

Andrew Williams

Prof. R. Myre

PTC 623

27 Nov. 2007

Assignment 5 – Audience and Task Analysis

Background:

The National Association for Multi-ethnicity in Communications (NAMIC) is a 501(c)(6) trade association that educates, advocates and empowers for multi-ethnic diversity in the telecommunications industry. NAMIC's Executive Leadership Development Program (ELDP) in association with UCLA Anderson School of Management provides education and mentor programs designed to help members develop their potential to gain access to the industry's executive suites. Their superiors who believe that their performance and potential puts them on track for future executive-level responsibilities must nominate members. Only a select few applicants each year are granted entrance to and graduate from the ELDP. To gauge the extent that NAMIC's programs have on the career paths of its participants, in August 2007, NAMIC emailed a Program Impact Survey to its past and present membership base. In the survey findings, as a group, the ELDP alumni displayed the greatest interest in networking, career development, work-life balance and workplace satisfaction issues. As well, 20% of the ELDP alumni responded in comments to open ended questions that they would like to see the NAMIC Web site, NAMIC.com, as a place to network and help resolve career development issues.

Audience Analysis Technique:

The technique used herein for the audience analysis is an Internet questionnaire entitled the ELDP Career Portal Survey. The Career Portal Survey is a follow-up to the Program Impact Study. The survey was emailed to the ELDP alumni subsection of the NAMIC membership database. The goal of the Career Portal Survey is to investigate further the ELDP alumni's specific interests in, usage of and desire for networking, career development, work-life balance and career related information on NAMIC.com.

Specifically, the areas of investigation in the survey are:

- Executive Coaching
- Career Counseling
- Mentoring
- Professional Networking
- Online community participation
- Job Search, Career Fair participation
- Job Posting
- Employment Recruiters usage
- Industry salary and employment trends information
- Work-life Balance issues
- Stress Reduction
- Spirituality in the Workplace
- Career-related resources supplemental to the Internet

The reason for the choice of Internet questionnaire as an audience analysis technique is that the ELDP members are located throughout the country and the questionnaire is the most efficient way to quickly solicit an adequate cross-section of responses from all ELDP alumni. Additionally, the favorable response by the ELDP from the Program Impact Study, an acceptable response rate on which to gauge the tendencies of the overall ELDP, set expectations for a similar response rate for the ELDP Career Portal Survey; 485 out of 1901 NAMIC members responded to the Program Impact Study, and of this 25.5% overall response rate, 39% of all ELDP alumni responded to the Study. See Appendix A for the survey questions.

Audience Analysis

The Career Portal Survey received a response rate of 36.3%. In survey results that measure the tendencies of the entire ELDP, respondents expressed a moderate to strong desire to have, in an online environment, information on career development, workplace satisfaction, work/life balance and other career-related topics. Toward that end, NAMIC is building a career development and workplace satisfaction portal that will be exclusive to ELDP alumni, the content of which will be based on the results of the ELDP Career Portal Survey.

Demographics

Ethnicity. 38% are of the survey respondents are 40+ years old, and at the next age level, 21% are 31-35 years old. 67% of respondents are female. The ethnicity of the respondents is largely African American at 62%; however the ethnic makeup is significantly inclusive of other groups:

- 12% Hispanic or Latino
- 11% Caucasian
- 7% Asian/Pacific Islander
- 5% Native American
- 3% Multi-ethnic or other

Industry Experience. Many of the ELDP are communications industry veterans. 46% have worked in the communications industry more than nine years, and at the next lowest level, 23% have worked in the industry between nine and 15 years. 19% have been in the communications industry for fewer than three years.

Compensation. In terms of compensation, 44% are compensated above the 90k/year level, with 28% of ELDP above 120k/year. The next largest group is 20% of ELDP who are in the 50-70k/year range.

Education. 43% have bachelor's degrees as their highest degree completed and 31% have completed post bachelor degrees, with the post bachelor's degree in the form of an MBA at 18%.

Employer. Most ELDP work for either a cable programmer/content provider or a cable operator, at 38% and 35% respectively.

Only 25% of respondents feel that they are on the right career path and at the desired career level. 75% responded they feel that they are not at the desired level in their career.

Professional Development, Work-life Balance and Career-Related Responses
Summary: 73% of ELDP responded that they strongly agree and 13% responding that they agree somewhat that they use the Internet to help find resolution to a career or

professional development decision. More than 67% say that they agree or strongly agree that Internet forums are a great place to share career experiences with others, and 75% use the Internet for professional networking. While few have authored a blog (9%), more than 67% of respondents read blogs at least once a month.

72% of respondents agree or strongly agree that a mentor would be helpful in fulfilling career goals and this number aligns with the percentage of respondents who feel that they are not at the desired level in their career.

The kinds of career development and job related services that the ELDP say they are likely to use on the Internet are job search and online career fairs at 71% and 54%, and 41% are likely to use an executive recruiter directory to help find a position. 43% say they are likely to post a position online. Personal branding is a service that 68% of the ELDP are likely to use, but only 51% are likely to use executive coaching or career counseling services. 20% say they are likely to use career transition services and this number is in line with the demographic of 19% of ELDP who have been in the communications industry three years or less.

73% of respondents strongly agree or agree that spirituality in the workplace can help job performance, and a combined 48% agree or strongly agree that meditative practices can help job performance.

Additionally, respondents generally agree or strongly agree that they use the Internet as a tool to find information about salary and industry trends, and work-life balance issues, salary negotiation and stress reduction. However, the Internet is not the exclusive source of information for the ELDP. 77% agreed or strongly agreed that print sources are necessary to supplement information that is exclusive to the Internet.

Persona

Name: Joan Cable

Title: Senior Sales Director

Company: Cable Communications Worldwide

Age: 35

Education: BA, Business Administration

Supervisor: Joan reports to the Executive Vice President of Sales.

Supervises: Joan supervises a team of sales and administrative staff of 15.

Summary:

Joan has been an employee of Cable Communications Worldwide (CCW), a cable content provider, for five years, and has worked in the cable industry for 9 years. Before joining CCW Joan worked as a Sales Director for several cable providers. Prior to entering the cable industry, Joan was a Sales Manager at several different network-affiliated local television stations. Joan's base salary at CCW is 70k/year and she makes an average of 60k/year in commission and bonuses. In her position as Sales Director at CCW, Joan has met or exceeded her sales goals every year.

Joan joined NAMIC to network with other professionals and to gain insight into professional development strategies. Joan's supervisor nominated her for NAMIC's Executive Leadership Development Program in August 2006. Joan was accepted into the program, and completed it in April 2007. Joan enjoyed the camaraderie and the knowledge sharing during the time spent in the ELDP and she would now like to continue to network and share information with other ELDP alumni.

Joan takes a commuter train to work each weekday to New York from New Jersey where she lives with her husband. She likes to spend the commute time reading books and publications that she referenced and purchased from her Internet searches. Joan spends over 50 hours a week at the office, takes work home with her and works nights and weekends. Joan doesn't want to work fewer hours; generally she enjoys her work but would like to feel less stress during the time that she does work. She attends church on Sundays and finds it to be a regenerative experience that she would like to have temper and inform her activities in the remainder of the week. Joan feels that religion's spiritual properties could be transferred into a holistic approach to work and life management that could help her strike a comfortable balance between her work life and home life.

Presently Joan feels her career has stalled and she would like to take her career to the next level. Joan accesses her LinkedIn account from home and work, and she also scans the job boards and executive search firm web sites. Joan has neither had a mentor nor

spoken to a career coach but now she believes that her career could benefit from counseling, coaching or a mentor relationship.

Constraints:

Joan does not have much time to spend on the Internet to browse for career and professional development information

Task Analysis

Task: Card Sort

The two techniques used for task analysis are card sort and observation with protocol analysis. A card sort was employed because the ELDP alumni generally do not have much time to spend on a Web site, and quickly locating the needed information is of the utmost importance. Observation with protocol analysis was used because the job search function on the site requires users to perform specific actions, and it would be useful to discover the choices that users take to complete the functions as well as to understand the reasons that motivate their actions.

The card sort was performed with five subjects who closely fit the audience analysis profile. Only one ELDP member was available to be a subject for the card sort. Of the other subjects, one is a NAMIC member and the remaining three are NAMIC staffers. The three female and two males subjects range in age from 32 to 59. Their education levels are three subjects who hold bachelor's degrees, and two subjects with a master's degree. The makeup of the bachelor's degrees is two in business administration and one in journalism. The master's degrees are one M.B.A. and one M.S. in communications.

All participants had extensive experience with the Internet. All used the Internet extensively for work, primarily research, and also all use the Internet to perform job searches and to look for other career-related information.

Card Sort Environment

The card sort environment for all participants was at their place of work. For Participants 1, 2 and 4, the exercise was conducted in their cubicles. For Participants 3 and 5, the card sort exercise was conducted in their office. For all of the sorts the atmosphere was quiet and the card sort was conducted without interruption and at a leisurely pace. All participants were given a thorough explanation of the purpose of the exercise and they were instructed how to perform the exercise.

Card Sort Results/Trends

Group Headings

Participants 1, 3 and 5 assigned six category headings, participant 2 assigned five headings and participant 4 assigned eight category headings. There are several heading names that appear often in participants' lists. For example, the heading "Mentoring" appears as a category name in four out of the five lists. Also, the category heading "Work-life Balance" appears verbatim in lists of participants 1, 3 and 5, with the variation "Work-life Balance Information" in participant 2's list. The term "Trends" appears in four of the five participant's headings. Participants 1 and 4 use the identical heading name of "Salary and Employment Trends," participant 5 uses "Employment Trends," and participant 2 uses "Tips & Trends."

The language that the participants used for their headings is generally reflective of the language used in the naming convention of the categories, with a few exceptions. These exceptions are, for example, that participant 2 uses words not used in any of the

item names to create the headings “Professional Development,” “Employment” and “Community,” and also, participant 3 creates the heading “Economic Indicators.”

However in many cases, participants used original wording combined with item naming conventions. For example, participant 5 uses a combination of a word used in item names with original wording to create the category heading “Careers By Design,” and similarly, participant 1 creates “Jobs Corner,” while participant 3 creates the “Career Advancement” heading. In a variation on the usage of the term “Job,” participant 3 combines it with “Search Tools” while participant 4 combines it with “Seekers,” and participant 5 creates the heading “Job Opportunities.”

Common Groupings

The participants unanimously grouped Stress Management, Spirituality and Mindfulness, and Work-life Balance information together in one grouping. Four out of five participants used “Work-life Balance” in naming the heading category; participant 4 named the category “Stress Management.” Four of the five participants also grouped “Become a Mentor” and “Find a Mentor” into a unique grouping named “Mentoring.” Four of the five participants also created a unique grouping for items “Industry Salary Trends” and “Industry Employment Trends.” Participant 2 grouped these two items in with “Resume Writing Tips” and “Salary Negotiation Tips.”

All participants grouped together the “Find A Job,” “Post a Job” and “Post Your Resume” items. Participant 5 created a unique grouping for these items, while the other participants folded these three items into groups with other items. Similarly, participants 1 and 4 created a unique group for the items “career counseling,” “coaching,” and

“personal branding.” Participants 2, 3 and 5 grouped these three items together with other items.

Participants 3 and 4 created unique groupings for blogs. Participant 4 also created a unique group for the “Online Networking Forum.” Participants 1 and 2 created a unique group that includes both the blog and the forum items.

Participant 4 is the only subject to create a unique group for the booklist. All other participants include the booklist item in the same category that they list the “Career Transitioning” item. For the “Executive Recruiter Directory” item, participant 5 is the only subject who did not include it in the same grouping with the items for “Find a Job” and “Post a Job.”

Final Category Headings

Six is the mode for the number of headings, and therefore the site will have six category headings. A Job Search category will be created that will include the “Find A Job,” “Post a Job” and “Post Your Resume” items that all subjects grouped together, and this group will also include items that three out of the five participants grouped together: Online Career Fair, Post Your Resume, Executive Recruiter Directory, Resume Writing Tips, Salary Negotiation Tips, Career Transitioning and Careers Booklist.

A unique category will be created for the items for “career coaching,” “counseling” and “personal branding.” While only two participants created unique groups for these items, the remaining items that the other three participants included with this grouping will be included in other category headings.

Since four of the five participants created unique groupings for blogs and forums, a “Community” grouping will be created to include these two items. Similarly, a

grouping will be created for “Salary and Employment Trends” since four of the five participants created unique headings for these items.

The final category will be the unanimous category of items for the “Work-life Balance” section.

The categories taxonomy and hierarchy is:

Job Search

- Find A Job
- Post a Job
- Post Your Resume
- Online Career Fair
- Executive Recruiter Directory
- Resume Writing Tips
- Salary Negotiation Tips
- Career Transitioning
- Careers Booklist

Coaching & Counseling

- Career Counseling
- Executive Coaching
- Personal Branding

Community

- My Career Blog
- Online Networking Forum

Mentoring

- Find A Mentor
- Become A Mentor

Salary & Employment Trends

- Industry Salary Trends
- Industry Employment Trends

Work-life Balance

- Work-life Balance Information
- Work-life Balance Quiz
- Workplace Stress Management
- Spirituality in the Workplace
- Mindfulness in the Workplace

Task: Perform a Job Search


For the observation and protocol analysis, the participants were asked to locate the job search form, complete the form, submit the form and verbalize their actions while

completing the form. The search form used for the analysis is a fully functional HTML prototype that contains a left navigation with a list of visible links to all pages on the site.

The form is a replica of a form in production on the site

http://www.blackenterprise.com/career/career_jobsearch.asp.

The environment. Three of the five participants who performed the card sort exercise were available to perform the Job Search Form task analysis. The locations for the observations were at participant 1's home and in participants 2 and 3 office cubicles. The exercises were performed at a leisurely pace and without interruption.


NAMIC

NATIONAL ASSOCIATION FOR MULTI-ETHNIC
 EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM ALUMNI

▼ Job Search

[Find A Job](#)

[Post A Job](#)

[Post Your Resume](#)

[Online Career Fair](#)

[Executive Recruiter Directory](#)

[Resume Writing Tips](#)

[Salary Negotiation Tips](#)

[Career Transitioning](#)

[Careers Booklist](#)

▼ Coaching & Counseling

[Career Counseling](#)

[Executive Coaching](#)

[Personal Branding](#)

▼ Community

[My Career Blog](#)

[Online Networking Forum](#)

▼ Mentoring

[Find A Mentor](#)

[Become A Mentor](#)

▼ Salary & Employment Trends

[Industry Salary Trends](#)

[Industry Employment Trends](#)

▼ Work-life Balance

[Work-life Balance Information](#)

[Work-life Balance Quiz](#)

[Workplace Stress Management](#)

[Spirituality in the Workplace](#)

[Mindfulness in the Workplace](#)

Find A Job

Find the right job with the right employer. Search our database of job listings of employers who are looking for people with your qualifications. The employers listed in our jobs database are targeting applicants with your skills and qualifications.

SEARCH JOBS
Help

Search Keywords:

Match: All Words Any Words

Search: All Text Job Title Only

Sort By: Relevance Date

City or US Zip Code:

State:

Country:

Radius:

Employer:

Category:

Desired Work Types:

Full Time

Part Time

Contract

Temporary

Internship

Summer

Include Jobs From: Direct Employers and Staffing Firms

Direct Employers

Staffing Firms

Posted Within:

Display: results per page

Show National Network Results

Figure 1. The Job Search Form

Observation: The site was loaded in the subjects' browsers and they were asked to locate the job search form on the site and then verbalize their actions as they completed the contents of the form. Each subject easily found the link for the job search form in the left navigation. Participant 1 immediately proceeded to fill out the form, and participants 2 and 3 both read the introductory paragraph on the page above the form. Each participant entered in their keyword of choice and all participants kept the default criteria for search, which are "Match All Words," "Search All text," and "Sort by Relevance." All participants then entered in their city and then chose their state from the drop-down list.

The form field to select the country of choice provides a long list of country names. None of the participants could easily locate "United States" in the list, even though the list is alphabetized. When prompted, participant 2 stated that she was "looking for United States but could not find it." Participants 1 and 3 also stated that they were having difficulty locating "United States." The subjects found the country name only after traversing up and down the list several times. Each participant then easily selected the job search radius.

All three subjects paused at the Employer selection list. Participant 1 stated that he was not sure of the relevance of the employer list and participant 2 said that she did not "see the point" of the list, and as well, participant 3 stated that he wanted to know "what the list meant."

All participants then easily selected their specific job category and also easily selected their desired work type.

None of the participants were sure about the choices for “Direct employers” or “Staffing firms.” Participant 1 stated that he was “pretty sure of the definitions” but was not totally sure what a selection would return in this context. All participants chose to keep the default selection rather than make a choice that might adversely skew their search returns.

All participants easily selected the job posting age and the search results per page. On the last selection to display “National Network Jobs,” all participants stated that they wanted an explanation of “National Network Jobs.”

Analysis. All participants performed the job search in the same sequence and the same number of steps by following the order of fields on the search form. The steps to perform the job search are:

- Locate the job search link
- Enter a keyword
- Select Word Match criteria
- Select Search criteria
- Select Sort criteria
- Enter Zip Code
- Select State
- Select Country
- Select Radius
- Select Employer
- Select Category
- Select Desired Work Types
- Choose to display direct employers, staffing firms or both
- Select Job Posting Age
- Select number of search results per page
- Choose to display National Network job results
- Click the search button

All participants had problems navigating the lengthy “Country” list. As a result, the “Country” drop-down list will be changed to make “United States” the default

selection. Since the overwhelming majority of ELDP alumni are from the United States, making this change will not adversely affect users.

None of the participants noticed the “Help” icon in the upper-right corner of the form. If the subjects had clicked on the icon, they would have been taken to a page that offers answers to questions on search ranking and search term options, but the help page does not offer answers for most of the items about which they expressed concern. For example, even though participants 2 and 3 read the introductory paragraph above the form that states that “The employers listed in our jobs database are targeting applicants with your skills and qualifications” they were still not clear on the exact meaning of the Employers drop-down list. Also, participants were not sure how the choices between “Direct employers” and “Staffing firms” would affect their results, but felt that choosing the default option would give them the best results. In addition, when subjects arrived at the last option on the form to choose “Show National Network Results,” participants stated that they would have liked to have an explanation for the significance of this option.

As a result, in order to give users immediate access to answers and explanations of form field options for which they may not be familiar, “question mark icons” will be added which, on mouseover, will provide pop-up boxes with explanations of field definitions. The task order and form field sequence of the form will remain the same.

**APPENDIX A: Survey Questions:
Career Portal Survey:**

1. How frequently do you use the Internet to search for career development information?

Everyday
Several times a week
About once a week
Several times a month
About once a month
Less than once a month

2. How frequently do you use the Internet to network with other professionals?

Everyday
Several times a week
About once a week
Several times a month
About once a month
Less than once a month

3. Where do you access the Internet when searching for career development information or to network with other professionals?

Work
Home
Both

**4. What professional development services are you likely to use on the Internet?
(Check all that apply)**

Executive Coaching
Personal Branding
Career Transition
Career Counseling

5. What career services are you likely to use on the Internet? (Check all that apply)

Resume Writing
Job Search
Online Career Fair
Job Posting

6. Would you like to serve as a mentor to someone?

Yes
No

7. How often do you read blogs?

Several times a day

Several times a week
Several times a month
Once in a while
Never

8. Do you currently author a blog or have you authored one in the past?

Yes
No

For the questions below please use the following scale to rate your answers:

5 Strongly Agree
4 Agree
3 Neither agree nor disagree
2 Disagree
1 Strongly Disagree

9. I use the Internet to help find resolution for a career or professional development decision

10. The Internet is a useful tool to search for industry salary information

11. I would like to have more information on salary negotiation

12. The Internet is a useful tool to search for information on industry employment trends

13. If I had a mentor I would be better able to fulfill my career goals

14. The Internet is a useful tool to search for recruitment or executive search firms

15. Print sources (book and magazines) are a necessary supplement for information exclusive to the Internet

16. Internet forums are a great place to share work experiences with others

17. I would like a better balance between my work life and my personal life

18. The Internet is a useful tool to find information on work/life balance issues

19. The Internet is a useful tool to find information on stress reduction

20. Spirituality in the workplace can help my job performance

21. Using meditation practices in the workplace can boost job performance

ABOUT YOU:

How many years have you been working in the Communications industry?

1 year of less

1 – 3 years

3 – 5 years

5 – 9 years

9 – 15 years

More than 15 years

What type of company do you work for?

Ad Pre/Interconnect

Ad Agency/PR

Association

Cable Operator/MSO

Computers

Equipment/Hardware Supplier

Cable Programmer/Content Provider

School, College or University

Research Consultant

Publisher/Guide

Other

What is your ethnicity?

African American

Asian/Pacific Islander

Caucasian

Hispanic or Latino

Native American

Multi-ethnic

Other

What is your gender?

Male

Female

What is your highest degree completed?

High School Diploma

High School Diploma Equivalency

Some college or vocational training

Associate Degree

Baccalaureate

Post Baccalaureate

JD

Post Baccalaureate – MBA

Post Baccalaureate – MS/MA

Post Baccalaureate – Other

What is your current total compensation before taxes (i.e., base salary plus bonus)?

Under \$30,000

30,000 - \$50,000

50,001 - \$70,000

70,001 - \$90,000

90,001 - \$120,000

120,001 - \$150,000

150,001 - \$200,000

More than \$200,000

How would you describe your current situation?

I am on the right career path but I have not yet reached the job/level I desire

I am on the right career path and I have reached the job/level I desire

I am not on the right career path