



HR Benchmark

## Job Application Path: Research, Findings & Recommendations

January 2011

## Introduction

The goal of this report is to document how users interact with the REI application in order to inform refinements of the layout and interaction design prior to development and deployment.

We changed vendors to ADP a little over a year ago. One of the drivers of this change was to incorporate retail hourly applicants in the online process and predictably there were many results.

- It increased the volume of people using the interface
- It changed the type of expectations job seekers might have
- It increased the number of pathways to navigate the user interface (UI)...
- Thus making the user interface much more complicated to navigate
- It increased the complexity of the functionality of the interface since more and different pathways were needed.
- It also made communicating to the applicants much more critical; instructional language was needed to clarify the multiple pathways and the brand needed to be very clear for the new applicant groups that might be unfamiliar with REI.

Given the number of changes that were brought on by the integration with the new vendor, some research seemed timely.

## Research

It is really hard to get feedback on a job application process. External candidates might believe that feedback on the application process will hinder their chances of getting the job. For internal candidates, there is little reason for them to review or offer feedback on the application process, since they successfully navigated the process and any feedback they might have is probably soon forgotten. We were able to gather information through two main veins; automated, unsolicited feedback and solicited feedback via testing.

### **Qualitative vs. Quantitative Feedback**

The biggest difference in the types of research seemed to be between quantitative and qualitative feedback; breaking these apart reveals the difference in the type of feedback that we are getting from users. The quantitative feedback highlights some larger issues with the interface and can express users frustration, but is not very specific about actual user interface (UI) issues. The qualitative feedback is very specific about where the UI is failing users, often reinforces the general themes of the quantitative research as well as picks up on more details that might enhance the users experience. But it isn't statistically significant. Quantitative research includes opinion lab feedback, ESC/HR feedback, and the questionnaire that I sent out to recent retail hourly hires. Qualitative feedback includes heuristic evaluations, cognitive walkthroughs and usability testing. For the most part the quantitative feedback was unsolicited and qualitative feedback was solicited.

### **Internal vs. External Feedback**

Another factor in the research was whether the applicant was currently an REI employee (an internal candidate) or not currently an REI employee (external candidate). The two groups have different entry points in to the application path, are asked different questions and offered different information about the job. Usability testing for internal candidates is somewhat more difficult; the employee successfully navigated the UI and is not new to the interface.

Following is a table outlining of the types of research done for this project.

**Types of Research Completed**

Type of Research	External	Internal
<b>Quantitative</b>	<ul style="list-style-type: none"> <li>Opinion Lab</li> <li>ESC/HR feedback</li> </ul>	<ul style="list-style-type: none"> <li>ESC/HR feedback</li> <li>Questionnaire to recent hires</li> </ul>
<b>Qualitative</b>	<ul style="list-style-type: none"> <li>Heuristic evaluation</li> <li>Cognitive walkthrough</li> <li>Usability testing</li> </ul>	<ul style="list-style-type: none"> <li>Heuristic evaluation</li> <li>Cognitive walkthrough</li> </ul>

**Applicant Paths**

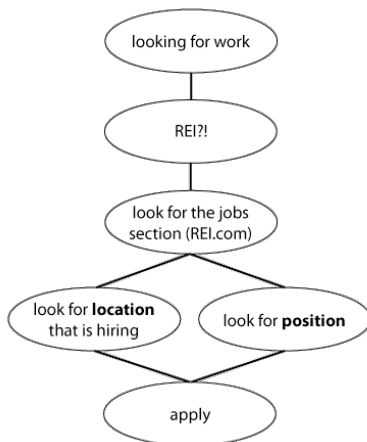
Because there are several groups with different needs, the “job application path” is in fact several paths based on the profile of the users. For this report we tested, compiled test information, gathered research, compiled that research and prepared recommendations. The compilation of the information naturally seemed to break in to application paths as the easiest way to document all three types of refinements that needed to be addressed.

There are four major pathways that we looked at during the course of testing; 1. Retail hourly 2. Salaried (HQ job) 3. Internal applicant 4. Returning users. Each of these has different needs that require special language, navigation, visual hints, entries field, etc... All four have refinements that need to be made to navigation, functionality and branding.

**User Mental Model**

Perhaps a greater difference than internal vs. external or quantitative vs. qualitative is the mental model that the users come to the application process with. The participants in the usability test were very clear that their expectations for their job research had a lot to do with the type of applicants they were pretending to be; retail hourly or a salaried position. The expectation was that a retail hourly employee would be looking to REI to provide with a *job* versus a salaried position with REI was considered a *career*.

**Job Search Mental Model**



## Findings

I have highlighted the findings in yellow.

### How the Mental Model Informed the Findings

The mental model of *career vs. job* colored almost aspect of users expectation around their job search; length of forms, time needed to complete a form, how many pages the form contained, the ease of tabbing the forms, the location of the job, the benefits around the job, the amount of frustration they were willing to put up with, etc... Participants referred to this frequently; here are some quotes.

“I wouldn’t fill this all out if I was applying for a cashier position”

“This is too much to ask for someone applying at the library. It would take way too long.”

“I would have stopped a long time ago if I was really applying for the cashier position.”

Several participants commented after completing both retail hourly and the headquarters flow that they were surprised that the retail hourly seemed more difficult and longer. This ran counter to what they assumed to be common sense. Users were clear in the belief that the retail hourly job flow should be as convenient as possible for the applicant; while a salaried position could take longer and emphasis qualifications that might need more

Type of job	Retail hourly (job): <i>convenience</i>	Salaried (career): <i>qualifications</i>
What is important to applicants	<ul style="list-style-type: none"> <li>• Location</li> <li>• Benefits</li> <li>• Desirability of employer</li> <li>• Suits lifestyle</li> <li>• Low-tech</li> </ul>	<ul style="list-style-type: none"> <li>• Position</li> <li>• Higher-tech</li> <li>• 9-5—no weekends</li> <li>• Problem-solving work style</li> </ul>

Obviously the two groups of users have different expectations. In response we came up with two sets of criteria for the interface. Moving forward this is our first finding.

Type of job	Retail hourly (job): <i>convenience</i>	Salaried (career): <i>qualifications</i>
<b>Mental Model Findings--</b> Application must be:	<ul style="list-style-type: none"> <li>• Make it easy and short</li> <li>• Users were resource constrained; they might not have access to or knowledge of computers</li> <li>• Users might be applying for many jobs simultaneously</li> <li>• Users did not have a lot of time; they would not be patient with a lot of redundancy or even a long form</li> <li>• As low-tech as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Longer forms and/or resume based and can be attached are ok</li> <li>• Higher-tech interfaces are ok</li> <li>• Users are looking for a good fit, not quantity of applications. More information about the position is better</li> <li>• Redundancy is not a good thing with this group either</li> </ul>

## Internal Application Path Findings

To get information on the internal application path is tricky because the route in to the interface is reserved for employees. We used three tools to get at some of this information; a questionnaire to recent hires, heuristic evaluation and cognitive walkthroughs.

We sent the following eight-question questionnaire via email to 20 recent retail hourly hires in the different regions.

1. How did you first hear about REI?
2. How did you know that they were accepting applications?
3. How long ago did you apply?
4. Is there anything that really stands out for you about the application process on the REI.com interface?
5. Is there anything that really stands out for you about the application process on the Profile page?
6. Is there anything that really stands out for you about the application process on the Online application page?
7. Is there anything that really stands out for you about the application process on the on-boarding interface?
8. Is there anything else that you would like to comment on?

**Internal Path Findings:** The response rate wasn't high and the responses varied quite a bit. However two themes stood out:

- Passwords and updating profiles was difficult
- The interface, while fairly straightforward, was too long

Given the feedback that we were receiving in other channels the first bit was new information, the second was confirmed via other types of feedback.

## Quantitative Findings

The quantitative feedback from users generally comes from email links or other type of anonymous (or potentially anonymous) feedback loops. This type of feedback is invaluable because users are more likely to be candid about their frustration or confusion when they are anonymous.

There are two places that we solicit feedback from users in the job section;

1. Opinion Lab survey link: can be found just above the footer on most of the web pages on REI.com.
2. Direct Feedback to HR: Scattered throughout the job section is the sub-title "Need Assistance", below that is an 800 number and an email link to jobs@rei.

**Opinion Lab** Opinion Lab is an online comment card for users to rate our web pages. This feedback is unsolicited.

The following research dates from the launch of the new job application, through October 2010. There were 83 contacts assessed; comments ranged across a wide spectrum.

As shown in the table below; roughly half of the contacts involve user confusion or complete inability to use the interface. Often the comments were so general that it was difficult to establish whether there was a bug/problem with the interface or there was user error involved. It is a pretty safe assumption that none of these folks were able to complete their applications.

Comments included:

- "I am unable to locate the employment application"
- "Where is the online application page located??? Can't find it!"

**Opinion Lab Findings** Here is a breakdown of the types of comments received:

Type of comment	Percentage
Can't figure out interface/can't access application/"doesn't work"	49%
Request for "Location" or "Search All"	22%
Out of state/country help	>2%
Random questions	24%
Follow-up requested	>1%

**ESC Feedback to HR** The Employee Service Center (ESC) is a second way that HR gathers unsolicited feedback from users. The ESC started responding to the feedback that comes from the job site on 10/23/2009. From 10/23/09 - 09/30/10, they have responded to 1,500 contacts; roughly 125 a month.

1460 external contacts (or roughly 91 contacts a month) have come in directly to hrhr@rei.com or via phone to the ESC since launch on 6/23/2009.

These numbers don't capture the internal contacts that have called on behalf of a candidate or those candidates that go directly to the stores with questions.

The greatest numbers of contacts come from candidates applying for retail, DC and DS jobs (high volume). These three groups of applicants often lack computer skills and thus might disproportionately reach out for assistance.

**ESC Findings** Here are some of the most common issues that applicants have, with percentage breakdowns:

1. About **10%** have difficulty finding a position or location.
2. Around **25%** have difficulty finding and updating their profile. This includes candidates trying to view applications that have already been submitted.
4. A double confirmation/save function is around **10%**.
5. Less than **5%** apply accidentally.
6. Around **20%** express confusion over whether or not an application has been submitted.
7. Occasionally candidates have issues with the system asking to select a location when a location is already selected.

### Qualitative Findings

The qualitative feedback is very specific about where the UI is failing users, often reinforces the general themes of the quantitative research as well as picks up on more details that might enhance the users experience. The qualitative feedback came from three different sources; heuristic evaluations, cognitive walkthroughs and usability testing.

**Heuristic Evaluation & Cognitive Walkthroughs** The users who were asked to participate in the heuristic evaluation and cognitive walkthroughs were given a set of specific instructions (See Appendix 1) and asked to review functionality and content of the job application process in order to inform a redesign.

The users were asked to apply to two types of jobs: a retail hourly job and a headquarters job and then asked to respond to seven research questions.

- Can candidates find the jobs section and appropriate application paths on REI.com?
- Are candidates finding the job and department information helpful, or is it “in the way”?
- Can candidates find jobs by title and location? Can this be improved?
- Can candidates register logout and then login again to their profile in the ADP system?
- Can candidates complete the ADP resume process? What are the areas for improvement?
- Can candidates complete the OLA? What are the areas for improvement?
- Are candidates getting a clear understanding of what it might be like to work for REI? This would include: company objectives, environment, priorities, benefits and initiatives.

**Heuristic Evaluation & Cognitive Walkthroughs Findings** Here are the major points made by the users in this process:

- It is confusing to find a position
- It is confusing to find a location
- There was a lot of redundancy in the interface, particularly from the profile to the OLA
- The is too much text
- The OLA interface layout needs to be fine-tuned; buttons made smaller, forms more carefully aligned, etc...

**Usability Testing** On November 29 and 30th we tested seven external candidates in a usability test at REI headquarters. We vetted the applicants using Gilmore Research; Gilmore used a screener provided by REI (Appendix 2). Each candidate walked through a variety of tasks based on a usability test plan that was drafted up (Appendix 3).

Candidates walked through entering their retail hourly online profile on REI.com, retail hourly “online” application (OLA), headquarters application profile on REI.com and returning to edit their profile.

**Usability Test Findings** While there are quite a few problems, the issues that are deemed the most pressing are:

1. Selecting a location is difficult to navigate.
2. Selecting a position is difficult to navigate.
3. There are four different ways to enter work experience/resume in the profile, yet the redundancy is not explained anywhere. This makes the process very confusing.
4. The confirmation message is not prominent enough on either the profile or the OLA.
5. The formatting of both (online profile & OLA) could be simplified to make it more scannable and less confusing. More information could be “ported” from the online profile to the OLA—so users would not have to reenter the information.
6. The path to “Edit a Profile” is not marked

Along with the issues, were several parts of the process that worked very well. The job descriptions proved to be very informative and helpful to candidates. The candidates also liked the process of entering fairly general information (on REI.com) to more specific information (in the OLA interface).

### Server Control & UI Findings

One of the challenges of working with any vendor is the issue of who controls and maintains what portion of the built work. Our relationship with ADP has many of the applicant path pages being updated and maintained on their servers. ADP sends REI a daily update and we send them a daily update of our information as well. A portion of the code used to drive the application process, is maintained by REI via CSS files that our front-end production team sends in these daily updates to ADP. This code is very complicated by CSS standards and is NOT our standard, site-wide CSS. This code mostly controls the styling of the pages, but also impacts the display of the “shell” navigation.

The entry point in to the UI is the REI.com portal (for instance the jobs homepage) that live on REI servers; the pages of the job application path are hosted by ADP. In the flow that follows, only the first page is controlled by REI, all the others are generated, stored, displayed and directly controlled by ADP.

To understand this more fully a user flow is helpful:

Current HR Application Process



**Server Control & UI Findings** Another reason that this user flow is helpful is that it explains the steps that HR has in place for processing applicants. The ESC feedback and REI HR employee feedback indicates that **the pain points for users seem to rank the pages in the following order:**

1. REI.com portal
2. OLA
3. Online profile

This finding was confirmed as we walked participants through the usability tests. **This finding directly informs the recommendation timeline.**

## Recommendations

### Types of Refinements

Since the launch of the ADP system it has become clear that refinements would help users complete their application process more easily. As we started to gather research several themes emerged. The issues seem to break down to three major areas:

1. Navigation: The navigation issues could be defined as the pathways through the application process
2. Functionality: How the software does or does not perform
3. Branding: The impression of REI that the applicants take away from the process

These areas align with the teams that need to work on the issues and can be broken in to three timelines. The navigation issues are predominantly the work that REI.com needs to tackle internally; this could happen during first quarter. For navigation changes we need to decide what changes we want to make, what changes are possible in our system and with ADP, priority for implementation and a timeline developed. The functionality is the area that needs to be tackled with REI and ADP working together; this could be addressed after the work on the navigation is completed. The brand issues need to be addressed between marketing and HR and can happen according to the timeline set up with those groups.

### General Recommendations

There are many, many recommendations that can be made to improve any interface. But prioritizing the changes is key to moving ahead. A few general recommendations for this interface would include:

- Make sure that nothing is broken
- Tackle the changes in the following order if possible; REI.com portal, OLA, online profile
- Make the branded experience a better fit with REI
- Make the user experience more consistent with the REI.com interface.
- The interface needs to work with both PC and MAC interfaces.
- Clarify the navigation on REI.com to expose an easier path to location and position, and to enter information on the forms.
- Make the internal applicant path clear and easy to reach
- Make it possible to return and update your profile
- Visually prioritize the forms and results on REI.com and the OLA to create more scannable pages; easier to see error messaging and confirmation messages.

### Page-by-Page Recommendations

There are four more reports that go in to the specific changes that might be considered on the four major pathways:

1. ahq\_pbp.pdf
2. retail\_pbp.pdf
3. ola\_pbp.pdf
4. internal\_pbp.pdf

## Appendix 1: Cognitive Walkthrough

### Study Overview

#### Scope of walkthrough

We need a review of the functional & content areas of the job center application process to inform a redesign. The three areas that this study will focus on are:

1. The process applicants go through on REI.com to find a job
1. The ADP resume process where candidates enter their profile information and
2. The Online Application Process or OLA.

We will create a rough breakdown of candidates in to two categories generalizing about their level of comfort with the application process and computer interface/technology. This breakdown also reflects the type of resume needed for employment in these two arenas:

1. Retail hourly & DC hourly employees
2. Headquarters, store management and DC management

### Research Questions

- Can candidates find the jobs section and appropriate application paths on REI.com?
- Are candidates finding the job and department information helpful, or is it “in the way”?
- Can candidates find jobs by title and location? Can this be improved?
- Can candidates register logout and then login again to their profile in the ADP system?
- Can candidates complete the ADP resume process? What are the areas for improvement?
- Can candidates complete the OLA? What are the areas for improvement?
- Are candidates getting a clear understanding of what it might be like to work for REI? This would include: company objectives, environment, priorities, benefits and initiatives.

#### User profile(s) and context of use:

Internal and external candidates applying via REI.com for hourly and salaried positions.

- Job seeker for retail hourly—internal and external
- Job seeker for DC hourly—internal and external
- Job seeker for retail supervisor—internal and external
- Job seeker for a headquarters salaried position--internal and external

### Generic UX Walkthrough Report Template

Evaluation Completed by: \_\_\_\_\_

URL: [www.rei.com](http://www.rei.com)

[www.REI.com](http://www.REI.com)

Date: \_\_\_\_\_

Heuristic reviews and cognitive walkthroughs were performed on a:

Computer type: \_\_\_\_\_

Browser & Operating System: \_\_\_\_\_

**Cognitive Walkthrough Worksheet**

**Scenario 1:** You are work at Pier One as a part-time sales person and you are looking for another job. You hear that REI is hiring and they have benefits. How would find out about medical care for you and your family?

Link	Usability Issues/priority

**Scenario 2:** You work at GI Joes in San Diego. You know that the REI store is hiring cashiers and you want to apply. How would you go about it?

Link	Usability Issues/priority

**Scenario 3:** You are an hourly REI employee at the Sacramento store. You know that the store is hiring a retail supervisor and you want to apply. How would you go about it?

Link	Usability Issues/priority

**Scenario 4:** You work at Nordstrom as a senior production artist. You see that REI is hiring and you want to apply there. How would you go about it?

Link	Usability Issues/priority

**Summary of Usability Issues Found**

All usability & accessibility issues found, in both the heuristic evaluation and the cognitive walk-through, should be placed in this section.

**Priority Legend:**

High = Task cannot be completed

Medium = Task completed with significant effort and failed attempts

Low = Task completed with minor complications and/or annoyance

Usability Issues/priority	Link	Suggestions for solution

**Positive Findings**

All positive findings, from both the heuristic evaluation and the cognitive walk-through, should be placed in this section.

Usability Positives	Evaluator

## Appendix 2: Screener: for HR Usability Study

Participant  
Name:

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Address:

---

E-Mail Address

---

Phone: (home)

(work)

---

Recruited by:

Date:

---

Confirmed by:

---

Recruited for:

November 22, 2010

Time:

November 23, 2010

Time:

Sessions:

Nov 22 9:30, 11:30, 1:30, 3:30

Nov. 23 9:30, 11:30, 1:30, 3:30

Hello my name is \_\_\_\_\_. I am calling on behalf of REI. Please be assured that we are not selling anything and that the information will remain confidential and be used for research purposes only. Do you have a few minutes so I may ask you some questions?

1. Have you applied for a job on a website within the past 6 months?

Yes	
No	Terminate

2. What best describes the type of job were you applying for? *(Read list)*

- Full-time salaried position
- Full-time hourly-pay position
- Part-time salaried position
- Part-time hourly-pay position
- Management position

3. What is your current work status? Are you... *(Read list)*

Working full time	
Working part time	
Currently unemployed	
A full time student	Terminate
A full time homemaker	Terminate
Retired	Terminate

4. What type of computer do you primarily use? Do you use...? *(Read list)*

- A Macintosh or other Apple computer
- Or, an IBM or IBM compatible computer

5. Do you use a computer with Internet access at home or at work? *(Read list)*

Yes, Home  
Yes, Work  
No

6. What is your comfort level when using a computer, would you say you feel... ? *(Read list)*

Extremely comfortable  
Very comfortable  
Comfortable  
Slightly uncomfortable  
Extremely uncomfortable

7. What do you do online? *(Read list and select as many as apply)*

Shop  
Read the news  
Watch videos  
Emailing  
Sharing Photos  
Using search engine to research or browsing for fun

Other \_\_\_\_\_

8. Have you participated in a focus group discussion or personal interview for market research within the past 6 months?

Yes	Terminate
No	

**Invitation:**

As a further part of this research, we are asking a small number of individuals like you to come to REI's headquarters in Kent for an interview on Internet use.

The interviews will be held on (Nov. 22 and 23) between 9 AM and 3 PM at REI's Headquarters in Kent. The interview will last approximately 60-90 minutes. Along with the discussion, you will be asked to perform several tasks on the Internet on a computer that will be provided.

As a thank you for your time and opinions, you will receive an REI gift certificate for \$75 at the conclusion of the interview.

Will you be able to take part and are you willing to perform these tasks?

Yes	-- (Continue)
No, but could do outside the time	HOLD
No	-- (Terminate)

**GREAT!** As I mentioned, the session will last approximately 60-90 minutes, but we ask that you arrive a few minutes before your scheduled appointment so we can start on time. If you need eyeglasses to read, please bring them with you. We will send you directions to the facility and a note confirming your appointment. But if you have any questions or want to check any of the details concerning this research, please call our offices at 1-800-999-4734 and ask to speak with Suzette Rise (spelled Ruys). We're counting on your participation and will look forward to seeing you on (date) at (time).

**Fill in information on front page for qualified respondents.**

## Appendix 3: Usability Test Plan

### Study Goals & Objectives

To observe and document how users interact with the REI application process in order to inform how to refine layout and interaction design prior to development and deployment.

This type of formative research will ensure that the customer viewpoint is the central focus of future design iterations of the job application—a practice that could ultimately help REI develop a larger pool of applicants by allowing more candidates to make it through the application process and lower their frustration level.

Another goal of this study is to benchmark the current level of ease with which users interact with the job application in order to measure the impact of future redesign efforts. According to Rubin and Chisnell (2008), benchmarking ensures that, “usability does not degrade as more functions are added to future releases” (pg. 36). This is important because—although design changes are usually fueled by the desire to improve a product or service—this is not always the final outcome.

### Study Research Questions

- Are external candidates having any trouble with finding the right job in the REI.com interface?
- Are external candidates having trouble creating an ADP profile?
- Are external candidates having trouble with the online application (OLA) interface?
- Are external candidates having trouble returning to the site to find and update their profiles?
- Are the “hourly” and “career” paths equally easy to navigate?
- Are the candidates getting sufficient confirmation for their application?

### Product Description

The job application process was upgraded on REI.com about one year ago. The decision was made to go with a new vendor who had a new application flow and to add the retail hourly process in to the online application process; formerly it had been done at the stores on paper. There are several different paths that an applicant can follow depending on whether they are an internal candidate, external candidate, an hourly applicant or a salaried applicant. Since its launch, applicants have complained about some aspects of the process. Some of the most commonly received complaints include:

- The REI.com interface is confusing for applicants to navigate.
- The ADP profile process is confusing and cumbersome; potentially lots of redundancy; there are four different ways to enter resume information.
- The Online Application Process (OLA) is long, time-consuming and at times confusing. There is a lot of overlap with the profile information.
- Returning users are having trouble finding and updating their profiles.
- Candidates are confused about whether their information has been submitted or not.
- UI glitches: changing the language on buttons, changing the position and color of buttons, moving forms next to each other etc....

### Study Methods

The baseline study will take place at REI Headquarters in Kent, WA at 9:30 am, 11:30 am, 1:30 pm and 3:30 pm: November 22 (Monday), and November 23 (Tuesday). There will be a total of eight sessions. We are anticipating that the participants will need

an hour and a half to finish the two tasks that we are asking them to complete.

Gilmore Research has been hired to find participants using the screener that we already submitted to them. The user profile follows.

Participants will be asked to sign a NDA and will be provided with the parameters of the test.

Participants will be asked to “talk and think aloud” while working on each task. This provides a running dialogue of the user’s cognition while working on a task, and generally yields insight into how the user interprets and problem solves while working through an interface. The fact that this may slow down participants will be taken into consideration, in this and future studies, when analyzing how long it took participants to complete tasks.

Sessions will be videotaped using Silverback and the time taken to complete each task will be recorded.

The test will gather three metrics:

1. **Task success or failure** – an assessment of the participants completion of the task or not. Participants fail a task when 1) they exceed the task time, 2) do not complete the task as prescribed, or 3) give up on a task. A participant is successful at a task when they complete the task unassisted and within the allotted task time.
2. **Task difficulty** – measured before and after the task to assess the perceived task difficulty and how difficult the task actually was to execute.
3. **Task satisfaction** – a measure of the user’s overall satisfaction with the experience they had completing the task.

#### **Recommended use cases to be tested**

1. External Candidate finding out about the benefits of an hourly employee
2. External Candidate applying for a retail hourly job
3. External Candidate updating an application to apply for a headquarters job

#### **User profile**

Eight to twelve participants will be recruited by Gilmore Research to participate in the study.

- Participants will be offered a \$100 REI gift certificate.
- A participant screener will be used to ensure that at least half the participants meet the REI Member User Profile: applied for a job online within the last six months, level of familiarity with computers, male/female mix is evenly split.

Screening questions will include:

1. Have you applied for a job on a website within the past 6 months?
2. What best describes the type of job were you applying for? (multiple choice)
3. What is your current work status? (multiple choice)
4. What type of computer do you primarily use? (multiple choice)
5. Do you use a computer with Internet access at home or at work? (multiple choice)
6. What is your comfort level when using a computer, would you say you feel... ? (multiple choice)
7. What do you do online? (multiple choice)
8. Have you participated in a focus group discussion or personal interview for market research within the past 6 months?

**User Tasks**

**Task 1**

You work at GI Joes in San Diego. You know that the REI store is hiring cashiers and you want to apply. How would you go about it?

**Use REI.com to apply for a job at the REI San Diego store.**

*Remember to talk and think aloud and to let the moderator know when you have finished working on this task.*

**Task 2**

You work at Nordstrom as a senior production artist. You see that REI is hiring and you want to apply there. How would you go about it?

**Use REI.com to go through the application process to apply for the senior production artist job.**

*Remember to talk and think aloud and to let the moderator know when you have finished working on this task.*

**Task 3**

You applied for the senior production artist, but realized that your phone number is incorrect in the application.

**Use REI.com login to the application process profile and update your phone number to (111) 111-1112.**

*Remember to talk and think aloud and to let the moderator know when you have finished working on this task.*

**Participant Task Ratings**

**Pre-Task Rating**

How difficult or easy do you think it will be to complete this task? *(Circle your response on the scale below. Please be as candid as possible in your evaluation.)*

1	2	3	4	5	6	7
Very difficult	Difficult	Somewhat difficult	Neither difficult nor easy	Somewhat easy	Easy	Very Easy

**Post-Task Ratings**

How difficult or easy do you think it was to complete this task? *(Circle your response on the scale below. Please be as candid as possible in your evaluation.)*

1	2	3	4	5	6	7
Very difficult	Difficult	Somewhat difficult	Neither difficult nor easy	Somewhat easy	Easy	Very Easy

How satisfied were you while working on this task? *(Circle your response on the scale below. Please be as candid as possible in your evaluation.)*

1	2	3	4	5	6	7
Very Dissatisfied	Dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Satisfied	Very satisfied