



YAHOO! HOTJOBS

JOB SEEKER PERSONAS



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GOALS

A research project was launched in response to needs expressed by the HotJobs team:

- * To develop a clearer picture of current and potential HotJobs users
- * To better understand the uses of HotJobs in the context of the job search
- * To support the development and targeting of Job Seeker product features

METHODS

The method for exploring the research questions is contextual inquiry. Recruited participants were interviewed in their homes, in the context of their typical job search activities. Meeting participants in the home makes it more likely for participants to report more accurately on their regular behaviors.

Interviews were conducted over a two-week period. Between interview days, interpretation sessions were held to crystallize the knowledge from each interview held on the previous day.

PARTICIPANTS

Ten Bay Area participants were recruited based on three market segments identified through a 2007 market segmentation as priority audiences for HotJobs:

- * Desperados (4 participants)
- * Serial Browsers (4 participants)
- * Company Enthusiasts / Focused + Confident (2 participants)

(See appendix for key characteristics of each segment.)

Participants were identified through a two-step screening process, consisting of an online survey and a follow-up phone screening. The follow-up phone screening was used to gauge the depth of participant's experience, and to ensure that each interview would be of value.

DELIVERABLES

Following field interviews and interpretation sessions, five personas were created to support product design and marketing campaigns, based on the data found in the contextual inquiries. The persona development was a joint effort between the UED and product management team and the design researcher, through interview support, interpretation session participation, and draft persona review.

The following pages present the personas resulting from the research effort and teamwork.

“I’m not looking for a beginner job anymore.”

Sam, 25

Fun-Loving Techie

Daly City, CA - Commutes 40min

IT Support, Geico Insurance



ABOUT SAM

Sam has always loved working with computers. He has earned money this way since high school, when a teacher got him a summer job helping the school board set up its network. After he started college, he found a part-time job as a network administrator at a small insurance company office near campus, and has been there ever since. Eventually he stopped taking classes, and now works basically full time. He's used to the work by now. His boss relies on him to keep the network running, but that usually isn't too demanding. He has plenty of time after hours to drive around in his sports car, go out with friends and play online games.

Lately, though, his expenses have become a problem. His car costs a lot to drive and maintain. He has some debt to pay off, too. He really needs to make more money, and he wouldn't mind doing something more challenging--especially if it meant other people could take care of the boring stuff. He's pretty sure he needs a new job.



It's been several months since this occurred to him, though, and he has yet to "get serious" about a job search. He looks on the big online job boards every few days--when he's bored or anxious about money--but he never applies to any jobs. One problem is that he doesn't have a resume. He claims he could "whip one up in five or ten minutes," but he hasn't

gotten around to it. Another problem, he says, is that he isn't "inspired" by the jobs he sees online. After all, money is his main concern and most "system administrator" or "network administrator" job listings don't even give a salary figure.

Rather than have to apply, he would prefer to talk himself into a new position. He's been doing some freelance work and recently he asked his client if this could become a full-time job.

He's also considered asking his boss for a raise, but he doesn't want to rock the boat at work. The best thing would be to get a job through a friend, but he hasn't mentioned his job search to his friends. "They don't know what I do," he says, and he doesn't want to tell them he's looking because if he doesn't find anything that would be embarrassing.

JOB CRITERIA

- * Higher pay than he gets now
- * Less expensive commute
- * Working with computers, not customers
- * Not entry level, more authority
- * A low-key, fun work environment
- * Same flexible work hours

More About Sam

LOCATION FOCUS

- * Likes his apartment and city
- * Can't imagine moving for a job

ONLINE SEARCH BEHAVIORS

- * Visits a few job sites every few days
- * Searches "system admin," "network admin"
- * Clicks on titles that look interesting
- * Looks up friends' jobs on Salary.com

OFFLINE SEARCH BEHAVIORS

- * Asked freelance employer to hire him
- * Checks the bulletin boards on campus
- * Looked up an employer from high school

IMPORTANT PEOPLE IN HIS SEARCH

- * Talks with ex-girlfriend about careers
- * His mother always asks about his future

PAIN POINTS

- * Unable to apply online without a resume
- * Figuring out what his "price" should be
- * Fears his friends will know what he makes
- * Fears his boss will think he's not loyal

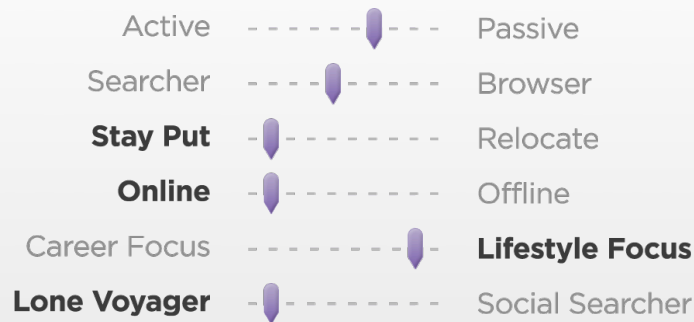
HOW HE'D LIKE TO FIND A JOB

- * Be introduced to employer by a friend
- * Talk directly to employer
- * Know for sure if he's qualified
- * Demonstrate his skills in person

GOALS

- * Maintain current lifestyle
- * Overcome current cash flow problems
- * Be recognized for his computer skills
- * Get respect from his friends

HOW HE MEASURES UP



“ I hate being judged on 1st impressions, I’m better 1-on-1.”

Patrick, 41

Frustrated Career-Changer

San Jose, CA

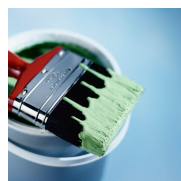
Unemployed



ABOUT PATRICK

After getting out of the Navy in his 20s, Patrick went to technical school and trained as an electrical engineer. He designed circuit boards for several years, but his company went under and then an illness in the family delayed his reentry into the job market. By then he had decided he disliked the “politics” of office life, he didn’t want to work in technology and at any rate his skill set was not very current.

He wants a different career, but there’s not much he feels qualified for, and his lack of confidence makes job-hunting harder. He’s been looking actively for a few months and hasn’t found anything stable. He worked as a delivery driver for a while, but he lost his car recently and had to stop. Sometimes he takes day jobs, like a painting gig he got through a friend.



He likes cooking and he’d ideally like to get into food service and become a chef eventually, but he knows he will have to “pay some dues” along the way. At this point, he says, he is willing to consider almost any kind of work. Sometimes he takes day jobs, like a painting gig he got through a friend.

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Every morning he borrows his roommate’s computer and looks through all the job listings on Craigslist. When he wants to apply to one, he takes down the phone number. He can’t email or send a resume because he doesn’t want to keep that information on someone else’s computer. He also looks in the newspaper classifieds once a week, and looks around his neighborhood for Help Wanted signs.

He feels isolated, and wishes he had more connections who could help him. He hates constantly asking his friends for leads, and they don’t usually have any. He shares his challenges in emails to his family. They’re supportive, but “they tell me what I would tell myself anyway.” Sometimes when he’s in a diner, he’ll ask the waitress how one might get a job as a line cook. If he could just talk with someone who has the kind of job he’s looking for, he thinks that would be the best information he could get.

JOB CRITERIA

- * Willing to consider almost anything
- * Pays enough to cover rent and expenses
- * No special qualifications required
- * A chance to break into restaurant work
- * Not a customer service or sales job
- * A fresh start

More About Patrick

LOCATION FOCUS

- * Metro area, will commute if it's affordable
- * Lacks the resources to relocate

ONLINE SEARCH BEHAVIORS

- * Checks local job board each morning
- * Scans all the jobs in his area
- * Clicks on jobs he might qualify for
- * Gets phone numbers – can't always access email

OFFLINE SEARCH BEHAVIORS

- * Picks up the newspaper once a week
- * Asks friends if they know of any jobs

IMPORTANT PEOPLE IN HIS SEARCH

- * Emails his family and asks for advice
- * Asks servers in restaurants about their jobs

PAIN POINTS

- * Creating and editing a resume
- * Printing resumes to take to job locations
- * Not having found a job after months of looking
- * Having to ask friends for help finding work

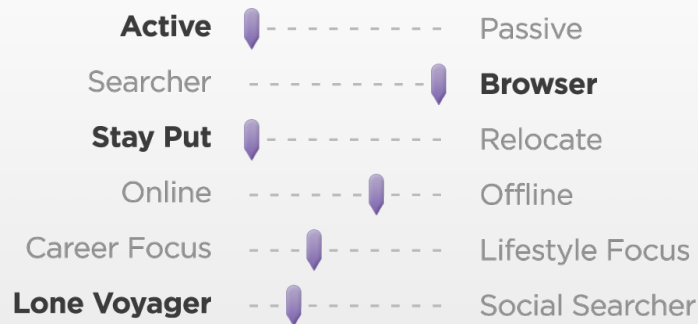
HOW HE'D LIKE TO FIND A JOB

- * See the place of employment for himself
- * Talk directly to the hiring manager
- * Willing to start at low pay and earn raises

PERSONAL GOALS

- * Have a reliable income
- * Be able to afford a car again
- * Have good news to share with his family
- * Reduce anxiety, be able to relax sometimes

HOW HE MEASURES UP



“I’m a fast learner. I feel I can pick up anything.”

Danica, 25

Striver Mom

Milpitas, CA - Commutes 15min

Administrative Assistant, Cisco



ABOUT DANICA

Danica has worked for a lot of different companies and she says her current employer is the best one she’s had. She provides administrative support to technicians at a product testing lab, an environment she enjoys. Along with her clerical duties, she also conducts some of the testing.

She was hired there as a temporary receptionist through a staffing firm, and was later offered a salaried position. In the six years since she has had four different positions at the lab. It doesn’t take long for Danica to get restless in a job, and she’s always looking for her next one, on her company’s internal HR site and on the web.

She browses the “office/clerical” category on a few job boards a couple times a week. She’s not interested in most of the jobs in the category, but likes seeing lots of things she’s qualified for. She used to have a resume online and sent out a lot more applications then, but she found that faxing was more likely to get a response, so she now faxes her resume to employers instead. When she’s not looking for herself, she’s checking on jobs for her younger sister and better opportunities for her husband.

Danica didn’t finish college, though the job she has now officially requires a college degree. In job descriptions, she looks for “or equivalent experience” after the education requirement and hates it when they say a degree is required.

The most important thing for her is flexible work hours. At her current job she’s free to work around her family’s schedule, “as long as you do your eight hours,” and her office is a short drive from both her home and the YMCA where her children have day care. If she could, she’d quit

working at an office and earn money selling the cards and invitations she makes. One benefit of this would be that she could live anywhere. There’s a company in Arizona her husband is interested in and if he gets a job there, they’d move. “Nothing’s really holding me here,” she says.



JOB CRITERIA

- * Has to work with her children’s schedule
- * Commute no longer than her current one
- * Health benefits for her family
- * Flexible hours
- * Something new, less boring
- * A family-friendly work culture

More About Danica

LOCATION FOCUS

- * Considering Arizona, otherwise would stay put
- * Wants to work close to wherever she lives

ONLINE SEARCH BEHAVIORS

- * Browses "office/clerical" category
- * Usually selects her local area
- * Applies via fax or on company website
- * Doesn't mind contacts by staffing firms

OFFLINE SEARCH BEHAVIORS

- * Home business making cards and invitations

IMPORTANT PEOPLE IN HER SEARCH

- * Looking for work for her sister, too
- * Talks with her husband about relocating
- * Her boss tells her about jobs at her company

PAIN POINTS

- * Getting no response to applications sent online
- * Confusing job titles
- * College degree requirement

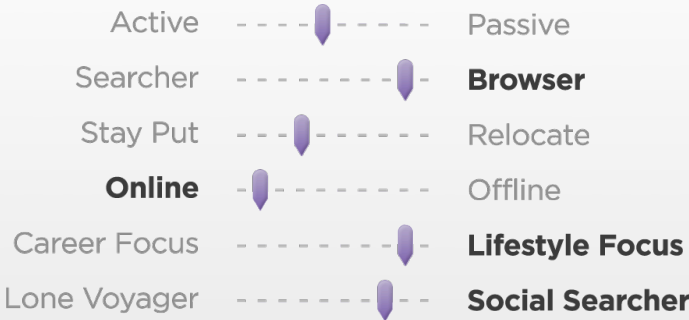
HOW SHE'D LIKE TO FIND A JOB

- * Apply and interview

PERSONAL GOALS

- * Buy nice things for the kids
- * Put money aside for college
- * Get her card-making business off the ground
- * Express her creativity

HOW SHE MEASURES UP



“I’m bored at work...
I need a new
challenge.”

Beverly, 48

Industry Veteran

Oakland, CA - 30Min Commute by Bus

Supervisor of C.S. Reps., Regal Medical Group



ABOUT BEVERLY

Beverly has had many different kinds of jobs, all in healthcare. After 20 years she is quite familiar with the industry and what opportunities are available to her. She has been a receptionist at a doctor’s office (“I would never do that again!”), provided home care to disabled people, worked for clinicians and insurers, even been a urinalysis tester.

She now supervises customer service reps at a medical group during the week and works from home some evenings and weekends as a dispatcher for a home care company. She complains about some of the “clueless” people she has to work with, yet she clearly feels comfortable in her positions and knows how to get things done.



She has always looked for ways to make extra cash, and she keeps looking even though she has two jobs. Online classifieds are her favorite source; she also scans the weekly ad circular that is delivered to her home and is signed up with several staffing agencies. “I like money,” she says frankly. Her grandkids are growing up and she loves buying them toys.

Her weekday job isn’t bad, but it’s boring and the pay could be better. Her dream is to land a job at one particular company with headquarters in the area. A nurse friend of hers works there and has told her about all the perks. “They treat their employees like gold,” she says. She has submitted her resume on that company’s HR site, keeps it updated and applies when jobs come up. She has interviewed there but hasn’t yet gotten an offer.

She is also considering getting a masters in social work, if she can get funding. She hopes that one way or another, she’ll find something that’s both challenging and offers job security.

JOB CRITERIA

- * A boss she can get along with
- * Accessible by public transit
- * Opportunity to train and mentor people
- * An office with a door
- * Educational opportunities
- * Basic benefits, some perks

More About Beverly

LOCATION FOCUS

- * Staying in the local area

ONLINE SEARCH BEHAVIORS

- * Browses healthcare category in local area
- * Checks websites of companies where friends work
- * Has résumé on job boards and company websites

OFFLINE SEARCH BEHAVIORS

- * She and coworkers share news of open positions
- * Hears from staffing firms she used to work for

IMPORTANT PEOPLE IN HER SEARCH

- * Former coworkers have referred her for jobs

PAIN POINTS

- * Staffing firms that don't listen
- * "Weird e-mail" from employers who find her online
- * Poor health benefits offered most places

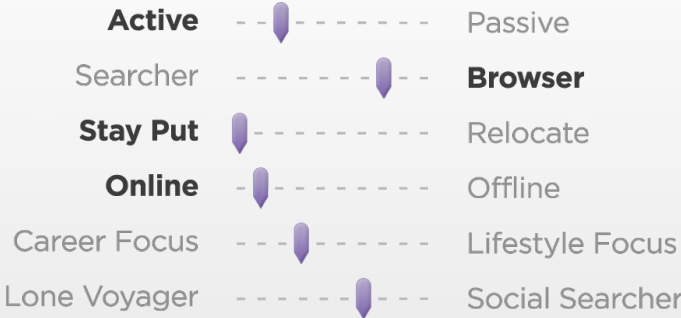
HOW SHE'D LIKE TO FIND A JOB

- * Get referred by a friend
- * Prepare for interview by talking to friends there
- * Get a full-time offer, not temp to permanent

PERSONAL GOALS

- * Help her children with money
- * Save for retirement
- * Make a difference in her community
- * Be an active member of her church

HOW SHE MEASURES UP



“I don't have a time frame - I'm waiting for the right job.”

Alma, 38

Savvy Networker

San Francisco, CA - Works from Home

College Admissions Counselor



ABOUT ALMA

Alma tells the students she counsels that networking is simple: All you have to do is tell other people your interests. She has found opportunities to do this at key moments in her career, and this has helped her to advance.



She got into the education field through jobs during college and graduate school. She started as a receptionist at a department office, then a professor she met helped her get a better job as a counselor.

She learned about her current job through a group of women she met at a conference. She spent weeks preparing for the interview and was thrilled to get the job, as an admissions outreach officer. Now she works from home but also gets to travel and meet people at the conferences and college fairs she attends.

Since getting engaged to a man from Chicago, though, she's been thinking about relocating and considering other kinds of work. She recently met a woman at the gym who works in HR and thinks that Alma could use her recruiting skills in the private sector, which Alma finds exciting. She's too busy with admissions to spend much time looking now, but since her fiancé is looking too, she finds time to browse the job sites every week or so.

At her career stage, she sees a lot of potential directions and will look carefully for the right one. Right now she's looking for companies to target and keeping in touch with people she has met in human resources. One of these contacts recently invited her to a professional networking website. She just signed up and is now building her network.

JOB CRITERIA

- * In or near a big city
- * Her fiancé needs a job in the same location
- * Time off, health insurance, 401K
- * More autonomy and flexibility
- * Opportunities to travel and attend conferences

More About Alma

LOCATION FOCUS

- * Might relocate to Chicago, Atlanta or L.A.

ONLINE SEARCH BEHAVIORS

- * Searches on job boards, applies on company websites
- * Before interview, looks on a map for traffic and parks
- * Finds jobs on an e-mail list created by a woman she met
- * Just signed up for LinkedIn

OFFLINE SEARCH BEHAVIORS

- * Attends education conferences and networks
- * Talks to other admissions people at college fairs
- * Looks in education journals

IMPORTANT PEOPLE IN HER SEARCH

- * Her fiancé, who is also job-hunting
- * Trades job tips with a group of women from a conference
- * Close friends tell her not to "get in a rut" at one job

PAIN POINTS

- * Doesn't know going salary in different locations
- * No time to look for jobs during her busy season
- * Lots of calls from recruiters, who "waste your time"

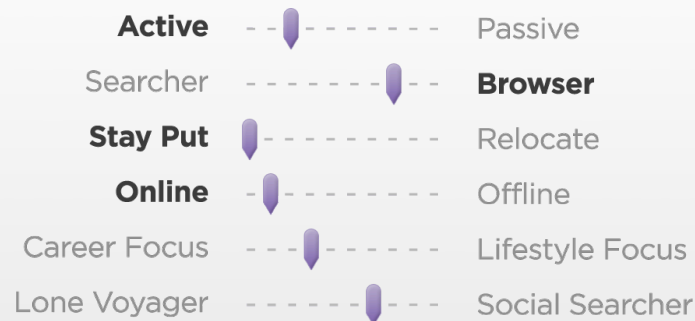
HOW SHE'D LIKE TO FIND A JOB

- * Have a contact at the company
- * Get referred by someone who knows her job
- * Demonstrate her skills during the interview

PERSONAL GOALS

- * Help pay for her upcoming wedding and honeymoon
- * Contribute to 401K
- * Keep learning, mentor others
- * Live well and have time to travel

HOW SHE MEASURES UP



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