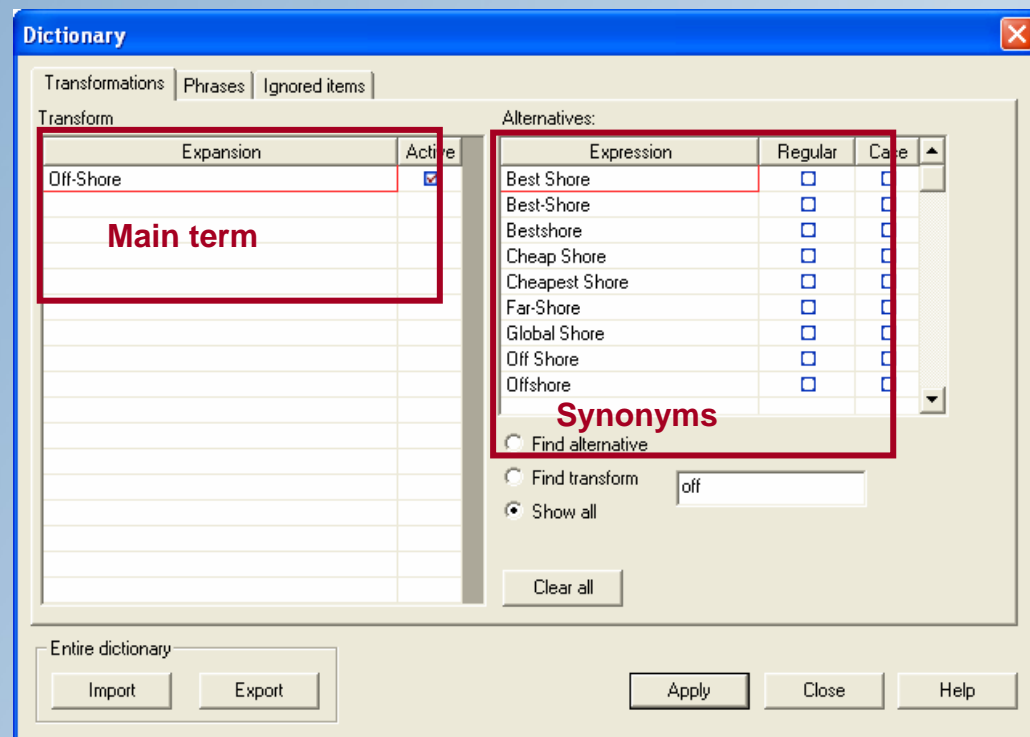
UNIT	Application Delivery
ROLE	Individual Contributor
TENURE	5 to 10 years
LOYALTY	5
COMMENT	Pay our people within their job code within industry norms and quit the policy of not giving raises with promotions. Its an old policy that needs to die a painful death.

Text and structured data mix



Data cleansing

- ❖ User edited domain-specific dictionaries
 - Abbreviations
 - Synonyms
 - Typical misspells
 - Stop-words
 - Inseparable phrases
- ❖ Semantic dictionary



Extracted keywords

Rule Name	Rec Count	Score
time	2071	19.46
change	1350	12.69
process	1125	10.57
goal	951	8.938
income	871	8.186
manager	794	7.462
account	767	7.209
client	729	6.852
level	696	6.541
support	610	5.733
help	522	4.906
productivity	510	4.793
level	502	4.718
system	499	4.69
time	487	4.577

Drill-down results in dataset Explore on column COMMENTS, term 'manager'

COMMENTS	Frequency	RESP_ID	UNIT	ROLE	TENURE
Have management	2	788	HR	d. Individual contrib	g. 20+ years
Empower my leader	1	806	Client Services	d. Individual contrib	
I would realign inter	4	819	Service Delivery	d. Individual contrib	b. 1 to 3 years
I would ensure that	3	838	IT Outsourcing	d. Individual contrib	c. 3 to 5 years

Record 21 of 794

I would have a direct **manager** who actually knows what Im doing and what my skills are as opposed to the current situation where I am randomly assigned to various projects with different project **managers** who then report to my Technical Delivery Team **Manager** who doesnt know my skills/performance directly yet delivers my performance review.

Drill-down results in dataset Explore on column COMMENTS, term 'productivity'

COMMENTS	Frequency	RESP_ID	UNIT	ROLE	TENURE
Ending the practice	1	387	Applications Deliver	d. Individual contrib	d. 5 to 10 years
The number one thir	1	454	IT Outsourcing	d. Individual contrib	c. 3 to 5 years

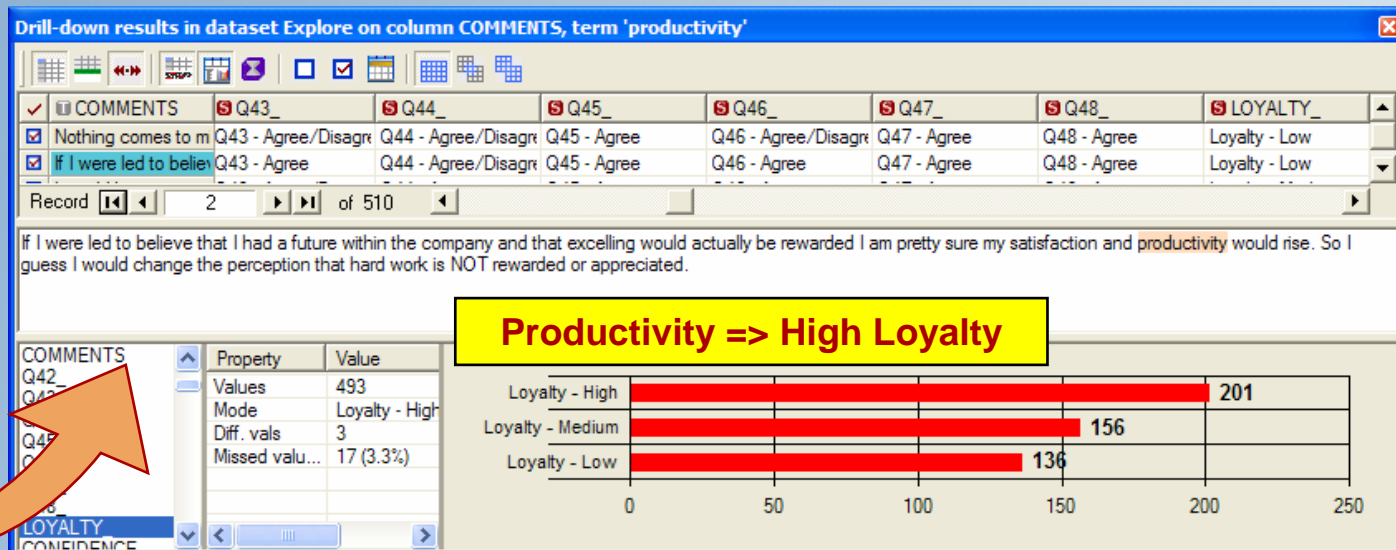
Record 8 of 510

Ending the practice of off-shoring our work would increase my job satisfaction and **productivity** since I would be more assured of finding challenging work once my current assignment was completed. I understand the reasons behind BestShore but I dont agree with it at all.

Drill-down

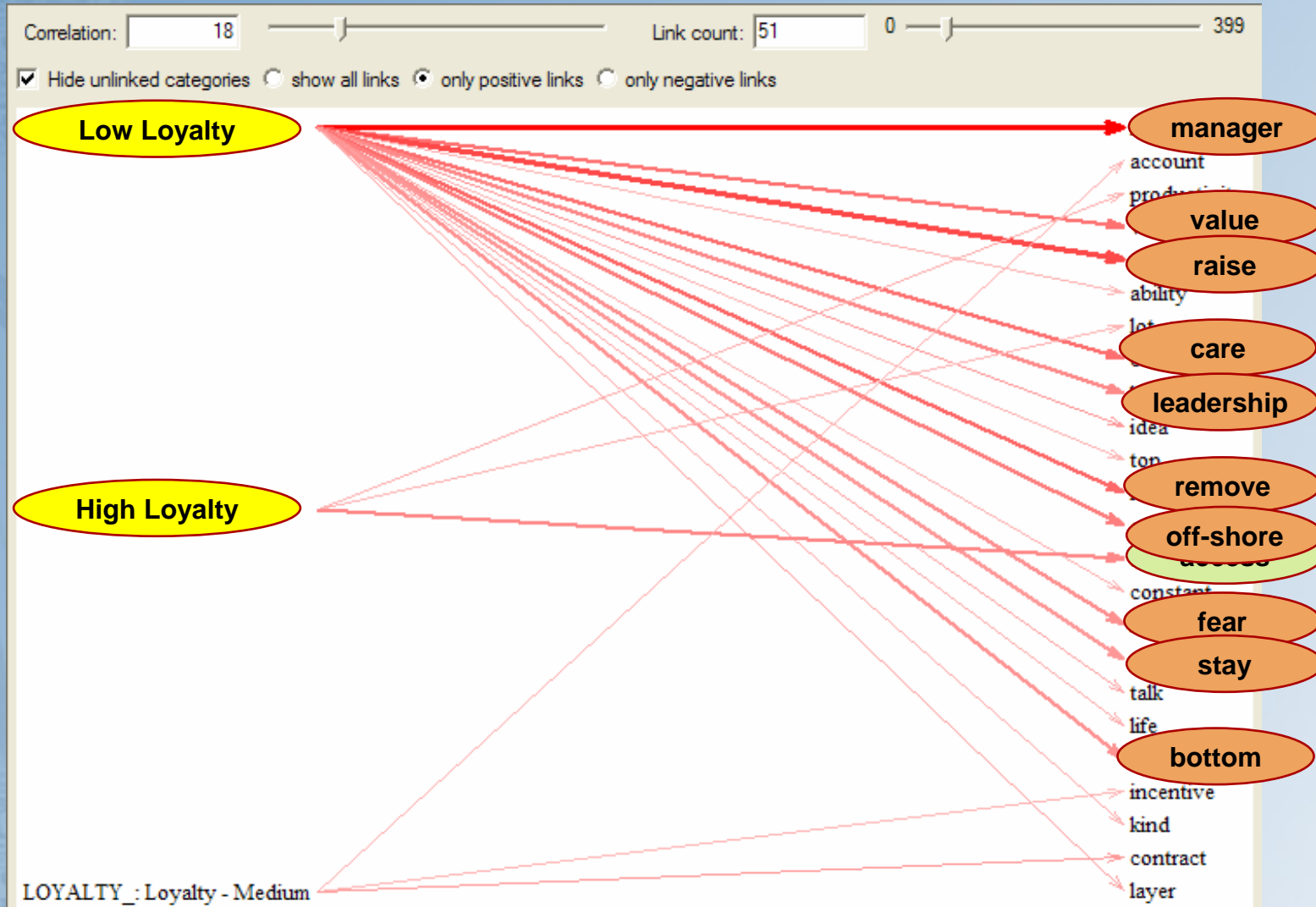


manager

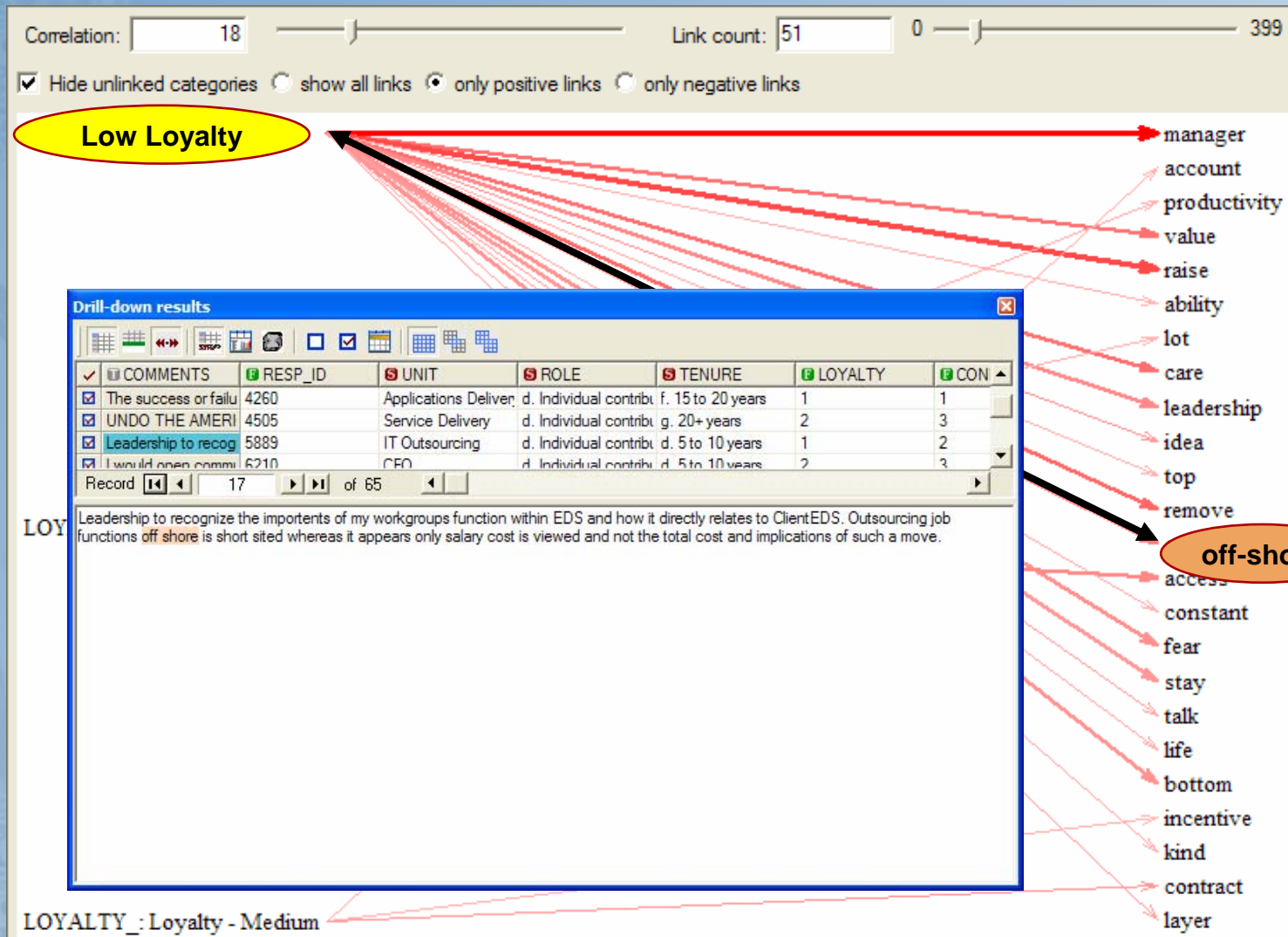


productivity

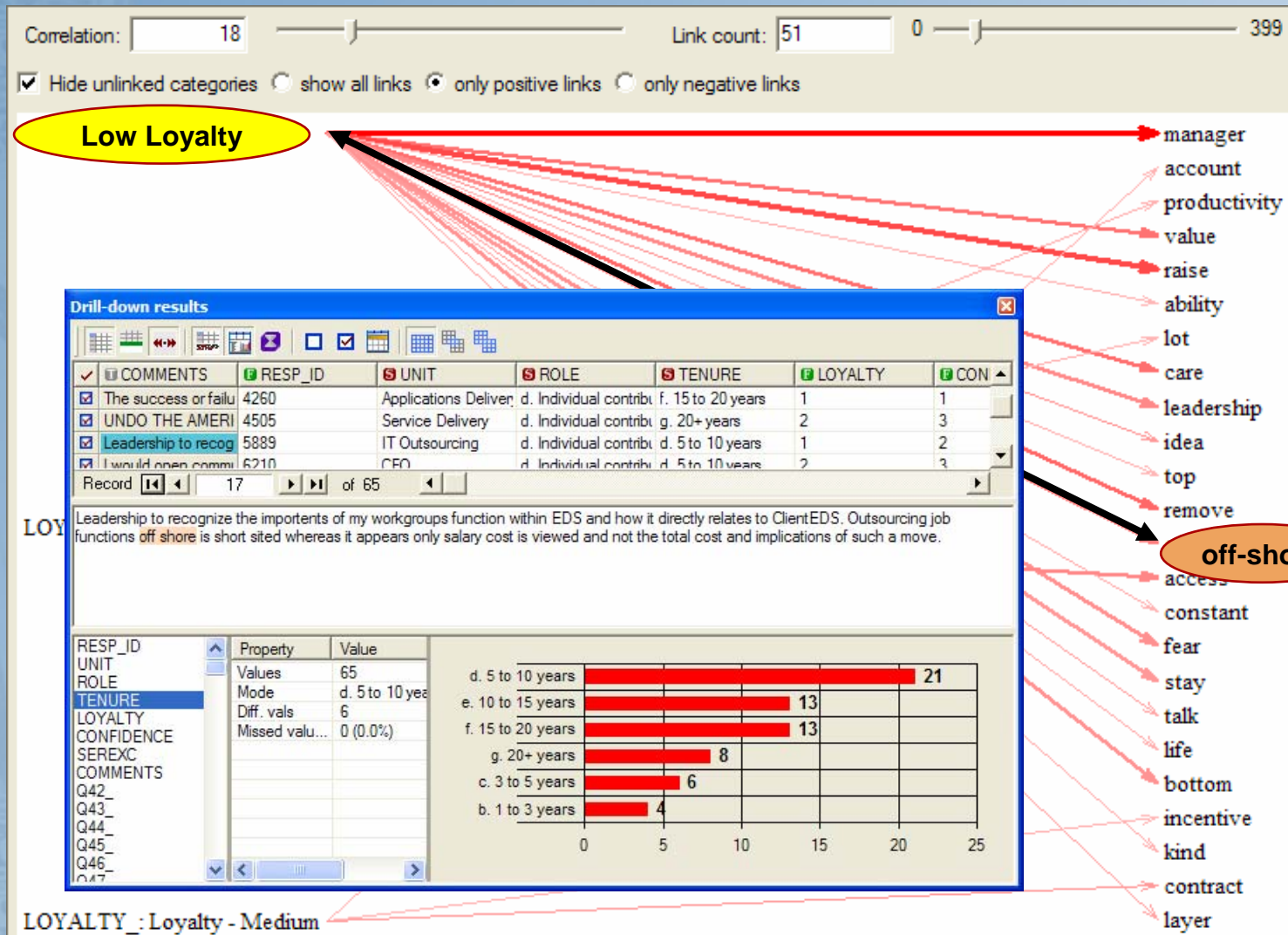
Correlation Analysis: *Link Chart*



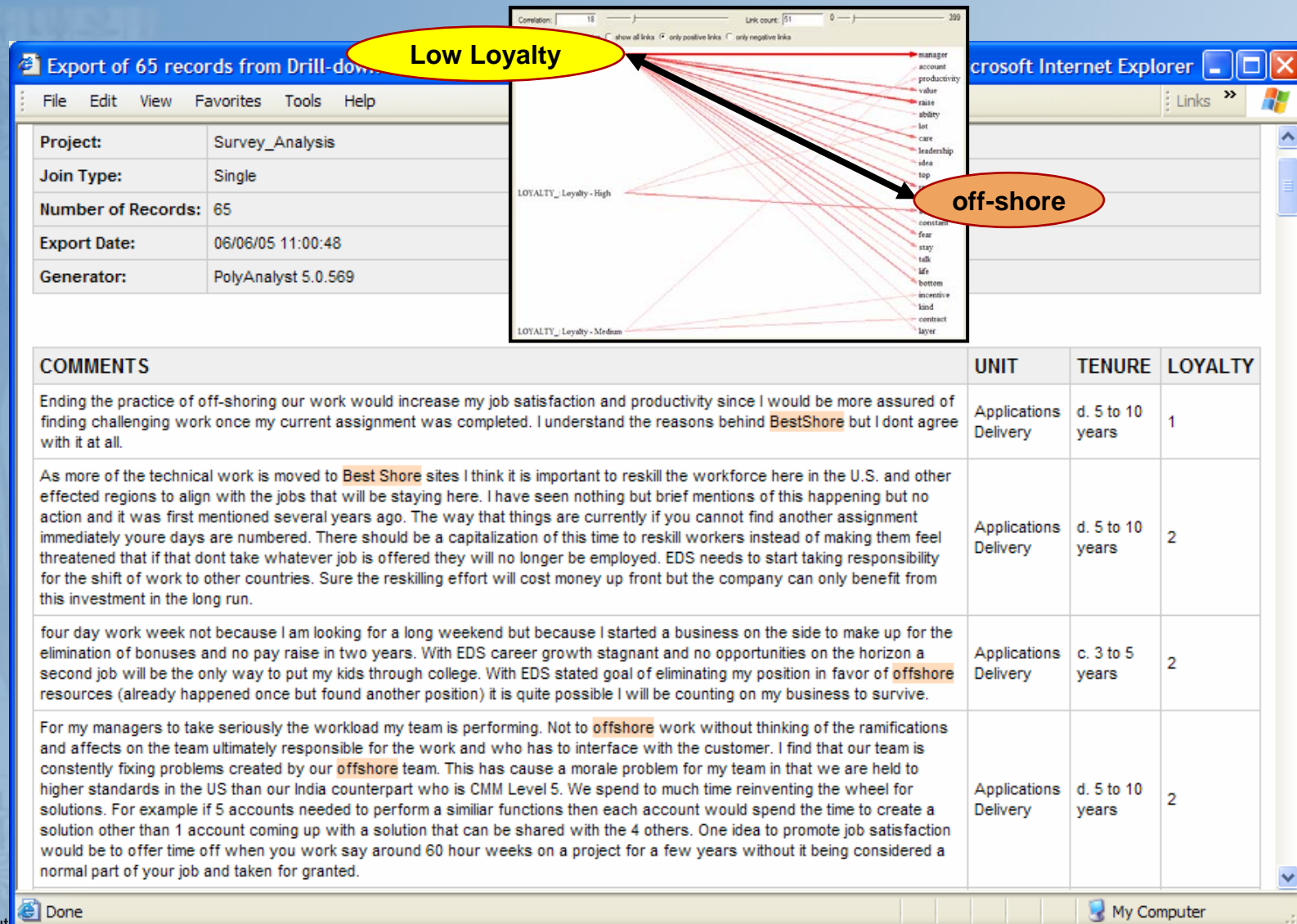
Link Chart: *Drill-down*



Link Chart: *Drill-down*



Link Chart: *Drill-down*



Export of 65 records from Drill-down

Correlation: 18 Link count: 51 0 399

show all links only positive links only negative links

Low Loyalty (highlighted in yellow)

off-shore (highlighted in red)

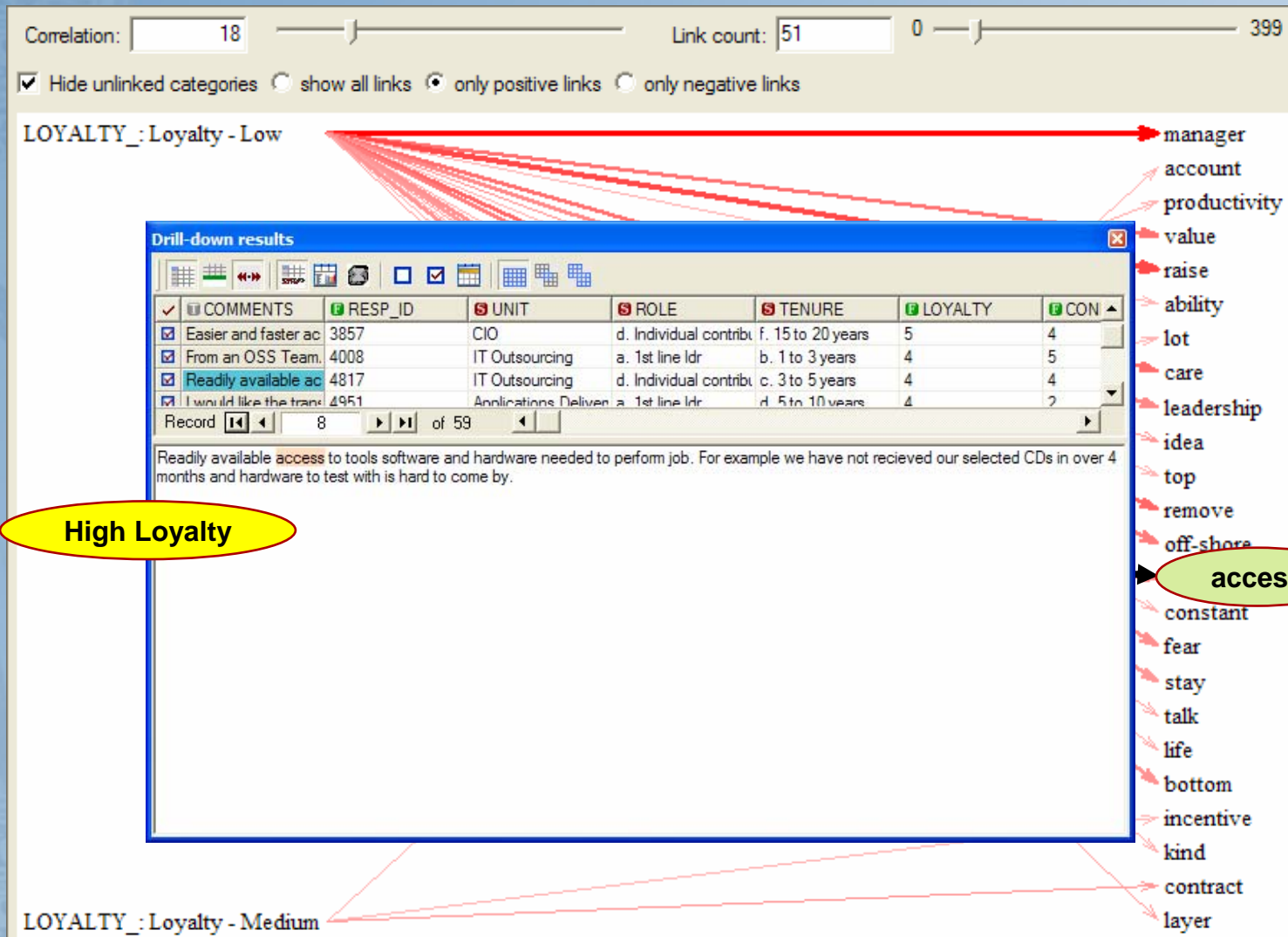
manager
account
productivity
value
raise
ability
lot
care
leadership
idea
top
constant
fear
stay
talk
top
bottom
incentive
kind
contract
layer

COMMENTS	UNIT	TENURE	LOYALTY
Ending the practice of off-shoring our work would increase my job satisfaction and productivity since I would be more assured of finding challenging work once my current assignment was completed. I understand the reasons behind BestShore but I dont agree with it at all.	Applications Delivery	d. 5 to 10 years	1
As more of the technical work is moved to Best Shore sites I think it is important to reskill the workforce here in the U.S. and other effected regions to align with the jobs that will be staying here. I have seen nothing but brief mentions of this happening but no action and it was first mentioned several years ago. The way that things are currently if you cannot find another assignment immediately youre days are numbered. There should be a capitalization of this time to reskill workers instead of making them feel threatened that if that dont take whatever job is offered they will no longer be employed. EDS needs to start taking responsibility for the shift of work to other countries. Sure the reskilling effort will cost money up front but the company can only benefit from this investment in the long run.	Applications Delivery	d. 5 to 10 years	2
four day work week not because I am looking for a long weekend but because I started a business on the side to make up for the elimination of bonuses and no pay raise in two years. With EDS career growth stagnant and no opportunities on the horizon a second job will be the only way to put my kids through college. With EDS stated goal of eliminating my position in favor of offshore resources (already happened once but found another position) it is quite possible I will be counting on my business to survive.	Applications Delivery	c. 3 to 5 years	2
For my managers to take seriously the workload my team is performing. Not to offshore work without thinking of the ramifications and affects on the team ultimately responsible for the work and who has to interface with the customer. I find that our team is constantly fixing problems created by our offshore team. This has cause a morale problem for my team in that we are held to higher standards in the US than our India counterpart who is CMM Level 5. We spend to much time reinventing the wheel for solutions. For example if 5 accounts needed to perform a similiar functions then each account would spend the time to create a solution other than 1 account coming up with a solution that can be shared with the 4 others. One idea to promote job satisfaction would be to offer time off when you work say around 60 hour weeks on a project for a few years without it being considered a normal part of your job and taken for granted.	Applications Delivery	d. 5 to 10 years	2

Microsoft Internet Explorer Links >>

Done My Computer

Link Chart: *Drill-down*



High Loyalty

access

Link Chart: *Drill-down*

Correlation: Link count: 0 399

Hide unlinked categories show all links only positive links only negative links

LOYALTY_: Loyalty - Low

Drill-down results

COMMENTS	RESP_ID	UNIT	ROLE	TENURE	LOYALTY	CON
Easier and faster ac	3857	CIO	d. Individual contribu	f. 15 to 20 years	5	4
From an OSS Team.	4008	IT Outsourcing	a. 1st line ldr	b. 1 to 3 years	4	5
Readily available ac	4817	IT Outsourcing	d. Individual contribu	c. 3 to 5 years	4	4
I would like the trans	4951	Applications Deliven	a. 1st line ldr	d. 5 to 10 years	4	2

Record 14 of 8 of 59

Readily available access to tools software and hardware needed to perform job. For example we have not recieved our selected CDs in over 4 months and hardware to test with is hard to come by.

Property	Value
Values	59
Mode	f. 15 to 20 ye
Diff. vals	7
Missed valu...	0 (0.0%)

TENURE	Count
f. 15 to 20 years	14
d. 5 to 10 years	12
e. 10 to 15 years	10
c. 3 to 5 years	9
b. 1 to 3 years	9
g. 20+ years	4
a. LT 1 yr	1

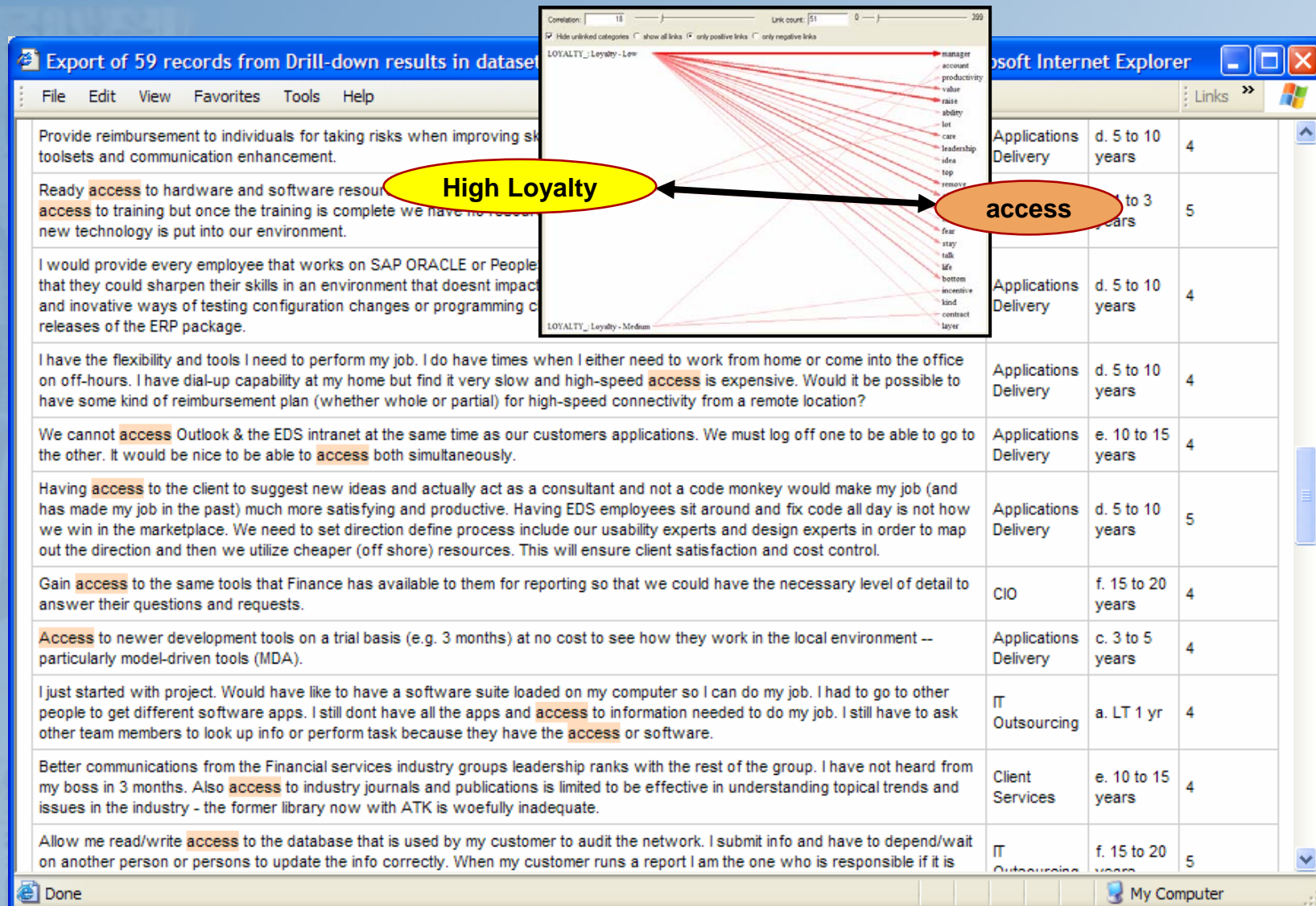
LOYALTY_: Loyalty - Medium

manager
account
productivity
value
raise
ability
lot
care
leadership
idea
top
remove
off-shore
access
constant
fear
stay
talk
life
bottom
incentive
kind
contract
layer

High Loyalty

access

Link Chart: *Drill-down*

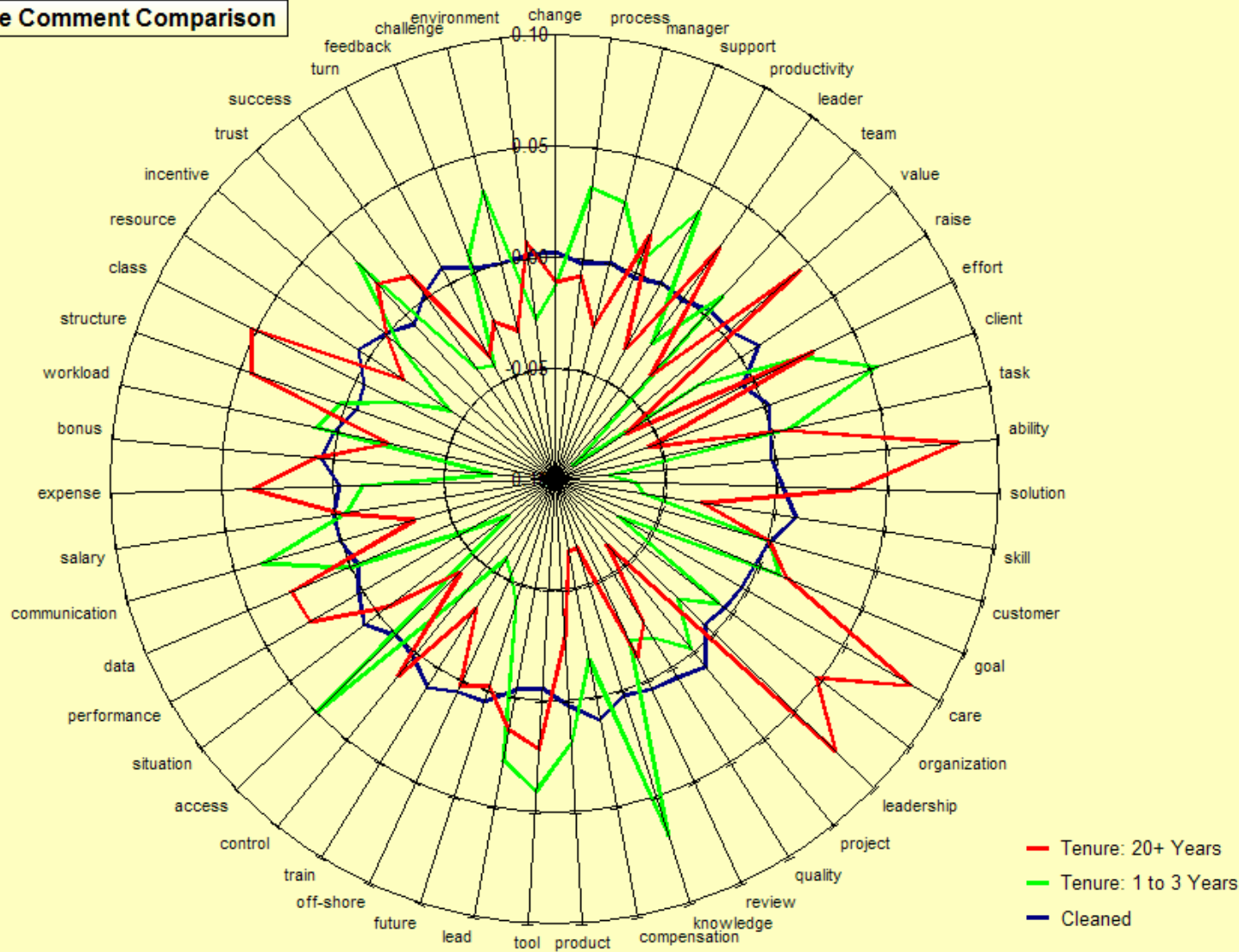


The screenshot displays a software interface with a link chart and a table of survey results. The link chart, titled 'Correlation: 18 Link count: 51', shows connections between 'High Loyalty' and 'access' terms. The table below lists various survey responses with associated terms and counts.

Response	Term	Count
Provide reimbursement to individuals for taking risks when improving sk toolsets and communication enhancement.		
Ready access to hardware and software resour		
access to training but once the training is complete we have no resour new technology is put into our environment.		
I would provide every employee that works on SAP ORACLE or People that they could sharpen their skills in an environment that doesnt impact and inovative ways of testing configuration changes or programming c releases of the ERP package.		
I have the flexibility and tools I need to perform my job. I do have times when I either need to work from home or come into the office on off-hours. I have dial-up capability at my home but find it very slow and high-speed access is expensive. Would it be possible to have some kind of reimbursement plan (whether whole or partial) for high-speed connectivity from a remote location?	access	
We cannot access Outlook & the EDS intranet at the same time as our customers applications. We must log off one to be able to go to the other. It would be nice to be able to access both simultaneously.	access	
Having access to the client to suggest new ideas and actually act as a consultant and not a code monkey would make my job (and has made my job in the past) much more satisfying and productive. Having EDS employees sit around and fix code all day is not how we win in the marketplace. We need to set direction define process include our usability experts and design experts in order to map out the direction and then we utilize cheaper (off shore) resources. This will ensure client satisfaction and cost control.	access	
Gain access to the same tools that Finance has available to them for reporting so that we could have the necessary level of detail to answer their questions and requests.	access	
Access to newer development tools on a trial basis (e.g. 3 months) at no cost to see how they work in the local environment -- particularly model-driven tools (MDA).	access	
I just started with project. Would have like to have a software suite loaded on my computer so I can do my job. I had to go to other people to get different software apps. I still dont have all the apps and access to information needed to do my job. I still have to ask other team members to look up info or perform task because they have the access or software.	access	
Better communications from the Financial services industry groups leadership ranks with the rest of the group. I have not heard from my boss in 3 months. Also access to industry journals and publications is limited to be effective in understanding topical trends and issues in the industry - the former library now with ATK is woefully inadequate.	access	
Allow me read/write access to the database that is used by my customer to audit the network. I submit info and have to depend/wait on another person or persons to update the info correctly. When my customer runs a report I am the one who is responsible if it is	access	

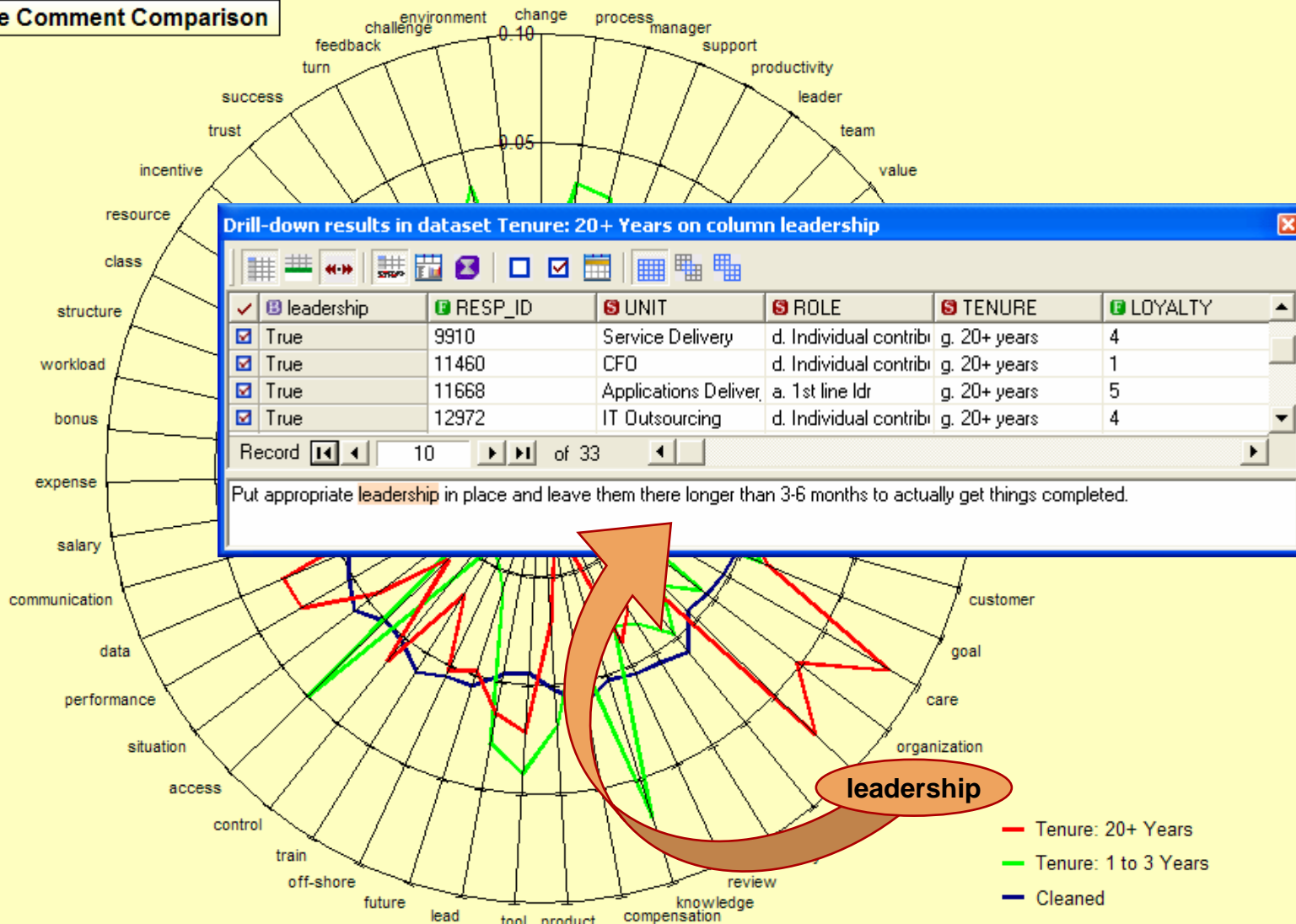
Tenure => Comment: *Snake Chart*

Job Tenure Comment Comparison



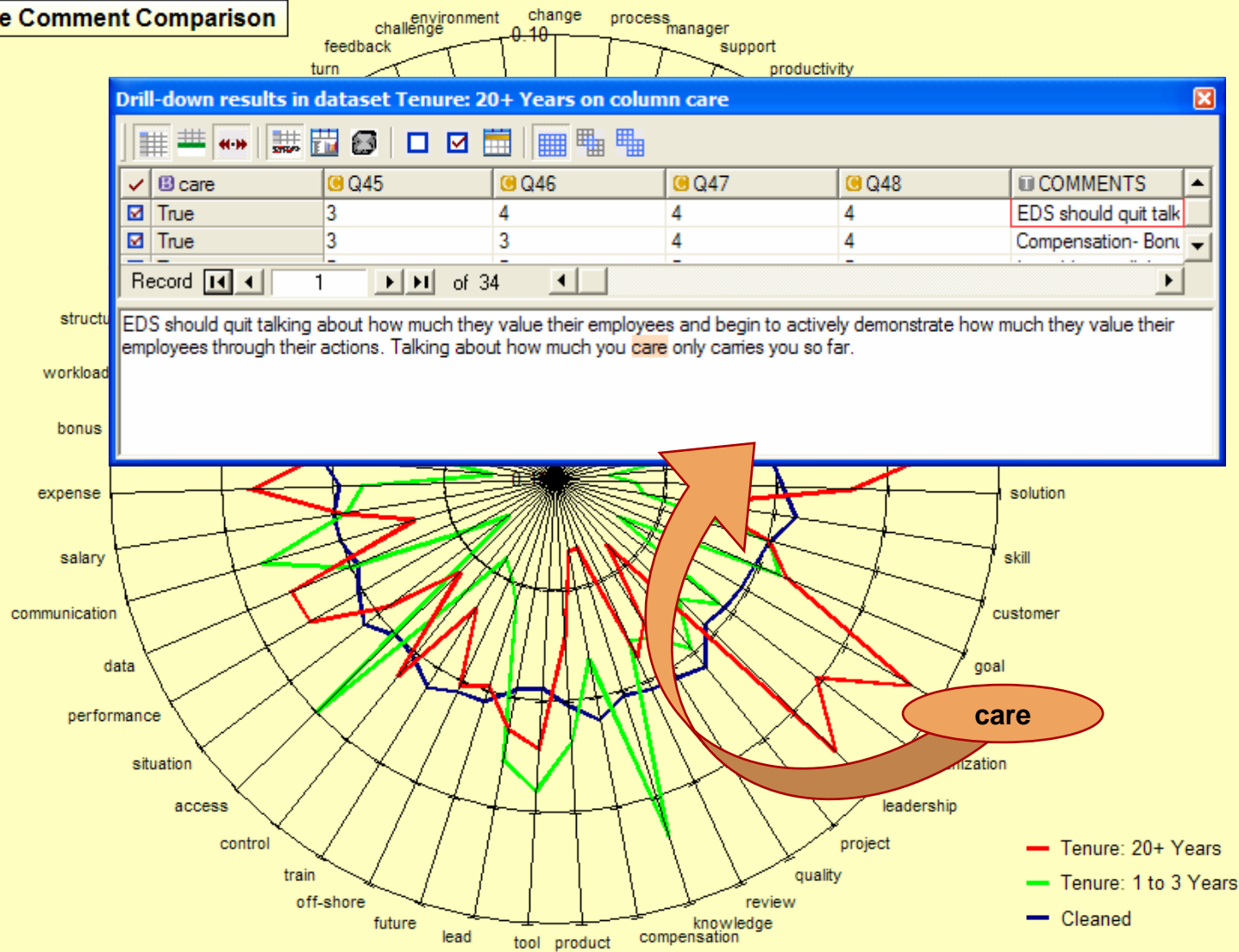
Snake Chart: *Drill-down*

Job Tenure Comment Comparison



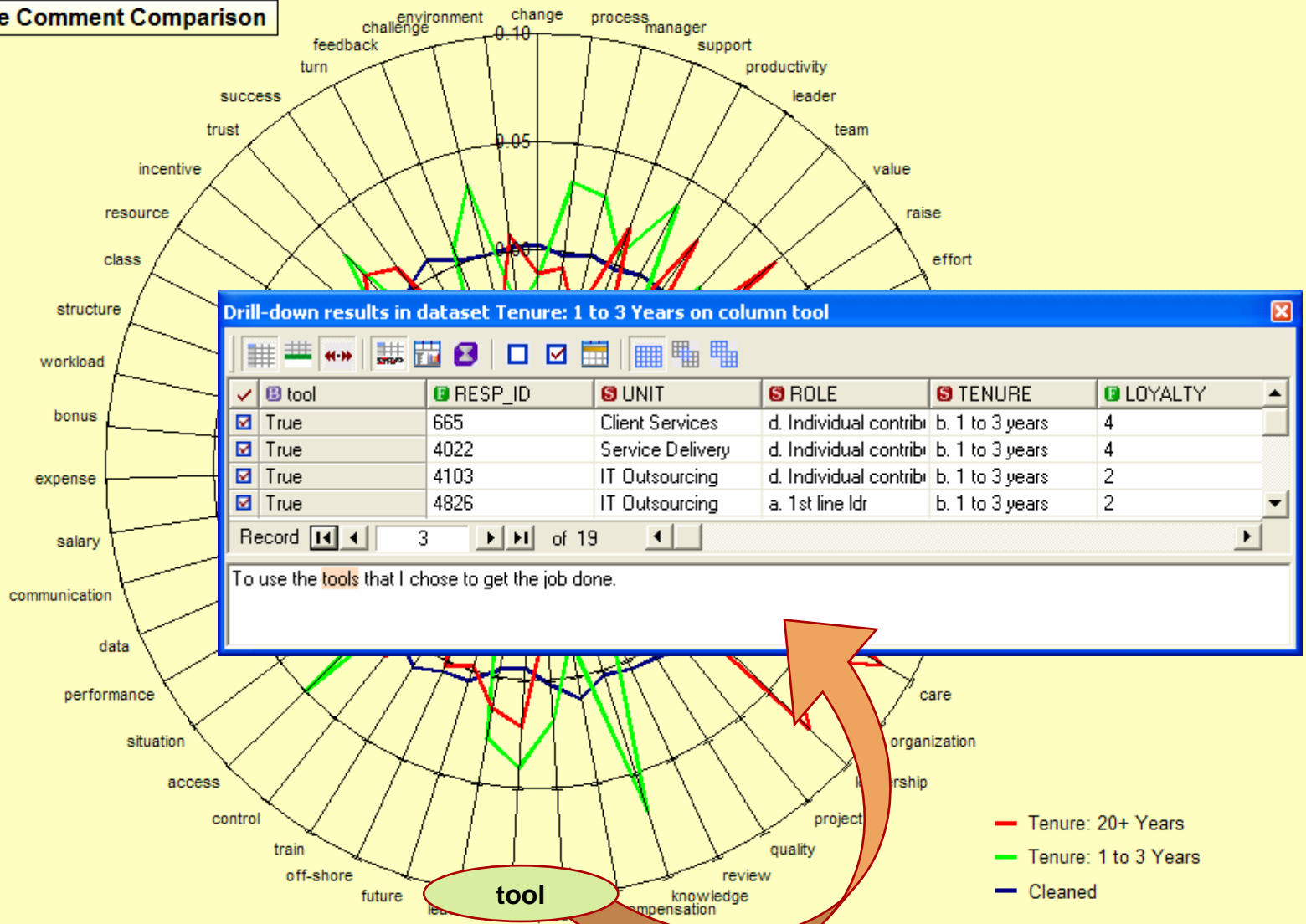
Snake Chart: *Drill-down*

Job Tenure Comment Comparison



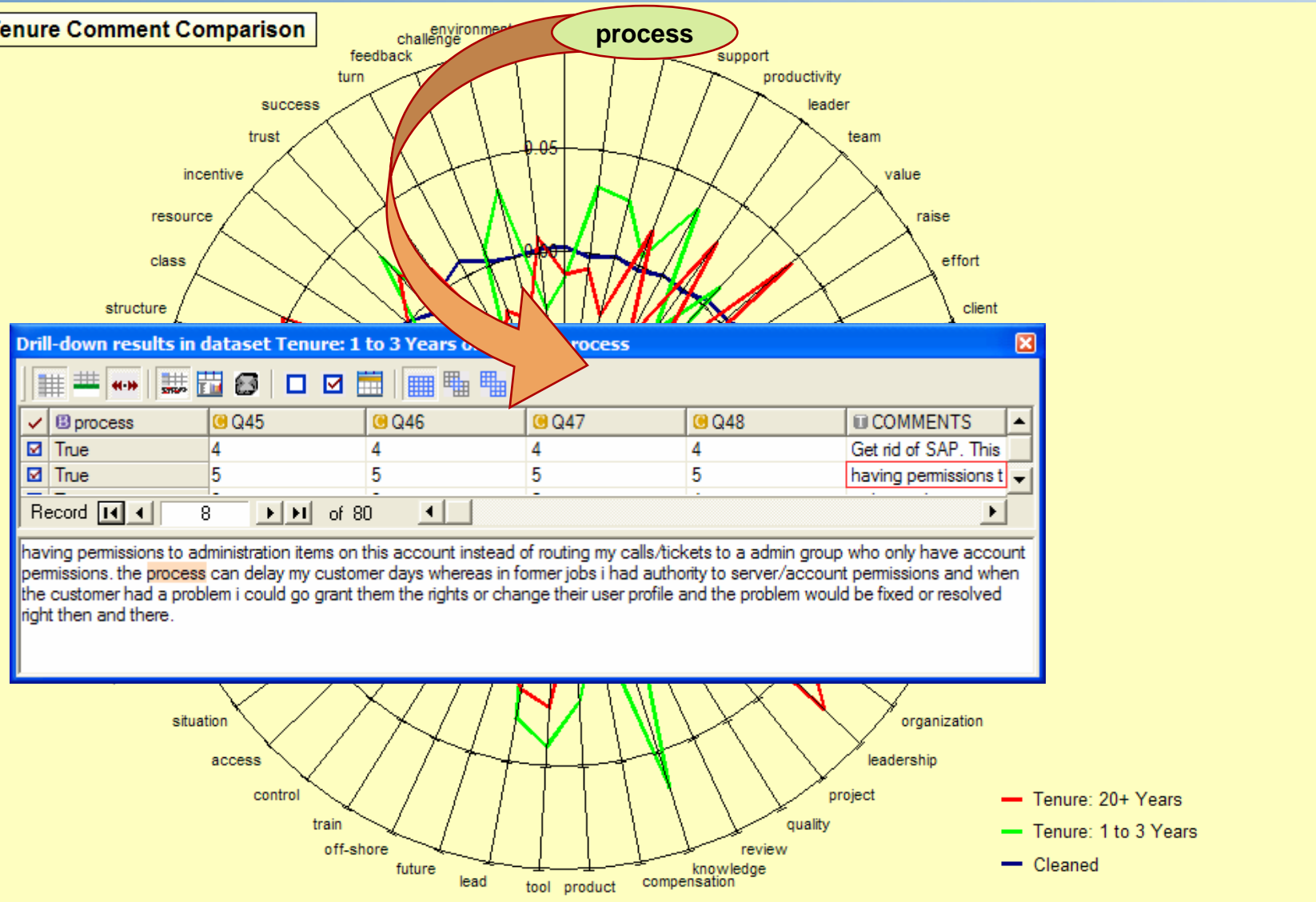
Snake Chart: *Drill-down*

Job Tenure Comment Comparison



Snake Chart: *Drill-down*

Job Tenure Comment Comparison



Drill-down results in dataset Tenure: 1 to 3 Years

process	Q45	Q46	Q47	Q48	COMMENTS
<input checked="" type="checkbox"/> True	4	4	4	4	Get rid of SAP. This
<input checked="" type="checkbox"/> True	5	5	5	5	having permissions t

Record 8 of 80

having permissions to administration items on this account instead of routing my calls/tickets to a admin group who only have account permissions. the process can delay my customer days whereas in former jobs i had authority to server/account permissions and when the customer had a problem i could go grant them the rights or change their user profile and the problem would be fixed or resolved right then and there.

- Tenure: 20+ Years
- Tenure: 1 to 3 Years
- Cleaned

Snake Chart: *Drill-down*

Job Tenure Comment Comparison

environment challenge process
feedback turn

Export of 80 records from Dataset - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Export of 80 records from Dataset

Project: Survey_Analysis
Join Type: Single
Number of Records: 80
Export Date: 06/06/05 23:17:11
Generator: PolyAnalyst 5.0.58

Drill-down results in dataset Tenure: 1 to 3 Years on column process

process	Q45	Q46	Q47	Q48	COMMENTS
<input checked="" type="checkbox"/> True	4	4	4	4	Get rid of SAP. This
<input checked="" type="checkbox"/> True	5	5	5	5	having permissions t

Record 8 of 80

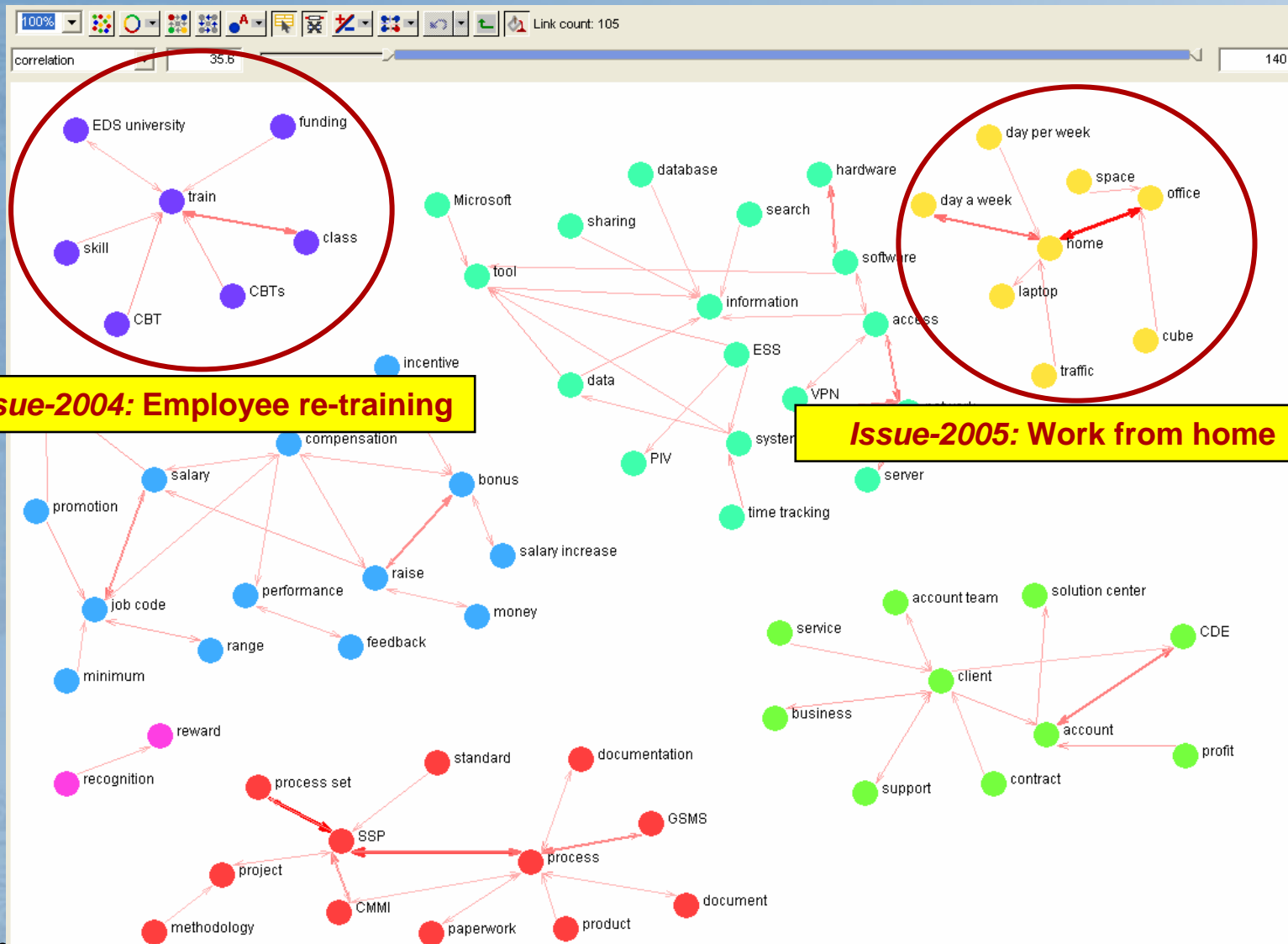
having permissions to administration items on this account instead of routing my calls/tickets to a admin group who only have account permissions. the process can delay my customer days whereas in former jobs i had authority to server/account permissions and when the customer had a problem i could go grant them the rights or change their user profile and the problem would be fixed or resolved right then and there.

UNIT	ROLE	TENURE	COMMENTS
Service Delivery	d. Individual contributor	b. 1 to 3 years	Revise delivery business processes
Client Services	d. Individual contributor	b. 1 to 3 years	Function outside all the internal processes that create barriers in getting work done. We are over-engineered in many areas!
Applications Delivery	a. 1st line ldr	b. 1 to 3 years	There are too many changes in management on this account. Since I have been here for 2.5 years there has been multiple CDEs DMs - and organizational changes too. We have been reorganized multiple times and are still in the process of refining the last reorg.
Service Delivery	d. Individual contributor	b. 1 to 3 years	Remove the fear of retribution for Standing Tall against the current processes. The Dont say anything just do your job! syndrome is the only way to keep the job and to continue to service the customer requirements. Optimal engineering may be correct but is seldom fast or cheap. To speak up even on purely technical issues or issues of waste would cause managers to see only the resultant delays and view the speaker as a non-player or unwilling to implement the flawed design. Go help you if you speak to the day to day tools issues or to the poor networking products being being accepted by managers in other parts of the tower.
Service Delivery	a. 1st line ldr	b. 1 to 3 years	Be given a system to use so that we can process future international non-air travel customers with their data circuit requests.
Service Delivery	d. Individual contributor	b. 1 to 3 years	Streamline processes too many antiquated systems and processes inherited from previous accounts that supporters are unwilling to change or simplify.

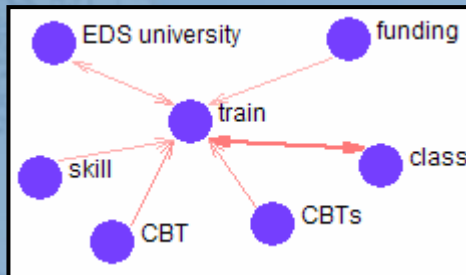
Done My Computer Created

future lead tool product knowledge compensation

Link Terms



Link Terms: *Drill-down*



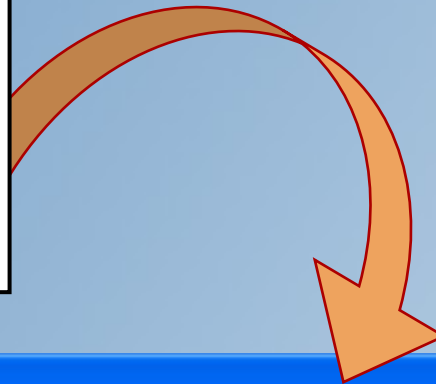
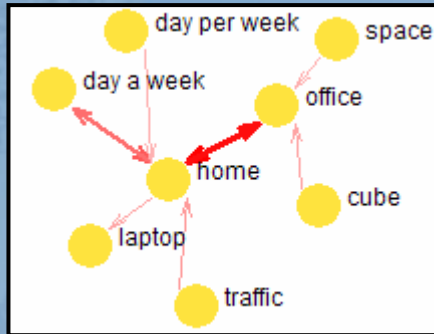
Drill-down results

COMMENTS	RESP_ID	UNIT	ROLE	TENURE	LOYALT*
Lower the number/cost of m	4081	Applications Delivery	d. Individual contributor	d. 5 to 10 years	2
I think within my work group	4724	Applications Delivery	d. Individual contributor	d. 5 to 10 years	3
EDS internal systems (time tr	7950	Applications Delivery	d. Individual contributor	d. 5 to 10 years	2
Ability to use down-time betw	10276	Applications Delivery	d. Individual contributor	e. 10 to 15 years	4
unfortunately the 2 items you	10313		d. Individual contributor	e. 10 to 15 years	3

Record 12 of 57

Ability to use down-time between projects to focus on training to improve/learn skills relative to job rather than have to hunt to find unrelated short-term projects just to be 100% billable.

Link Terms: *Drill-down*



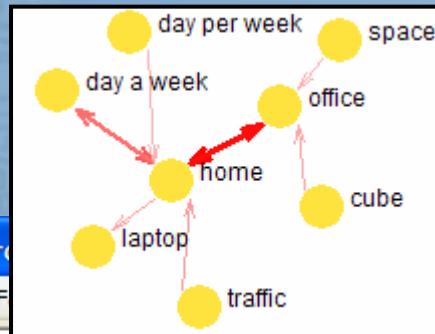
Drill-down results

COMMENTS	RESP_ID	UNIT	ROLE	TENURE	LOYALTY
<input checked="" type="checkbox"/> I am currently in a ca	27769	IT Outsourcing	d. Individual contribu	b. 1 to 3 years	1
<input checked="" type="checkbox"/> Work from home. Tr	28996		d. Individual contribu	d. 5 to 10 years	4

Record 6 of 6

Work from home. The office environment is usually too loud for me to take part in phone meetings without moving into a conference room. Also in my particular situation the commute time could be better used as work time from my home office. It would improve my mental attitude by not partaking in the traffic problems and allow me to be more productive.

Link Terms: Reporting

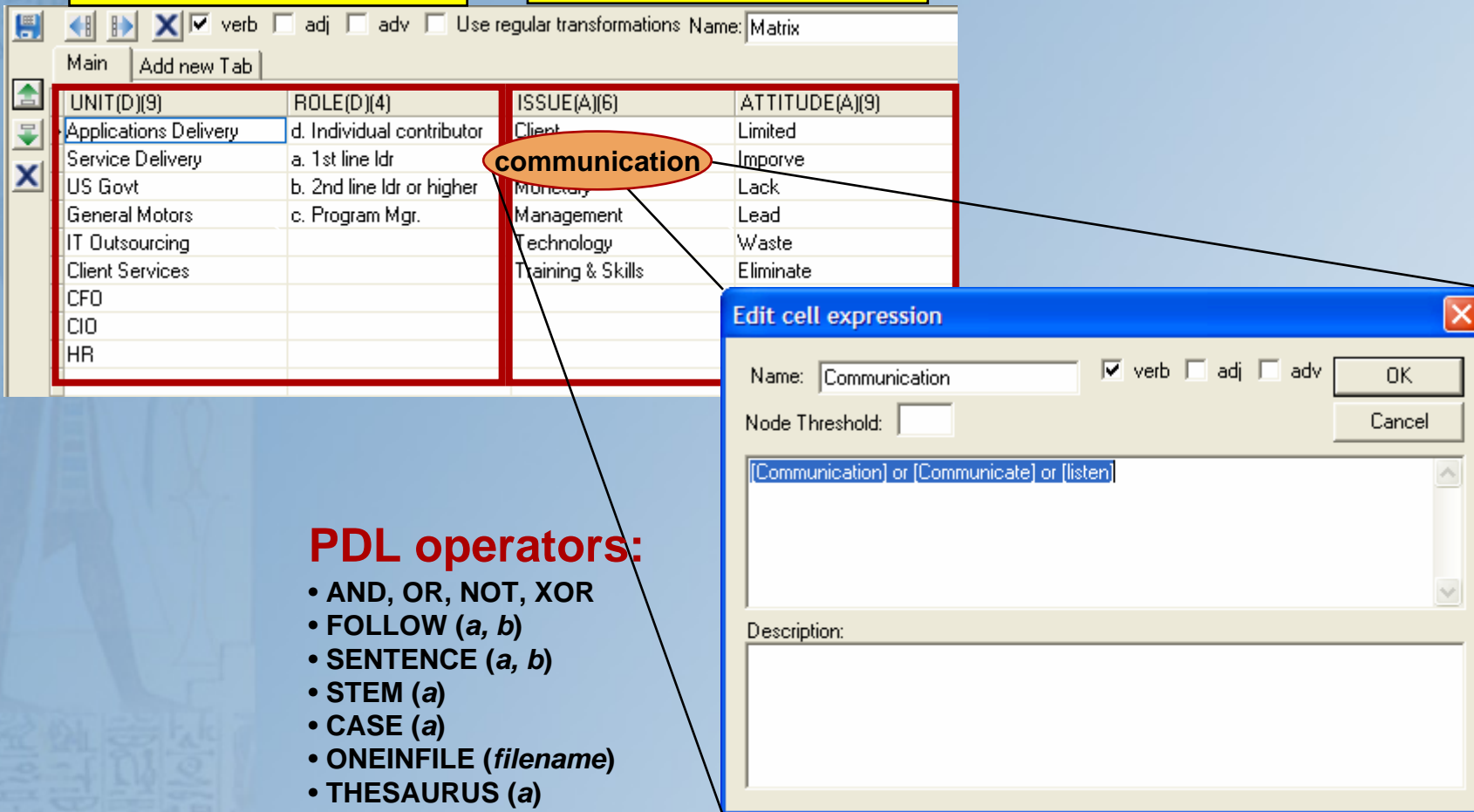


COMMENTS	UNIT	ROLE	TENURE
One thing that would increase my job satisfaction AND Productivity is allowing team members in Atlanta to work from home as frequently as other EDS solution centers do. It would save hours in traffic that could be spent working on account business. Allowing more people to work remotely could also save EDS money by reducing the amount of office space we rent. Definitely I expect my work performance to be reviewed by my manager and supervisors in order to insure I am still being very productive when working from home .	Applications Delivery	d. Individual contributor	e. 10 to 15 years
If I could change one thing in my day-to-day work to increase my job satisfaction and productivity I would move the entire account closer to my home . I dont want to work from home - I want everyone to come to me. I like the interaction with my team members and my internal/external customers. I live about 40 miles from the office and the drive time the price of gas and the aggravation of traffic cause me to sometimes question my level of satisfaction and the value of my contributions to EDS.	IT Outsourcing	d. Individual contributor	d. 5 to 10 years
The ability to work from home several days a week on an ongoing basis - reduces time in traffic reduces my cost of gas spend more time actually working than chit chatting at the office .	US Govt	d. Individual contributor	d. 5 to 10 years
Resolve the bottlenecks in the connecting networks. Everytime we improve our ability to communicate we improve team productivity. 1) Allow NETMEETING to be used between any EDSer connected on the EDS network. (specifically often connections from Plano to either the Garden of the Gods (Colorado Springs) or Sacramento IPC or VPN are limited and NETMEETINGS often may not be established) 2) Update the antiquated LAN bandwidth to speed connectivity between the teams and Plano hubs. Some of the equipment has been in the building for over ten years and has single failure points and limited bandwidth. The support teams realize there is an issue but must wait for it to decompose to implement correction action. 3) As more employees have laptops one of the growth areas has been backing up their PCs when they are in the office . This often happens during office hours when the normal business network traffic is also at its highest. (Laptops cannot be securely left at work to back themselves up overnight.) There is growing bandwidth requirement. Often employees note they have better bandwidth in their homes than they do at work.	Service Delivery	d. Individual contributor	f. 15 to 20 years

Text OLAP: Matrix definition

On structured fields

On narratives



UNIT(D)(9)	ROLE(D)(4)	ISSUE(A)(6)	ATTITUDE(A)(9)
Applications Delivery	d. Individual contributor	Client	Limited
Service Delivery	a. 1st line ldr	communication	Improve
US Govt	b. 2nd line ldr or higher	Monetary	Lack
General Motors	c. Program Mgr.	Management	Lead
IT Outsourcing		Technology	Waste
Client Services		Training & Skills	Eliminate
CFO			
CIO			
HR			

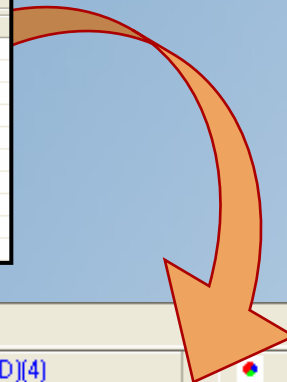
PDL operators:

- AND, OR, NOT, XOR
- FOLLOW (*a, b*)
- SENTENCE (*a, b*)
- STEM (*a*)
- CASE (*a*)
- ONEINFILE (*filename*)
- THESAURUS (*a*)


Text OLAP: Results

verb
 adj
 adv
 Use regular transformations Name: Matrix

UNIT(D)(9)	ROLE(D)(4)	ISSUE(A)(6)	ATTITUDE(A)(9)
Applications Delivery	d. Individual contributor	Client	Limited
Service Delivery	a. 1st line ldr	Communication	Improve
US Govt	b. 2nd line ldr or higher	Monetary	Lack
General Motors	c. Program Mgr.	Management	Lead
IT Outsourcing		Technology	Waste
Client Services		Training & Skills	Eliminate
CFD			Problem
CIO			Increase
HR			Decrease




UNIT(D)(7)	ROLE(D)(4)	ISSUE(A)(6)	ATTITUDE(A)(9)
Applications Delivery(3088)	d. Individual contributor(5729)	\$\$others(3005)	\$\$others(5111)
IT Outsourcing(1786)	a. 1st line ldr(638)	Client(1253)	Limited(460)
Service Delivery(1074)	c. Program Mgr.(301)	Monetary(823)	Eliminate(392)
CFD(392)	b. 2nd line ldr or higher(261)	Management(818)	Improve(321)
Client Services(344)	\$\$others(80)	Technology(396)	Problem(260)
CIO(216)		Communication(390)	Lack(192)
HR(109)		Training_Skills(324)	Lead(137)
			Decrease(70)
			Waste(61)
			Increase(5)




Text OLAP: Drill-down

Main

UNIT(D)(7)	ROLE(D)(2)	ISSUE(A)(6)	ATTITUDE(A)(6)
Applications Delivery(3088)	d. Individual contributor(6)	\$\$others(210)	\$\$others(27)
IT Outsourcing(1786)	a. 1st line ldr(1)	Monetary(52)	Improve(7)
Service Delivery(1074)		Communication(45)	Lack(3)
CFO(392)		Management(33)	Limited(2)
Client Services(344)		Client(22)	Lead(2)
CIO(216)		Technology(19)	Eliminate(2)
HR(109)		Training_Skills(11)	Problem (2)



Root -> UNIT:CFO(392) -> ISSUE:Communication(45) -> ATTITUDE:Improve(7)



UNIT	COMMENTS	Relevance	RESP_ID	ROLE	TENURE	LOYALTY	CONFIDENCE
<input checked="" type="checkbox"/> CFO	Improve communica	1	12033	a. 1st line ldr	e. 10 to 15 years	2	2
<input checked="" type="checkbox"/> CFO	Improve some of the	1	8902	d. Individual contrib	g. 20+ years	5	4
<input checked="" type="checkbox"/> CFO	1. Remove all repitti	1	4868	d. Individual contrib	b. 1 to 3 years	1	1

Record 5 of 7

Improve communication from senior management. It appears communication has become a one-way process i.e. from rank and file employee to leader. Leader-to-employee communication has ceased. Examples: little or no feedback on performance is given. Objectives are not communicated. Compensation policies are unknown. Senior leaders seem to play managers off one another rather than opening the lines of communication to build a cohesive atmosphere.

Text OLAP: Reporting

Export of 6 records from UNIT:CFO(392)->ISSUE:Communication(45)->ATTITUDE:Improve(7) - Microsoft Internet Explorer

File Edit View Favorites Tools Help Links

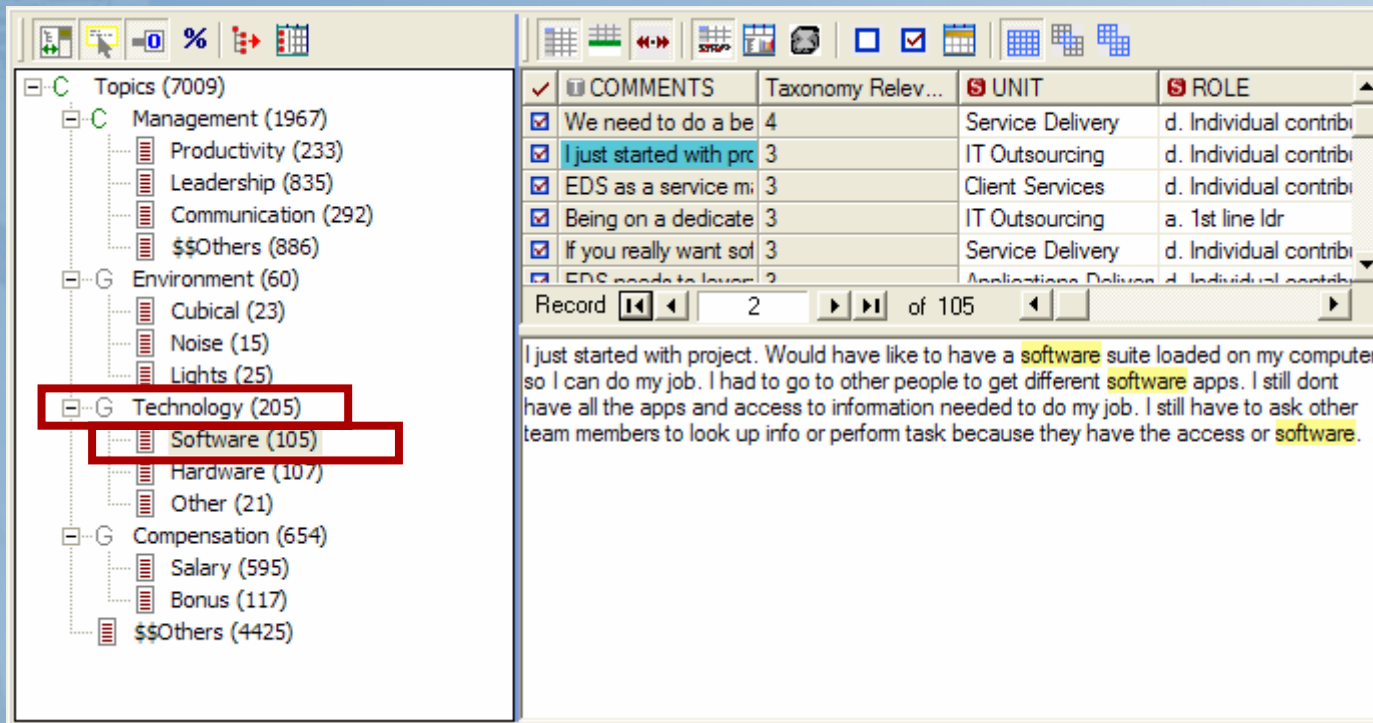
Export of 6 records from UNIT:CFO(392)->ISSUE:Communication(45)->ATTITUDE:Improve(7)

Project:	Survey_Analysis
Join Type:	Single
Number of Records:	6
Export Date:	06/06/05 23:51:27
Generator:	PolyAnalyst 5.0.569

UNIT	COMMENTS	ROLE	TENURE
CFO	My manager talks that your job is only worth so much. But when you look at other companies and magazines that tell you that the job is worth more then I dont think my manager looks at the value. Yes the job is worth that much but if you improve then you should get a raise. Another thing is that our group doesnt have the open door policy. The manager says talk to the Team leader not me. I think if we as a employee has a problem with the Team Leader then the leader should listen to us. The Team leader is not always right. The manager things so because all the leader hears is from the Team leader and gives the employees a cold shoulder. Why have open door policy when you dont have any where to turn.	d. Individual contributor	e. 10 to 15 years
CFO	A effective work group consist of strong communication shared values and knowledge within the group. This can be accomplished through staff meetings. This does not occur in our work group. This what I would impelemt to improve work quality and productivity.	d. Individual contributor	b. 1 to 3 years
CFO	Improve the openness of communication between levels of management. There appears to be some amount of fear in letting upper management know that reality may not be as it appears.	d. Individual contributor	e. 10 to 15 years
CFO	Improve communication from senior management. It appears communciation has become a one-way process i.e. from rank and file employee to leader. Leader-to-employee communciation has ceased. Examples: little or no feedback on performance is given. Objectives are not communicated. Compensation policies are unknown. Senior leaders seem to play managers off one another rather than opening the lines of communication to build a cohesive atmosphere.	a. 1st line ldr	e. 10 to 15 years
CFO	Improve some of the tools currently being used for communications . This would include a tool for people that work at home or behind the fire wall to communicate with each other like NetMeeting.	d. Individual contributor	g. 20+ years
CFO	1. Remove all repetitive non-productive and non-value added requirements and analysis - a sheer waste of time and human capital. 2. Add creative ideas and methodologies to save money not repeat past mistakes and improve communication within cross-functional teams	d. Individual contributor	b. 1 to 3 years

Done My Computer

Taxonomy Categorization



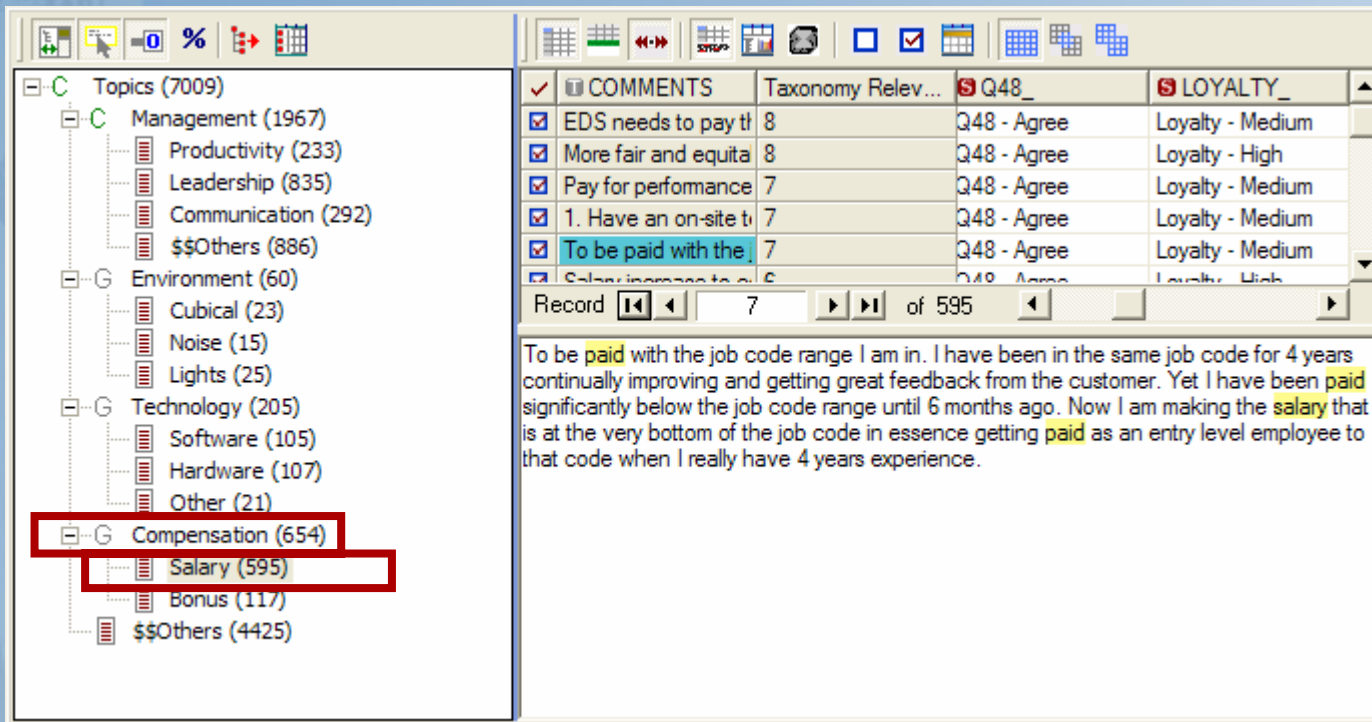
The screenshot displays a software interface for taxonomy categorization. On the left, a tree view shows a hierarchy of topics. The 'Technology' category is expanded, and the 'Software' sub-category is highlighted with a red box. Below it, the 'Hardware' sub-category is also highlighted with a red box. The right pane shows a list of comments with columns for 'COMMENTS', 'Taxonomy Relev...', 'UNIT', and 'ROLE'. The second comment, 'I just started with prc', is selected and highlighted in blue. Below the list, a text area displays the content of the selected comment, with the words 'software' highlighted in yellow.

COMMENTS	Taxonomy Relev...	UNIT	ROLE
<input checked="" type="checkbox"/> We need to do a be	4	Service Delivery	d. Individual contrib
<input checked="" type="checkbox"/> I just started with prc	3	IT Outsourcing	d. Individual contrib
<input checked="" type="checkbox"/> EDS as a service m	3	Client Services	d. Individual contrib
<input checked="" type="checkbox"/> Being on a dedicate	3	IT Outsourcing	a. 1st line ldr
<input checked="" type="checkbox"/> If you really want sof	3	Service Delivery	d. Individual contrib
<input checked="" type="checkbox"/> EDS needs to lever	2	Applications Deliver	d. Individual contrib

Record 2 of 105

I just started with project. Would have like to have a software suite loaded on my computer so I can do my job. I had to go to other people to get different software apps. I still dont have all the apps and access to information needed to do my job. I still have to ask other team members to look up info or perform task because they have the access or software.

Taxonomy Categorization



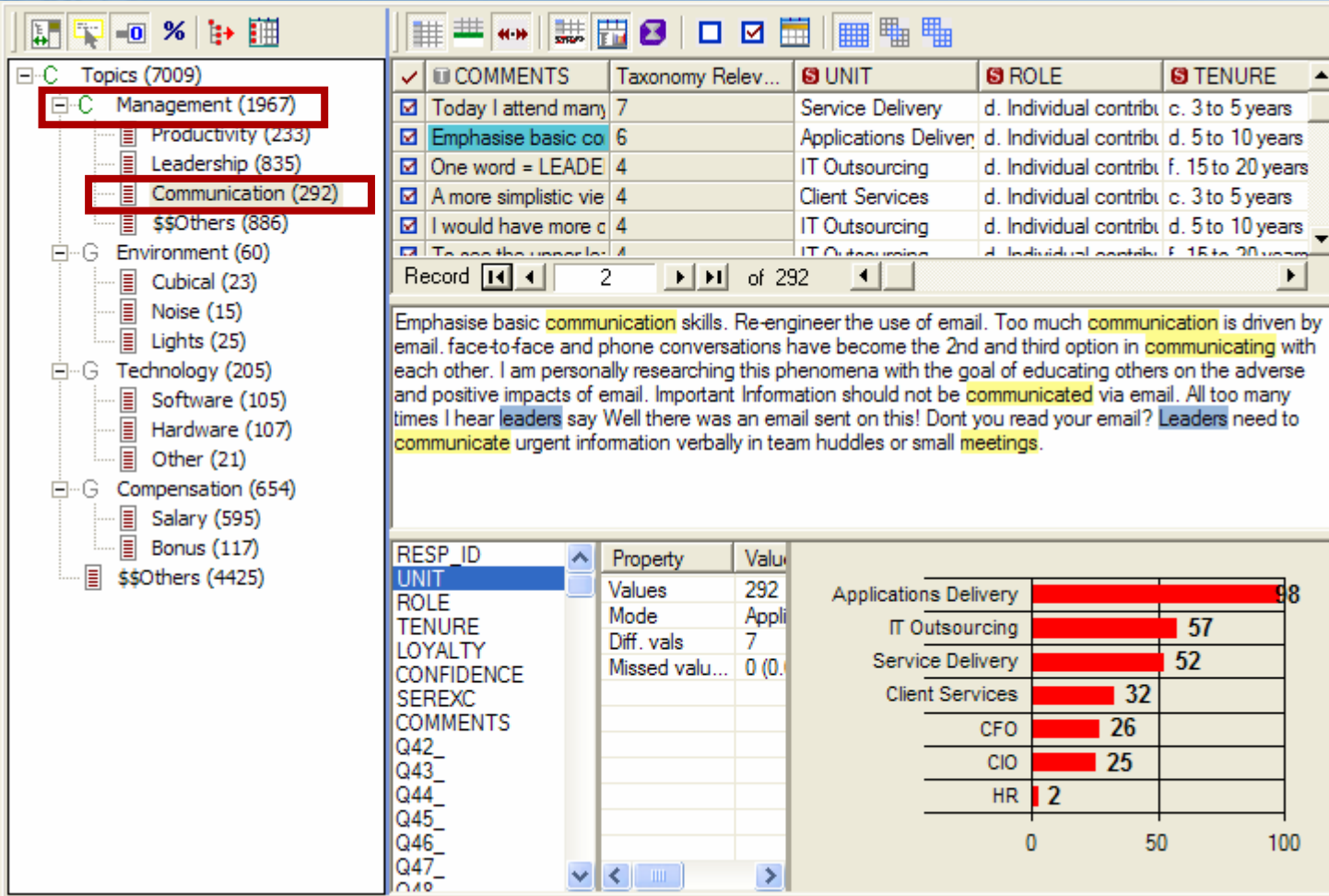
The screenshot displays a software interface for taxonomy categorization. On the left, a tree view shows a hierarchy of topics. The 'Compensation (654)' category is highlighted, with its sub-category 'Salary (595)' also highlighted. On the right, a table displays survey data for selected records. The table has columns for 'COMMENTS', 'Taxonomy Relev...', 'Q48_', and 'LOYALTY_'. The selected record (Record 7) has a comment about being paid below the job code range and a loyalty level of 'Medium'.

<input checked="" type="checkbox"/>	COMMENTS	Taxonomy Relev...	Q48_	LOYALTY_
<input checked="" type="checkbox"/>	EDS needs to pay th	8	Q48 - Agree	Loyalty - Medium
<input checked="" type="checkbox"/>	More fair and equita	8	Q48 - Agree	Loyalty - High
<input checked="" type="checkbox"/>	Pay for performance	7	Q48 - Agree	Loyalty - Medium
<input checked="" type="checkbox"/>	1. Have an on-site t	7	Q48 - Agree	Loyalty - Medium
<input checked="" type="checkbox"/>	To be paid with the	7	Q48 - Agree	Loyalty - Medium
<input checked="" type="checkbox"/>	Salary increase to a	6	Q48 - Agree	Loyalty - High

Record 7 of 595

To be paid with the job code range I am in. I have been in the same job code for 4 years continually improving and getting great feedback from the customer. Yet I have been paid significantly below the job code range until 6 months ago. Now I am making the salary that is at the very bottom of the job code in essence getting paid as an entry level employee to that code when I really have 4 years experience.

Taxonomy Categorization



The screenshot displays a software interface for taxonomy categorization. On the left is a tree view of topics, with 'Management (1967)' and 'Communication (292)' highlighted. The central table shows records with columns for COMMENTS, Taxonomy Relev..., UNIT, ROLE, and TENURE. The selected record (ID 2) has a comment about communication skills and is categorized under 'Applications Delivery'. On the right, a bar chart shows the distribution of this record across various roles.

Topic	Count
Management	1967
Productivity	233
Leadership	835
Communication	292
Others	886
Environment	60
Cubical	23
Noise	15
Lights	25
Technology	205
Software	105
Hardware	107
Other	21
Compensation	654
Salary	595
Bonus	117
Others	4425

COMMENTS	Taxonomy Relev...	UNIT	ROLE	TENURE
Today I attend many	7	Service Delivery	d. Individual contribu	c. 3 to 5 years
Emphasise basic co	6	Applications Deliver	d. Individual contribu	d. 5 to 10 years
One word = LEADE	4	IT Outsourcing	d. Individual contribu	f. 15 to 20 years
A more simplistic vie	4	Client Services	d. Individual contribu	c. 3 to 5 years
I would have more c	4	IT Outsourcing	d. Individual contribu	d. 5 to 10 years
To see the upper le	4	IT Outsourcing	d. Individual contribu	f. 15 to 20 years

Record 2 of 292

Emphasise basic communication skills. Re-engineer the use of email. Too much communication is driven by email. face-to-face and phone conversations have become the 2nd and third option in communicating with each other. I am personally researching this phenomena with the goal of educating others on the adverse and positive impacts of email. Important Information should not be communicated via email. All too many times I hear leaders say Well there was an email sent on this! Dont you read your email? Leaders need to communicate urgent information verbally in team huddles or small meetings.

Property	Value
UNIT	292
Mode	Appli
Diff. vals	7
Missed valu...	0 (0)

Role	Count
Applications Delivery	98
IT Outsourcing	57
Service Delivery	52
Client Services	32
CFO	26
CIO	25
HR	2

Taxonomy Categorization

Export of 292 records from Topics => Management => Communication - Microsoft Internet Explorer

<p>Emphasise basic communication skills. Re-engineer the use of email. Too much communication is driven by email. face-to-face and phone conversations have become the 2nd and third option in communicating with each other. I am personally researching this phenomena with the goal of educating others on the adverse and positive impacts of email. Important Information should not be communicated via email. All too many times I hear leaders say Well there was an email sent on this! Dont you read your email? Leaders need to communicate urgent information verbally in team huddles or small meetings.</p>	Applications Delivery	d. Individual contributor	d. 5 to 10 years
<p>One word = LEADERSHIP -I have been with EDS for 18 years and have seen a significant decline in leadership along with people care. I currently have the worst leader in all of my career with EDS. Some leaders are placed in positions the have no place being in let alone do they understand our business some cant even spell IT. PLEASE START re-training our leaders again or replacing them would be more effective and less time consuming. Lack of leadership skills.. you are either a leader or you are not a leader. Those left in the positions that are not stagnate entire organizations productivity. Luckily those people like me type A and motivated on their own are OKafor now. However those not just settle in their cubes and lay low and become even less productive. People care has been gone for over 6 years. Everyone is afraid to express opinions and ideas for fear of loosing their job. If you have a poor manager yet you are a valued employee your review is bias. I received 4* review from my peers and those I work with daily so positive that it brought tears to my eyes yet a significant difference from my manager - who does not know or understand or care what we do how long we work. Additionally I have never-ever been considered an average employee. Communication ы I look to other leaders and those above my Manager to receive adequate communication. Although the team communicates via status data bases etc heJKs blamed the differences in my PMP on communication. Funny how other even much higher leaders than he recognize my contributions but that does not help me with increase or bonusJK. Did I use the open door of course I did. I trust my managers - manager - I will hope and pray she sees issues because its an entire team not just me.</p>	IT Outsourcing	d. Individual contributor	f. 15 to 20 years
<p>A more simplistic view of EDS and how my work fits into the overall goal of the organization in terms other than being billable. The organization has been in constant change over the last 5 years and not one model has seemed to work. There is an indication that EDS does not model or implement change well. EDS does not seem to value the people that perform the work and its organization model has turned into an inverted triangle much too top heavy. People who are working hard and making sacrifices are not rewarded accordingly. It seems EDS thinks too hard on how to keep the status quo while communicating they are changing but things always seem to remain the same. Communication across the organization is inconsistent and difficult to understand. The organizational dynamics are so complex that the information communicated is not meeting the needs of the consultants delivering services. Navigating through EDS tools and services are also difficult because the information is not always clear. A good example of that is the way the Enrollment in 2004 health benefits were done. the PPO package was so confusing that people had to re-enroll. When you are traveling and located on a client site the last thing you need is a confusing deadline. You need the ability to get it done once and know it was correct based on the way the information was communicated. Employees dont feel like they can trust EDS and that the leadership does not really know what people want. I dont know how my new organization model is really designed to work. Any motivation I use in my work is strictly based on my own individual work ethics.</p>	Client Services	d. Individual contributor	c. 3 to 5 years
<p>I would have more open communication between the CDEs and the rank and file especially regarding processes involving SLs. While the team or project leaders maintain constant communication with the people providing the on site support there is little to reflect the executive teams management of the EDS/Business Client relationship at the lower levels. We have team meetings and the team leaders have mid-management meetings and information flows back and forth but there is no direct connection between top and bottom layers of the client delivery organization. There should be at least an annual Meet the CDE meeting with guest input by the CE. I dont even know who the CDE is. Note that this comment does not pertain to my administrative chain of command but rather my operational chain. However the survey selections refer to my adminstrative team in Service Delivery.</p>	IT Outsourcing	d. Individual contributor	d. 5 to 10 years

Benefits of text mining



Benefits

- ❖ **Dramatic cost reduction, quality and speed increase compared to manual statistical analysis**
- ❖ **Immediate visual perception of key problems reported by customers**
- ❖ **Objective data-driven analysis**
- ❖ **Automated monitoring of known problems and timely discovery of newly developing issues**
- ❖ **Utilization of 100% of available data**

Enterprise Dialog Analysis

- ❖ **Text Mining helps derive insights from**
 - Employee surveys
 - Customer surveys
 - Call Center data
 - Customer support correspondence (e-mail)
 - Customer complaint cards
 - Repair notes
 - Incident reports

Further Questions?

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