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Master Thesis

Developing an Online Interview Training platform for Swiss job seekers

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ABSTRACT- ENGLISH

The development of new technologies and global digitalization has opened new doors for opportunities in almost all areas of our lives, including education and job search. The latter is considered quite an energy-consuming and complex process. It includes steps such as writing and posting CVs, finding suitable jobs, sending applications for those jobs, and finally passing job interviews. A digital interview training tool that includes feedback functionalities can help users improve their interview skills and support them on their job search journey. Underserved job seekers are considered the population that may benefit most from such a digital interview training tool. The purpose of this master's thesis was to develop and conduct usability testing of InterviewApp, a digital interview training tool, using quantitative and qualitative research methodology. The study results showed that users found InterviewApp easy and intuitive to use. The feedback functionality was highly appreciated by users, especially the ability to request feedback from HR experts.

Keywords: *job seekers, digital interview training, interview skills, interaction design*

JEL Classification : *J60, J640, I2*

ABSTRAIT- FRANÇAIS

Le développement des nouvelles technologies et la numérisation mondiale ont ouvert de nouvelles portes à des opportunités dans presque tous les domaines de notre vie, y compris l'éducation et la recherche d'emploi. Cette dernière est considérée comme un processus complexe et fastidieux. Il comprend des étapes telles que la préparation et la publication de CV, la recherche des emplois appropriés, l'envoi de candidatures et, enfin, la réussite des entretiens d'embauche. Un outil numérique d'entraînement à l'entretien qui inclut des fonctionnalités de feedback peut aider les utilisateurs à améliorer leurs compétences en matière d'entretien et les soutenir dans leur recherche d'emploi. Les demandeurs d'emploi peu qualifiés sont considérés comme la population qui pourrait bénéficier le plus d'un tel outil numérique d'entraînement aux entretiens. L'objectif de ce mémoire de master était de développer et de réaliser des tests d'utilisabilité d'InterviewApp, un outil numérique de formation aux entretiens, en utilisant une méthodologie de recherche quantitative et qualitative. Les résultats de l'étude ont montré que les utilisateurs ont trouvé l'InterviewApp facile et intuitif à utiliser. La fonctionnalité de feedback a été très appréciée par les utilisateurs, en particulier la possibilité de demander le feedback d'experts en RH.

Mots clés : chercheurs d'emploi, formation numérique à l'entretien, compétences en matière d'entretien, design d'interaction

Classification JEL: J60, J640, I2

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1 INTRODUCTION

1.1 Context

The development of new technologies and global digitalization have opened doors to new opportunities in almost every area of our lives. In addition, the recent COVID-19 global health crisis has led to a dramatic increase in the use of digital technologies because of the rules of social distancing and nationwide lockdowns. Use of internet services increased from 40% to 100%, compared to pre-lockdown levels (De, Pandey and Pal, 2020). Consequently, these trends and events require significant changes in *how* we do things. The *how* has an impact on the economy, on society, and on quality of life, posing serious challenges to the labor market and in particular, to one of its most important actors: job seekers. Hiring new employees through digital platforms (including online interviews) is becoming increasingly popular (Fernández-Macías, 2018); and with the COVID-19 pandemic, this method has become a necessity¹² (Jones and Abdelfattah, 2020).

This raises a question: How can we help job seekers to better prepare for digital job interviews in new reality?

This master's thesis will contribute to the development and improvement of the InterviewApp project, an online interview training platform, that will allow underserved Swiss job seekers to improve their interview skills. It will be an automated interactive online platform with video recording capabilities where participants will be provided feedback for self-improvement. The goal of this master's thesis is to develop the holistic user experience of the platform and to evaluate if it can indeed help users improve their interviewing skills.

¹ [Conducting Interviews During the Coronavirus Pandemic | AAMC](#)

² [Job Interviews Go Virtual in Response to COVID-19 \(shrm.org\)](#)

1.2 Research problem

The job search is a stressful and time-consuming process for job seekers. It involves a number of activities: identifying a suitable position, creating a CV, finding and applying for open positions as well as preparing for and going through interviews.

The last and most intense part of the job search is the interview, where the candidate will be asked, among others, some common questions for his/her evaluation. Whether or not a person gets the job largely depends on the success of the interview³ (Odeku, 2015). While there are many resources with useful information for interview preparation, none of them, at least none of the open-source ones in Switzerland, provide opportunities to practice in realistic interview conditions.

The InterviewApp should provide users with such an opportunity. It should enable the public to prepare for job-interviews in realistic conditions, provide platform functionalities for self-evaluation, as well as evaluation by third parties.

This research will examine the user experience on the interview training platform, focusing on the usability, features and functionalities of the application. User evaluation will be based on the constructs of the Self-Determination Theory (SDT) (Ryan and Deci, 2000). Several tests will be conducted to monitor users' interactions with the platform, identifying pain points and confusing situations for improvement.

Main Target Audience

Among job seekers, the following groups are considered underserved and presumably would benefit the most from the application: people with low levels of education, immigrants, low-skilled professionals, and people who have been actively looking for work in the last months as explained in the literature review section.

³ <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/interview-critical-hiring-process.aspx>
<https://www.apaservices.org/practice/ce/tools/interview>

1.3 Research questions

The main research question (RQ) of the wider study is: How would an online interview training and feedback platform help in improving and supporting basic psychological needs for job interview motivation?

Since the study will last 6 months, the author will not have the opportunity to see the long-term results and answer the main research question. Nevertheless, the following co-questions related to platform development and improvements will be answered.

The first two research questions focus on categories of the most popular interview questions. The most common interview questions and their categories will be gathered from the literature review and online resources. An online questionnaire will be conducted among HR-experts to validate them as well as their flow for integration into InterviewApp.

The latter two RQs focus on functionalities of the platform and user experience. InterviewApp will be tested with the end-users in order to gather their quantitative and qualitative feedback and implement improvements.

RQ1: What are the most common job interview questions to include in the InterviewApp that will resemble a real job interview experience in training?

RQ2: How to build an interview training questions' flow to make it as close to reality as possible?

RQ3: What features and functionalities of the InterviewApp do the users appreciate the most following the trial? What are their pain points?

RQ4: What are the specific design elements that could improve the user experience of the InterviewApp as per the results of the usability testing?

1.4 Scope of the thesis

In scope:

First, a literature review is conducted to demonstrate how well researched the topic is and the existing successful practices which are presented.

The knowledge gained from the literature review was validated by HR experts using an online questionnaire.

The designed methodology of research is presented. This includes the Questionnaire-based research method, Implementation and User centered design approach (UCD).

For UCD, the validated survey results were integrated into InterviewApp and a usability testing protocol was created to test the application with users.

In total, two usability tests were performed. The first usability test is conducted to identify the pain points of the application, the second - to test the applied improvements.

Finally, the results of the study are discussed, as well as limitations and areas of further research.

2 LITERATURE REVIEW

This literature review consists of four sections. The first two sections examine current labor market trends from the perspective of recruiters and job seekers to determine how useful InterviewApp can be and which audiences can benefit the most from it. The third section examines the situation of the Swiss labor market and the impact of the global COVID-19 pandemic on it. The fourth section is devoted to the design of the application and its functionalities.

2.1 Recruiters

With global digitalization, which has led to an increase in the use of Internet services and the development of new communication technologies, companies have begun to use digital tools more frequently for resource management and recruitment. The use of IT technologies and their innovative solutions has changed the way HR professionals deal with various HR activities. Nowadays, many corporations use online platforms such as job boards, corporate recruiting sites, and social networking sites in their online recruitment practices (Allen, Mahto and Otundo, 2007; Baykal, 2019; De, Pandey and Pal, 2020). Sultana and Sultana (2017) state that online recruitment, or e-recruitment, typically involves the use of technological expertise and web-based capital to invite, screen, cross-test, interview and select the best candidates. For example, large corporations such as Nestlé, Phillip Morris and Pictet Group use their own platforms to find employees. These platforms allow visitors to browse available jobs with full descriptions, create their own profiles for future searches and submit resumes. If the candidate passes the screening and relevant tests, he or she is offered an online or offline interview. The final step in recruitment is candidate selection, which involves evaluating candidates through an interview process in order to predict their performance (Gupta and Kumar, 2014). While interviewers may have received professional or at least practical training prior to the first job interview, job seekers are often left to fend for themselves (McCarthy and Goffin, 2004; Langer *et al.*, 2016). Tross and Maurer (2008) states that interview training is an opportunity to improve interview skills and gain a competitive advantage over other candidates.

In addition to global digitalization, the effects of the global COVID-19 pandemic, such as nationwide lockdowns, and social distancing norms have forced us to work and study remotely.

This has led to an increase in the use of video conferencing and content delivery services, for example, Zoom has seen a tenfold increase in usage (De, Pandey and Pal, 2020).

Summarizing the above points, from a recruiter's perspective, one of the main options to maintain recruitment activities in the new reality is the use of online interviews as the final step in the recruiting process for hiring new employees⁴⁵ (Jones and Abdelfattah, 2020).

2.2 Jobseekers

As a result of ongoing globalization and digitalization, the skills needed to enter and advance in the labor market are undergoing profound changes. Consequently, the demand for high-skilled jobs is steadily increasing compared to low-skilled jobs (B. Dachs, 2018; OECD, 2019; M. Cherubini, T. Dillahunt, 2021). This inequality could be reduced by adult learning systems, including digital learning systems, that help working adults or job seekers maintain and improve their skills (Dillahunt and Lu, 2019; OECD, 2019). Despite this, participation in training varies widely, with those most in need of training being the least trained because they are less likely to have access to resources for training and career development. These groups include low-skilled professionals, foreigners, the elderly, displaced workers, those whose jobs are most at risk of automation, workers with precarious jobs, and those with low levels of education (OECD, 2019; Gubian and Marchand, 2020; M. Cherubini, T. Dillahunt, 2021). Today's digital interview training tools should help applicants with limited resources develop and refine the skills and pathways necessary to meet their aspirations (Langer *et al.*, 2016; Dillahunt and Lu, 2019).

2.3 Impact of COVID-19 pandemic

Moreover, the evolution of the labor market was marked by the COVID-19 pandemic. The average annual number of unemployed in Switzerland for 2020 is 145,720 people, an increase of 38,788 people or 36.3% higher than in 2019. This results in an average annual unemployment rate for the year 2020 of 3.1%, which is 0.8 percentage points higher than 2019 (2.3%). The

⁴ [Conducting Interviews During the Coronavirus Pandemic | AAMC](#)

⁵ [Job Interviews Go Virtual in Response to COVID-19 \(shrm.org\)](#)

annual average number of job seekers for 2020 was 230'017. This figure corresponds to an increase of 48,219 persons (+26.5%) compared to 2019 (Gubian and Marchand, 2020⁶).

The top three economic sectors with the most workers registered as unemployed in 2020 in Switzerland were: trade, maintenance and repair of automobiles – 13.8%, hotel and restaurant industry – 10.1% , building and civil engineering - 10% (Gubian and Marchand, 2020).

More than half of the registered unemployed in Switzerland in 2020 have the following occupations: direct service personnel, tradesmen and salespeople - 19%; elementary occupations - 17%, administrative workers - 14.7% (Gubian and Marchand, 2020).

One element to highlight is that among all the unemployed in Switzerland, 47.15% were foreigners and 70% do not have university education, which aligns with our target population selection (Gubian and Marchand, 2020).

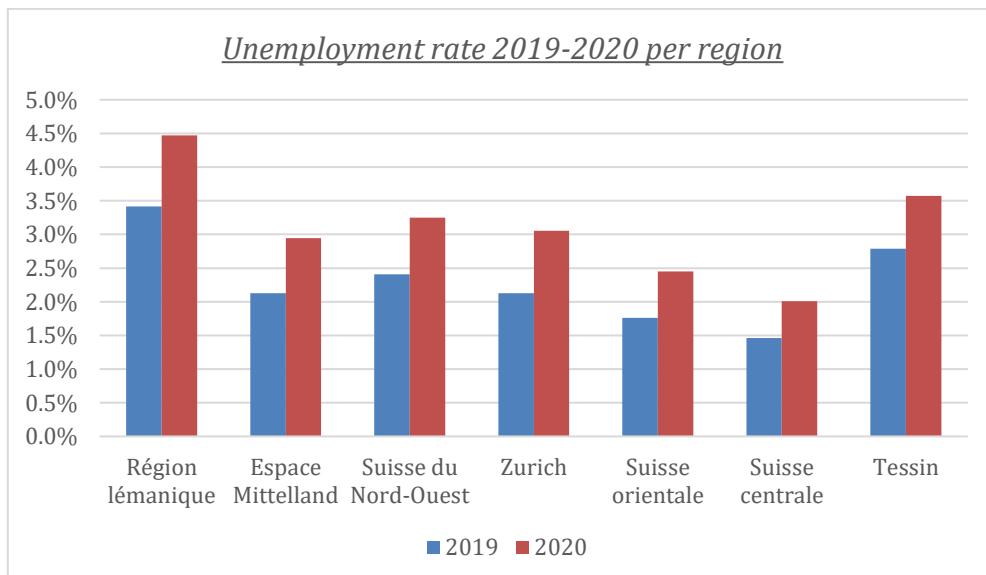


Figure 2.1 Unemployment rate 2019-2020 per region (SECO, 2020)

The highest average unemployment rate in 2020 was observed in the Leman region (Figure 2.1)⁷, which includes the following Swiss cantons with corresponding unemployment rates

⁶ Only counts people registered with an employment agency

⁷ Secrétariat d'État à l'économie Suisse (SECO)

(Table 2)⁸: Vaud - 4.5%, Neuchâtel - 4.6%, Jura - 4.7%, Geneva - 4.9% (Gubian and Marchand, 2020).

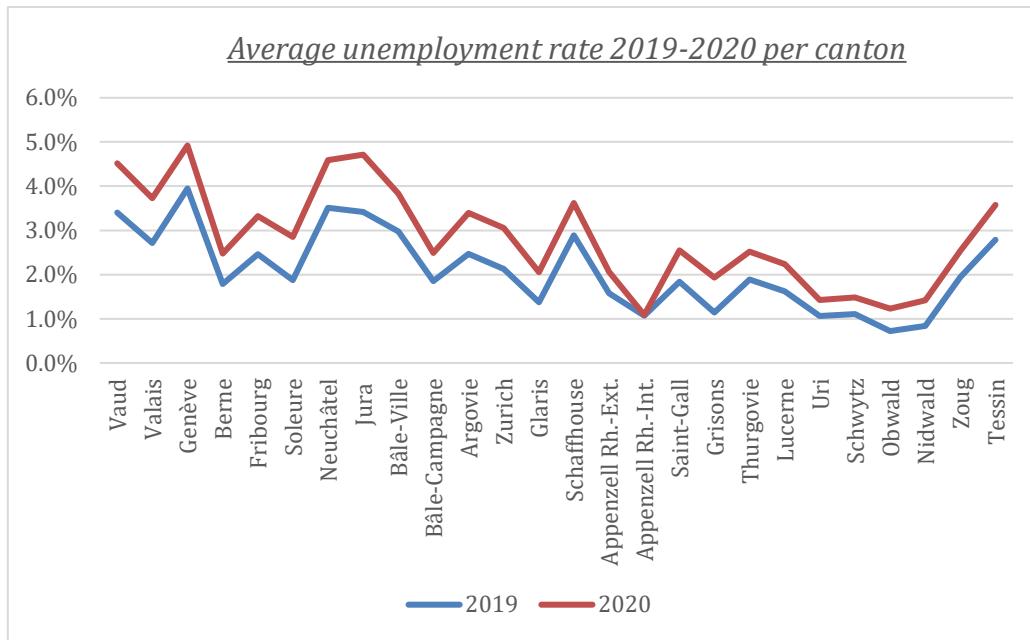


Figure 2.2 Average unemployment rate 2019-2020 per canton (SECO, 2020)⁹

Among the unemployed registered with the unemployment office in the Canton of Vaud, the majority, 67%, have a high school diploma, have attended a specialized technical school or hold a certificate of capacity in a specific field (CFC). The remaining 33% of the unemployed have a bachelor's degree - 19%, or a master's degree - 14% (Gubian and Marchand, 2020).

A similar situation with the educational level of the unemployed can be observed in the Canton of Neuchâtel: 77% of unemployed have high school diploma or CFC, 23% - university degree (Gubian and Marchand, 2020).

The COVID-19 health care crisis in Switzerland led to an imbalance of supply and demand in various labor market sectors. Acute labor shortages emerged in sectors such as medicine and engineering, while other customer-oriented sectors (e.g., hotels, restaurants and sales) saw a

https://www.seco.admin.ch/seco/fr/home/Publikationen_Dienstleistungen/Publikationen_und_Formulare/Arbeit/Arbeitslosenversicherung/Die_Lage_auf_dem_Arbeitsmarkt/lage_arbeitsmarkt_2020/arbeitsmarkt_dezember_2020.html

⁹ Secrétariat d'État à l'économie Suisse (SECO)

https://www.seco.admin.ch/seco/fr/home/Publikationen_Dienstleistungen/Publikationen_und_Formulare/Arbeit/Arbeitslosenversicherung/Die_Lage_auf_dem_Arbeitsmarkt/lage_arbeitsmarkt_2020/arbeitsmarkt_dezember_2020.html

significant increase in unemployment due to measures to contain the spread of the pandemic. On the other hand, due to forced digitalization and remote work, there is a growing demand in the IT sector, where recruiters are looking for new skills¹⁰¹¹. In addition, the number of unemployment among highly skilled professionals was unchanged from 2019 to 2020, at 6% for groups such as directors, supervisors, and managers, and 13% among intellectual and scientific professions (Gubian and Marchand, 2020). For such a group as direct service personnel, tradesmen and salespeople, the unemployment rate increased by 1.5% compared to 2019 (Gubian and Marchand, 2020).

Technological progress and digitalization are not skill neutral. The most vulnerable group to changes associated with these trends is underserved job seekers as explained in the previous chapter 2.2. The statistics presented earlier in this chapter show that most of the unemployed have no higher education, have medium or low qualifications, and a large proportion of them are foreigners. The Covid-19 pandemic also affected the labor market, increasing the total number of unemployed in Switzerland and, consequently, the number of job seekers. In such circumstances, digital interview training tools are all the more relevant.

2.4 Designing the digital interview training tool

Employment interview – “*a personally interactive process of one or more people asking questions orally to another person and evaluating the answers for the purpose of determining the qualifications of that person in order to make employment decisions*” (Levashina *et al.*, 2014).

Job interviews, in terms of modality, can be synchronous (immediate interaction) or asynchronous (delayed interaction) (Levashina *et al.*, 2014). In terms of structure - structured, semi-structured and unstructured (Stuckey, 2013; Adhabi and Anozie, 2017).

2.4.1 Job-interview structure

Structured interviews are among the most used in selection processes and among the most studied (Hartwell, Johnson and Posthuma, 2019). Research in the field of job interviews has consistently shown that structured interviews are superior to unstructured interviews, both in

¹⁰ <https://www.bilan.ch/economie/le-covid-19-a-desequilibre-le-marche-de-lemploi-en-suisse>

¹¹ <https://www2.deloitte.com/ch/fr/pages/press-releases/articles/wie-covid-19-unseren-alltag-beeinflusst.html>

terms of validity and in terms of reduction of adverse impact; structured interviews better predict performance and are more objective (Campion, Palmer and Campion, 1997; Levashina and Campion, 2006; Levashina *et al.*, 2014; Hartwell, Johnson and Posthuma, 2019). In a structured interview, each candidate is asked the same questions in a predetermined format. The focus is usually on past experience and the assets an individual can bring to the company (Stuckey, 2013; Adhabi and Anozie, 2017). In semi-structured interviews, the topics of the interview are predetermined, but there is no specific order or sequence; depending on how the interviewee answers the questions, the topics may change (Stuckey, 2013; Adhabi and Anozie, 2017). Unstructured interviews are non-standardized interviews with no definite structure, in which the questions asked by the interviewer vary from one participant to the next (Levashina and Campion, 2006; Dana, Dawes and Peterson, 2013; Stuckey, 2013).

The conclusion of this research indicates that the most valid and predictive interview is the structured interview, which is aligned with our application. Nevertheless, the most commonly used method is the semi-structured interviews, and as explained in the design section this is to be considered for future iterations of the app (section 4.2).

2.4.2 Most common interview questions

The interview usually begins with introductions, during which all participants introduce themselves (Wiersma, 2016). Then is followed by the main stage, during which the interviewee answers various questions in order to assess his or her competence and knowledge (Wiersma, 2016).

Past behavioral, situational, background, and job knowledge questions are frequently used in structured job interviews in order to predict the performance of the interviewees (Campion, Palmer and Campion, 1997; Wiersma, 2016; Alonso and Moscoso, 2017; Hartwell, Johnson and Posthuma, 2019).

The interview questions about past behavior refer to the interviewee's past behavior, usually in the context of the workplace (Hartwell, Johnson and Posthuma, 2019) (e.g., “Based on your past work experience, what is the most significant action you have ever taken to help out a co-worker?” (Campion, Palmer and Campion, 1997)).

Situational questions (Latham *et al.*, 1980), on the other hand, are based on the theory that intentions predict behavior and require applicants to describe how they would act in a hypothetical job-related situation (Hartwell, Johnson and Posthuma, 2019) (e.g., “Suppose a

co-worker was not following standard work procedures. The co-worker was more experienced than you and claimed the new procedure was better. Would you use the new procedure?" (Campion, Palmer and Campion, 1997)).

Hartwell, Johnson and Posthuma (2019) stated that background questions provide information about previous work experience, training, and other professional attributes that are relevant to the intended job. In some ways, these questions are similar to past experience on a CV, but can be much more specifically tailored (e.g., "What work experiences, training, or other qualifications do you have for working in a teamwork environment?" (Campion, Palmer and Campion, 1997)).

Job knowledge questions allow candidates to describe, document, or demonstrate their knowledge relevant to the duties of the intended job (Hartwell, Johnson and Posthuma, 2019) (e.g., "What steps would you follow if conducting a brainstorming session with a group of employees on safety?" (Campion, Palmer and Campion, 1997)).

The purpose of the interview, from the recruiter's perspective, is to determine whether the candidate's knowledge, skills, and experience meet the requirements of the job. Bretz, Rynes and Gerhart (1993) identified which key characteristics were selected by the interviewers as the most important to determine candidate organizational fit. The following are the main characteristics that were cited as indicators of applicant-organization fit (Bretz, Rynes and Gerhart, 1993): job-related work experience, articulateness, job-related coursework, appearance, general communication skills, perceived cognitive ability, focus, work ethic, leadership activities, well-roundedness, self-confidence, grade point average (GPA).

In addition, the personality of the applicant should be taken into account during the candidate selection process, especially for frontline positions that have direct contact with the customer (Alhendi, 2019).

This research was used to structure the interview question categories and the questions, subsequently validated by HR experts.

2.4.3 Feedback & Support

Dillahunt *et al.* (2018) explored the features and design concepts most valuable for underserved job seekers in order to create digital employment tools for this target audience. Researchers addressed the needs of underserved job seekers, testing the concepts of 10 different digital

employment tools, identifying personal and social needs as the most important (Dillahunt *et al.*, 2018). Personal needs are the needs which require effort on the part of the individual, and they relate to the individual's ability to understand and articulate their current skill set and show how it fits into the work environment. Social needs are needs which are satisfied by social connections. According to the study, concepts that provide immediate feedback, support in formulating job skills, and help in identifying specific ways to achieve goals were most preferred (Dillahunt *et al.*, 2018). In addition, Dillahunt and Hsiao (2020) argue that feedback features that lead to self-reflection and positive feedback have a positive effect on job seekers self-efficacy.

This study identifies key needs of underserved job seekers that can be embodied in the functionality of an interview training application.

2.4.4 Self and peer evaluation vs feedback from an expert

A study conducted with medical school students confirms that self-assessment of communication skills based on video recordings, has equal effectiveness to feedback received from clinician (Hecimovich, Maire and Losco, 2010). In addition, Andrade (2019) stated that self-assessment is most useful, both in terms of results and in terms of self-regulated learning, when used formally and supported by training.

A study in which peers and experts were asked to conduct online assessments of student's performance found that qualitative feedback from peers and experts was similar in its structural components. This means that peers can also provide valuable qualitative feedback. (Hovardas, Tsivitanidou and Zacharia, 2014). However, the same study notes that quantitative feedback from peers has low validity compared to feedback from experts (Hovardas, Tsivitanidou and Zacharia, 2014).

This research validates the design choice of including a self-assessment questionnaire, feedback from peers and experts, as well as video recording functionality in the interview training application.

2.4.5 Coaching

Interview coaching can significantly improve job seekers' follow-up performance during structured situational interviews (Tross and Maurer, 2008). The study proves that interviewees who were informed about the different types of interviews, given examples of interview

questions, an opportunity to recall relevant experiences, and an overview of the interview format and process, had an advantage in terms of performance over the control group. In addition, the performance of participants who could practice interview questions and receive behavioral feedback on their performance was significantly higher than participants who did not have this opportunity (Tross and Maurer, 2008).

This study highlights the positive impact of training for interview performance and confirms the need for an interview training application.

2.4.6 Self-determination theory (SDT)

SDT is an empirically-validated approach to human motivation and personality, which states that people have different amounts of motivation for a given activity, as well as different types of motivation: intrinsic, extrinsic (Ryan and Deci, 2000; Peters, Calvo and Ryan, 2018; M. Cherubini, T. Dillahunt, 2021). Extrinsic motivation refers to the performance of an activity in order to achieve some particular result; intrinsic motivation – the attainment of satisfaction from the activity itself (Ryan and Deci, 2000). SDT identifies the basic psychological needs that are important for self-motivation and psychological well-being: autonomy (a sense of autonomy), competence (a sense of ability and efficiency), relatedness (a sense of connection with others, a sense of belonging) (Peters, Calvo and Ryan, 2018). In the context of job search, the SDT framework can help assess the impact of institutional interventions, such as unemployment offices, on the autonomy of underserved job seekers and therefore on motivation, as well as on supports, such as digital interview training, provided to job seekers (M. Cherubini, T. Dillahunt, 2021).

This research forms the basis of the functionalities of the resulting application, explained in detail in the platform functionalities section 4.2.

3 RESEARCH METHODOLOGY

In order to implement the solution, the following methodology was applied:

1. Questionnaire-based research method: quantitative and qualitative data.

After completing the literature review, an initial interview questionnaire was developed. Since there are two parties involved in the interview process, the candidate and the interviewer, it was important to survey HR professionals to understand what matters most to them and to integrate the results into InterviewApp for training job seekers.

In order to obtain quantitative and qualitative results, the questionnaire was administered online, via the Qualtrics platform, due to the COVID-19 lockdown in Switzerland. In addition, this option was the fastest and did not require funding.

The duration of the questionnaire was around 25 minutes long. The purpose of the questionnaire was to validate the categories of interview questions with HR experts, order of the questions, and to select the most common interview questions to be included in the interview training application. The screener was not included in the questionnaire because the questionnaire was sent directly to HR-experts and career counselors.

2. User centered design process (UCD)¹²

UCD is an iterative design, which is based on explicit understanding of users, tasks, and environments. According to UCD, users are involved in the design process throughout product development. Following the principles of this approach, two usability tests were conducted. The first usability test identifies InterviewApp's pain points, followed by analysis of the results and implementation of improvements to the platform. The objective of the second usability test was to verify the implemented improvements and identify areas needing improvement, if any.

The following chapters will describe the structure of the questionnaire and present its results, as well as the implementation of the InterviewApp and its usability testing.

¹² <https://www.interaction-design.org/literature/topics/user-centered-design>
<https://www.usability.gov/what-and-why/user-centered-design.html>

3.1 Questionnaire structure

The target audience for the questionnaire was English-speaking HR experts and career counselors. Since this research is part of a larger study in English, the questionnaire was written in English for ease of discussion of the results. In addition, the number of participants was very limited because the target audience was currently active HR experts recruited on a volunteer basis; the goal was to have 4-5 HR experts participate in the survey.

The questionnaire was emailed to HR experts and career counselors from the following organizations: PWC (Geneva), Philip Morris (Lausanne), University of Lausanne, University of Neuchatel and Foundation IPT (Lausanne) (actively works in the area of integration and orientation in addition to accompanying people in the development of their professional careers).

The structure of the questionnaire was comprised of the following: 1. Introduction to the study (brief overview), a confirmation of the anonymous nature of the questionnaire, and a statement making clear that the data is collected for research purposes. All participants had to agree to the above information p.1 in order to continue; 2. Visual representation of interview questions categories and their order to validate (Figure 3.1); 3. The most common job interview questions; 4. Comments.

Each category of questions formed an independent block. In each block, all questions required a response; it is not possible to finish the block without evaluating all the questions.

3.1.1 Categories of the questions to validate

In order for job seekers to practice interview questions in the InterviewApp, the first step should be to find out what categories of questions are the most important and popular in interviews. Based on the literature review, the most common categories of questions used in job interviews are behavioral, situational, background, and job knowledge questions.

In addition, as stated in the literature review, the following characteristics help interviewers determine if a candidate is a good fit for the appropriate position: job experience, articulation, completion of courses in the field, appearance, general communication skills, perceived cognitive abilities, focus, work ethic, leadership activities, well-roundedness, confidence, and grade point average.

Thus, after analyzing the above categories of interview questions and candidate characteristics that are important in the hiring process, they were grouped and divided into 7 categories (Figure 3.1): self-introduction, CV / work experience, skills, personality, goals / career ambition / vision, leadership, behavioral and situational.

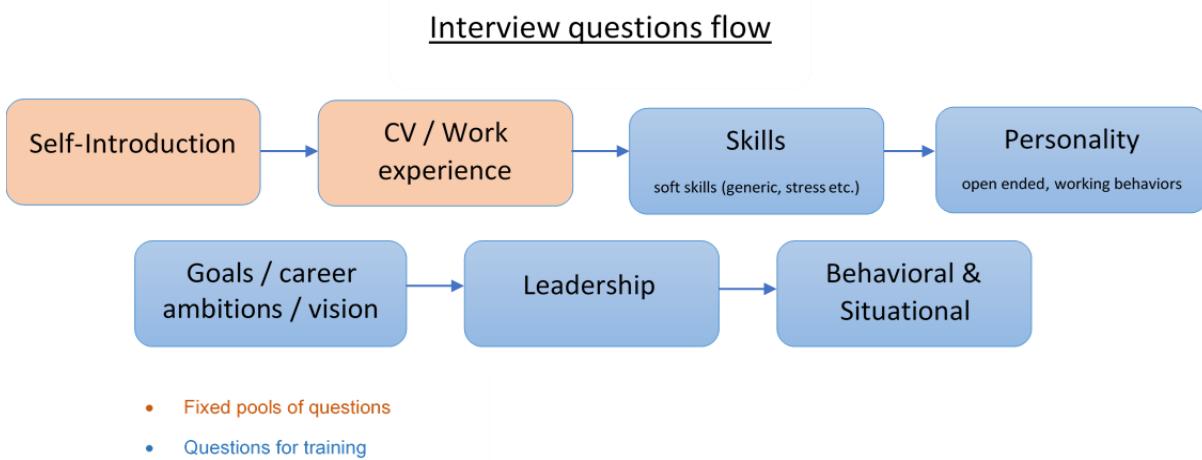


Figure 3.1 Interview questions flow

Below are typical questions from each category:

1. Self-Introduction. This category refers to the first stage of the interview process, when all participants are meeting for the first time and have to introduce themselves. Typical interview questions for this category might be: "Tell me about yourself?" or "Please introduce yourself."
2. CV / Work experience. Questions on the resume refer to formal education programs or courses designed to prepare the applicant for the job for which he or she is interviewing. Work experience is defined as previous full-time or part-time experience related to the current position. The typical questions from this category would be: "Can you walk me through your resume?", "Tell me about your experience at [XYZ] company, please."
3. Skills. The questions in this category are grouped to determine what skills the candidate has acquired over the course of his or her life. They can relate to work as well as to education and social life. The typical questions for this category are: "How do you deal with conflict?", "How do you handle stress?".

4. Personality. In this category, questions related to the applicant's personality will be asked, such as: "How would you describe your personality?" or "What makes you uncomfortable at work?".
5. Goals / career ambition / vision. In this category, interviewers may ask why the candidate is interested in the position or what his or her career plans are. The typical questions for this category are the following: "Where do you see yourself in five years?", "Why are you interested in this position?".
6. Leadership. Leadership questions refer to experiences in which the applicant was responsible for guiding the actions of others. The typical questions for this category are the following: "Can you tell me about a time when you demonstrated leadership capabilities on the job?" "How do you delegate responsibilities to your team?".
7. Behavioral & Situational. The questions in this category usually concern past experiences at work or assessments of challenging situations. The examples of such questions are: "Describe a situation where you disagreed with a supervisor." "Tell me about a time when you have been overloaded with work. How did you go about prioritizing your tasks?".

The literature reviewed did not contain comprehensive lists of the most common interview questions; only a few examples of such questions were provided. Therefore, these questions were collected from various internet sites¹³ seeking to help job seekers prepare for job interviews.

Overall, 169 interview questions were gathered from online resources and grouped into the above categories for validation by HR-experts.

After grouping, the question pools included the following number of questions: self-introduction – 2, CV / work experience – 3, skills – 14, personality – 22, goals / career ambition / vision – 22, leadership 43, behavioral and situational – 61.

With the help of a questionnaire, these questions will be reviewed by HR-experts, and they can be adjusted both in number and category.

¹³ <https://learn.marsdd.com/article/open-ended-and-behaviour-based-interview-questions-examples/>,
<https://career.guru99.com/top-50-leadership-interview-questions/>,
<https://www.monster.com/career-advice/article/100-potential-interview-questions>,
<https://theinterviewguys.com/>

3.1.2 Interview questions flow

Based on the literature, it was identified that structured interviews have the highest validity and are one of the most popular interviewing techniques. In structured interviews, all interviewees are asked the same questions and question topics are predetermined.

This interview structure was chosen to be implemented in the InterviewApp. Since interview training will be conducted online, it is not possible to use a semi-structured or unstructured interview structure. Interview topics can't be changed or moderated based on participants' responses, as the app does not have this functionality.

To create an intuitive flow of interview questions, the categories of questions were arranged in order and divided into fixed and questions for training (Figure 3.1). The fixed categories contain the questions that the user will always see first during the interview training ("Self-introduction" and then "CV / Work Experience"). Training questions will be shown to the user after the fixed categories.

3.2 Questionnaire results

In total, 4 HR experts participated in the questionnaire. Due to the fact that the questionnaire was relatively long in duration, unfortunately not all participants were able to complete it. Since all categories of questions were independent blocks, it was possible to analyze participants' responses by the categories of questions they answered, even if they did not fully complete the questionnaires.

Each question type was weighted, which indicated the frequency of occurrence of that question in the interview. The questions with the higher score were validated as the most frequent (Table 3.1). In this way, it was possible to sort and remove the less frequent interview questions, even if the participant did not complete the questionnaire.

Table 3.1 Weighting by frequency of questions (example of question #9)

Response	Weight
Not Frequent - 0	0
Less Frequent - 1	1
Frequent - 2	2

Q9 – Skills. Please rate the questions according to the frequency of their use.

#	Question	Not Frequent	Less Frequent	Frequent	Total	Score
1	How do you achieve a work/life-balance?	100.00%	4	0.00%	0	0
2	How do you handle stress?	0.00%	0	25.00%	1	75.00%
3	How do you deal with tight deadlines?	0.00%	0	0.00%	0	100.00%
4	How do you deal with conflict?	0.00%	0	75.00%	3	25.00%
					4	4
						0
						7
						8
						5

At the end of the analysis of the questionnaire results, 32 of the 169 questions were considered by HR experts to be less common and were removed from the question categories. Table 3.2 indicates the number of the questions that were removed per questions category.

Table 3.2 Removed interview questions per category

Question category	# of removed questions
Self-introduction	0
Skills	1
Personality	6
Goals / career ambitions / vision	1
Leadership	11
Behavioral & Situational questions	13

Below are the examples of removed questions per category:

- How do you achieve a work/ life-balance? (Skills)
- Who inspires you and why? (Personality)
- Would you be willing to start out part-time? (Goals / career ambitions / vision)
- How would you proceed to reorganize your team? (Leadership)
- Give me an example of a time when your work was criticized in front of others. How did you respond? What did you learn from this situation? (Behavioral & Situational questions)

The flow of interview questions, Figure 3.1, was found to be common by 3 out of 4 HR experts. Only one HR expert noted that: *"There is not always a fixed structure. I had a grid and adapted it to the discussion I was having with the candidate. If you're too strict with the structure, it may sound like an interrogation".*

Two HR experts highlighted that job seekers should pay the most attention to the following things during the interview process: *"non-verbal communication" and "To be very well informed about the job and the company. The job seeker should show that they know what they are talking about."*

In addition, HR specialists usually pay attention to such aspects of non-verbal behavior during the interview: *"Guessing their (interviewee) attitude" and "To all of them but there's a special point I pay attention to: is the person clean (hair, hands, nails, smell, ...)"*.

Conclusion: 137 interview questions and their categories were validated by HR-experts and can be integrated into InterviewApp. As one HR expert noted, interview topics can vary depending on the interviewee's responses. Since three of the four HR experts agreed with the standard question flow shown in Figure 3.1, this flow was selected for implementation in the InterviewApp. With each new session, the user will receive random interview questions from different categories.

4 IMPLEMENTATION

After collecting and analyzing the results of the questionnaire, the development of InterviewApp began. The first step is to define the design goals and translate the knowledge gained from the literature review into the desired application functionalities for subsequent integration of the latter into InterviewApp.

The next step is to test the usability of the Interview app among users, analyze the results and implement the improvements.

4.1 Design goals, features & functionalities of InterviewApp

The main design goal is to: Design an intuitive, easy to use, enjoyable and realistic interview training application that will help job seekers improve their interview skills. To achieve this goal, the following design subgoals were identified in scope:

DG1: The first design goal is to integrate categories and interview questions into the InterviewApp and make the interview process as close to reality as possible: reasonable timing of the interview and answers to each interview question, change of the category of the questions.

DG2: The second design goal is to include and develop feedback functionality so that the user can easily benefit from it: easy to request feedback and comprehensive content.

DG3: The third design goal is to include in InterviewApp a self-assessment¹⁴ functionality that allows the users to self-evaluate their performance after each interview session.

¹⁴ Self-assessment functionality is implemented after the first usability test iteration.

4.2 Platform functionalities

4.2.1 Digital interview training session

To realize the design goals, the ideas from the literature review were transferred to the functionalities of the InterviewApp Prototype_1.

Any user who wants to practice his interviewing skills in InterviewApp would find himself on the home page of the app (Figure 4.1).



Figure 4.1 InterviewApp – Prorotype_1. Home page

The next step would be to register or login if he already an account (Figure 4.2).

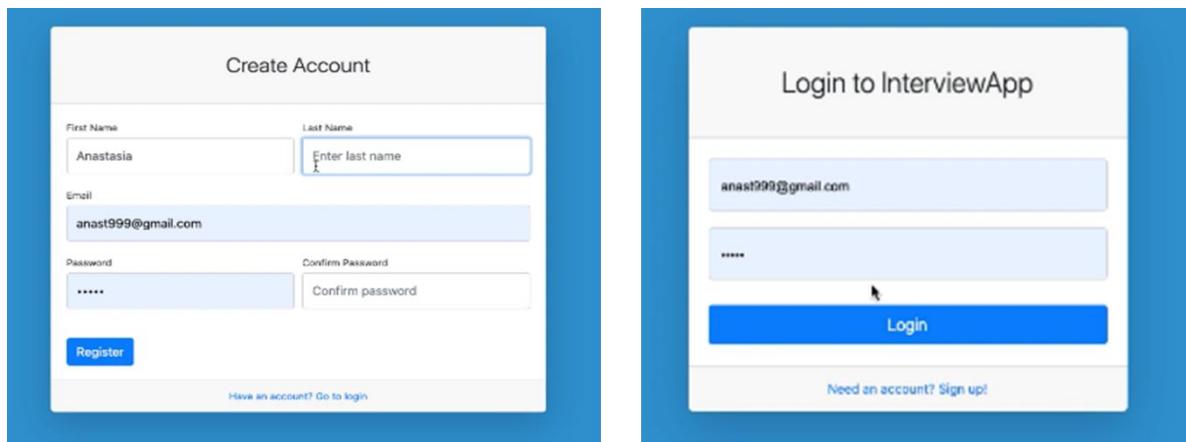
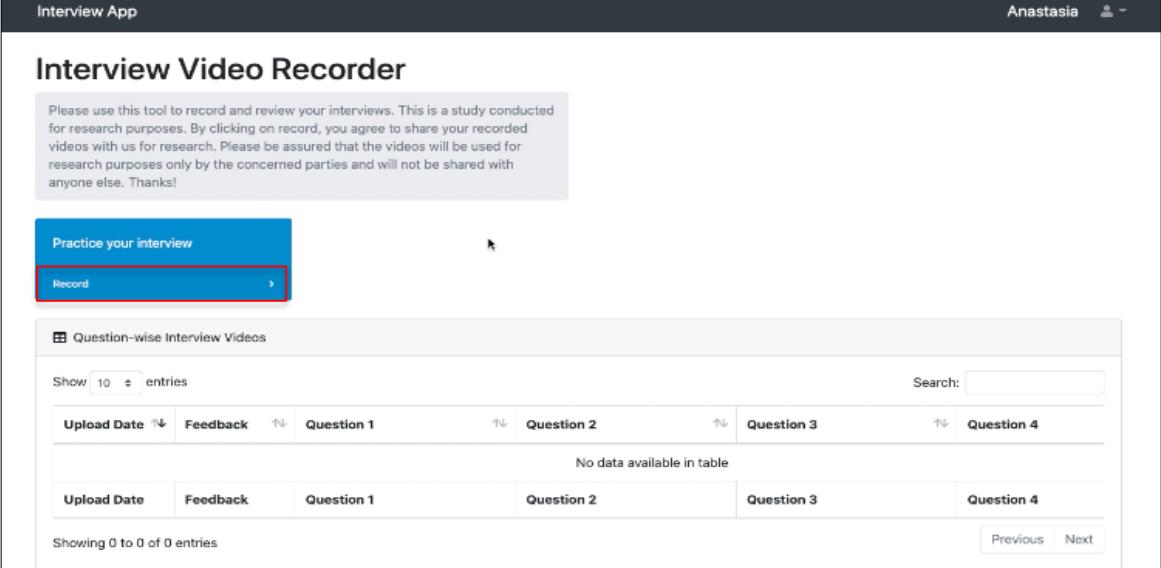


Figure 4.2 InterviewApp – Prorotype_1. Registration & Login page

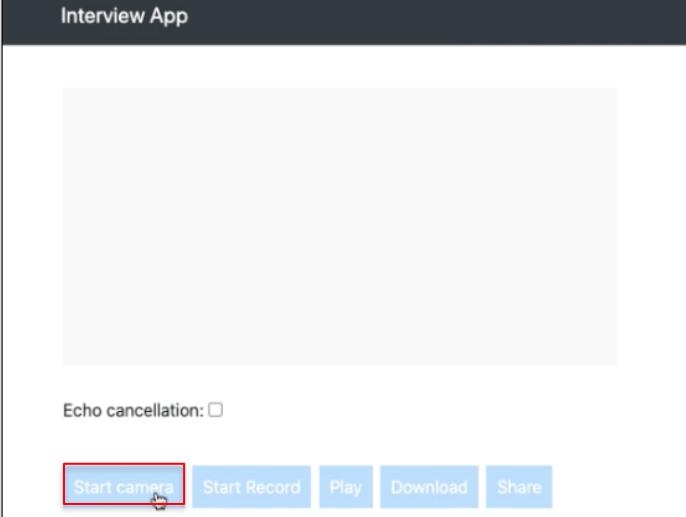
After the registration process the user should be able to begin his first interview training session which he can access through the page below, Figure 4.3, by clicking on “Record button”.



The screenshot shows a web application titled "Interview App" with a dark header bar. The header bar includes the title "Interview App" on the left and a user profile "Anastasia" with a dropdown arrow on the right. The main content area is titled "Interview Video Recorder". Below the title is a text box containing a message about recording interviews for research purposes. A blue button labeled "Practice your interview" is visible, with a red box highlighting the "Record" button within it. Below this, there is a table header for "Question-wise Interview Videos" with columns for "Upload Date", "Feedback", and "Question 1" through "Question 4". The table body displays a message "No data available in table". At the bottom of the page, there is a footer with links for "Previous" and "Next".

Figure 4.3 InterviewApp – Prorotype_1. Interview Video Recorder & Feedback table

The user will be redirected to the actual interview page where he needs to press the button “Start camera” in order to begin his first interview session and answer the questions (Figure 4.4).



The screenshot shows a web application titled "Interview App" with a dark header bar. The main content area is a large, empty video frame placeholder. Below the video frame is a label "Echo cancellation: ". At the bottom of the page is a horizontal button bar with five buttons: "Start camera", "Start Record", "Play", "Download", and "Share". The "Start camera" button is highlighted with a red box and has a cursor icon pointing to it.

Figure 4.4 InterviewApp – Prorotype_1. Interview Training page_1

4.2.2 Interview questions integration

To achieve the first design goal, interview questions were integrated into the first prototype of the application. When a user starts an interview session, the questions appear in the top right corner of the application page (Figure 4.5).

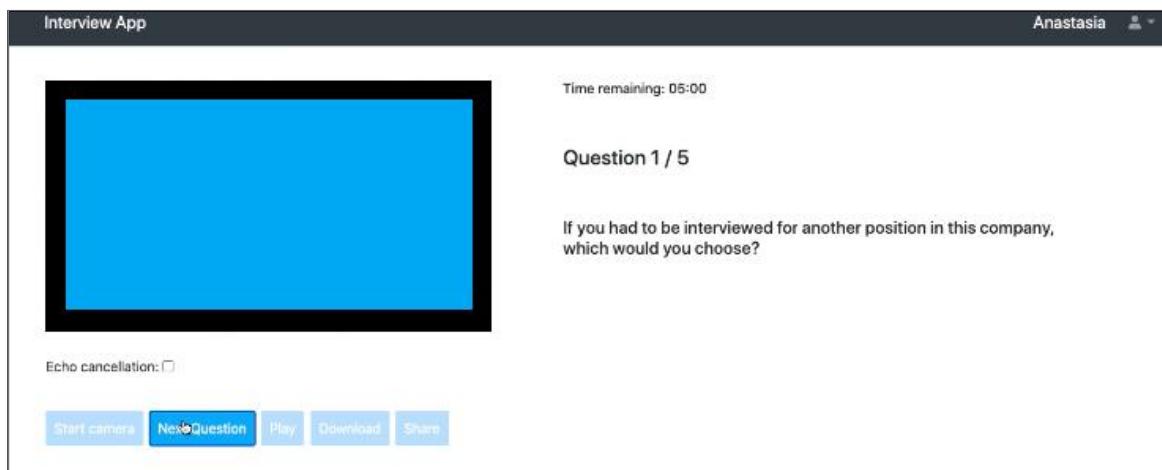


Figure 4.5 InterviewApp – Prorotype_1. Interview Training page_2

The user will receive the questions from each category and in total has to answer 5 interview questions. In each new session, the questions will change within the category and be randomly allocated so that the user does not get the same questions.

The estimated length of the interview should not exceed 25 minutes. This length of the interview will allow the user not to get bored and exhausted.

The response time for each question was set at 5 minutes. This response time was considered sufficient for the user to give a detailed answer to the question. In addition, each question can be skipped if the participant has no desire to answer it.

When the interview is complete, the user has the choice of reviewing the interview session (“Play” button), downloading the video (“Download” button) or sharing the video (“Share” button) (Figure 4.6).



Figure 4.6 InterviewApp – Prorotype_1. Interview video functionalities

These functionalities are designed in the way to contribute to the user's control and autonomy during the interview and subsequently increase their self-motivation as per the SDT theory reference in literature review.

4.2.3 Feedback

Feedback functionality was one of the most important in the literature review (please see section SDT in literature review) and it was integrated into the prototype. Feedback allows users to get feedback on their performance and improve their interviewing skills. The literature review was not unequivocal as to whose feedback would be more credible and helpful, the expert or the friend. Therefore, both options were included in the InterviewApp. When the user completes the interview session, he has an opportunity to request the feedback by pressing on the "Share" button below the video. Afterwards, appears a pop-up (Figure 4.7) with a choice to request the feedback from a peer or an expert.

To get feedback from a peer, the user should enter the peer's email in the appropriate field and send it, and if the user wants to get feedback from an expert, he just needs to click the "Expert" button.

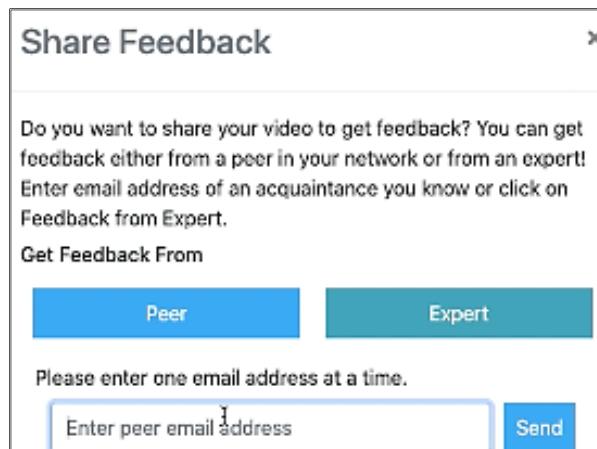


Figure 4.7 InterviewApp – Prorotype_1. Feedback pop-up

The feedback section is divided into three sections: an average overall performance, a detailed user performance rating based on the feedback and question-wise feedback and comments (Figure 4.8).

The average overall performance score includes average scores for communication, confidence, stress, emotional stability, persuasiveness, and impression the user received based on feedback from an expert or peer. The scores are calculated based on more detailed user evaluation from the rating table below. In the first prototype, the feedback was simulated to test the usability and understanding of the feedback content.

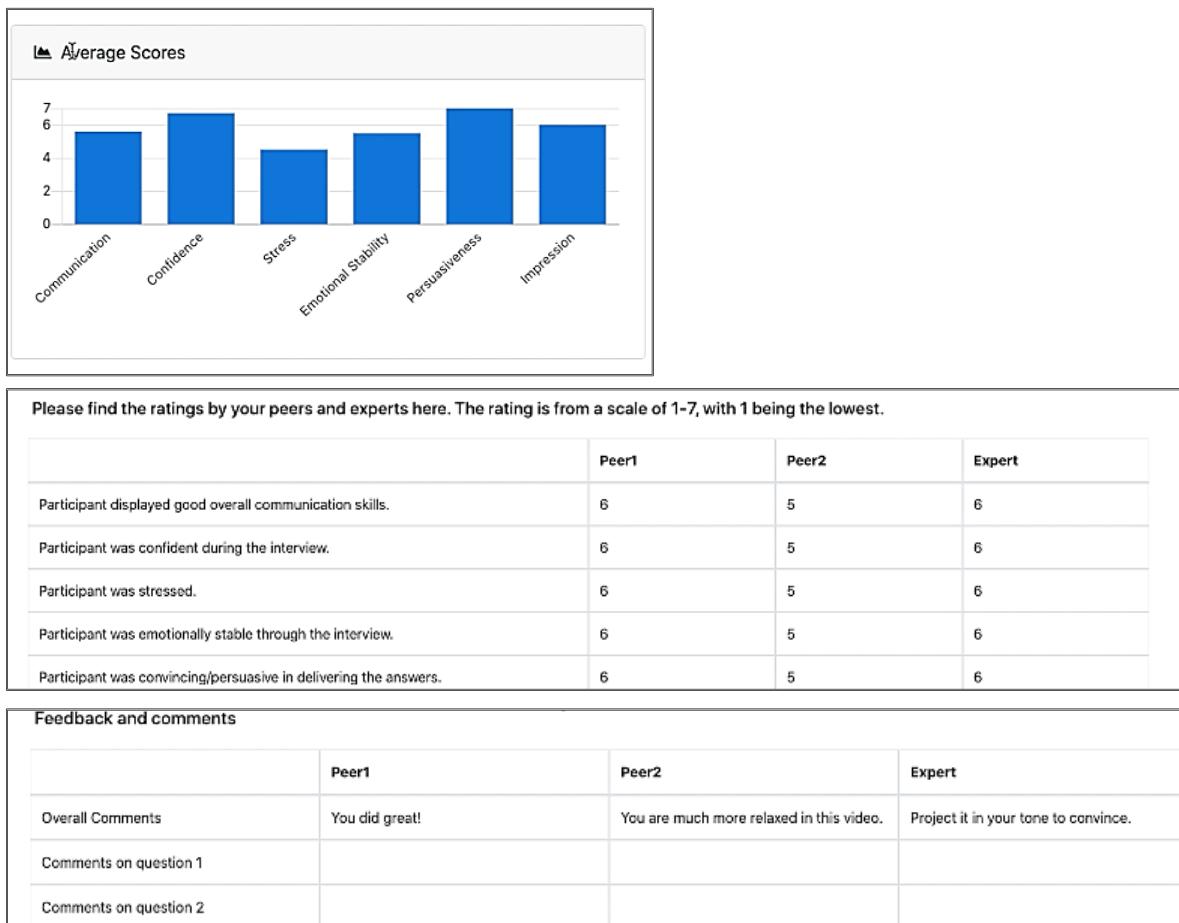


Figure 4.8 InterviewApp – Prototype_1. Feedback page

This functionality contributes to SDT's need for relatedness. Users are able to share their videos with friends, family, former colleagues, and feel connected to them.

5 USABILITY TESTING OF INTERVIEWAPP

According to the UCD approach, several usability tests are conducted to test InterviewApp prototypes. Based on the results of the Usability test_1, the application will be redesigned in accordance with users' feedback and tested again - Usability test_2. Both tests are conducted with the personal participation of users and in the presence of a moderator, as this method helps not only to collect quantitative and qualitative data, but also to observe the users' interaction with the application.

Tests are conducted during the COVID-19 lockdown in Switzerland, in compliance with all restrictions and sanitary requirements. Participants received no incentives, so the choice was limited.

The results of the test will be presented after each usability test in the following chapters 5.2-5.3.1.

5.1 Usability test_1 (UT_1)

The total number of the participants are 6 people. The duration of each test was around 45-60 minutes and it total 6 sessions were performed. The demographics of the participants are presented in the tables 5.1 and 5.2. At the time of the test, all participants in the study were looking for a job or internship. Five of the six participants were foreigners, and only one had Swiss citizenship.

The tests took place in Lausanne, Switzerland. In total, duration of the Usability test_1 was 7 days (07.02.2021-14.02.2021).

Table 5.1 Usability test_1.

Gender distribution

Gender	Nb Participants
Male	3
Female	3

Table 5.2 Usability test_1.

Age distribution

Age	Nb Participants
[24-34]	3
[34-44]	3

The context of the Usability test_1 was the following:

- **In-Person Usability Testing.** The usability test was conducted in a controlled environment with a moderator (Anastasiia Didenko) and an observer (Pooja Rao) present (observer was present for 4 of the 6 tests).
- **Scripted testing.** Users were asked to complete predetermined tasks in order to observe their interactions with particular pages of the Interview app.

UT_1 protocol

The structure of the test was divided into 3 stages, including Stage 0 – moderator preparation for the test.

In the first stage, the moderator welcomes the participant, gives him/her a consent form to sign, gives an overview of the InterviewApp, and explains the structure of the test¹⁵.

The second stage of the test includes the following tasks scenarios:

- Task 1: Full interview. During this task, the participant needs to complete one full interview training session and share the video recording with a peer. After completing this task, the participant will be asked a few questions about his user experience.
- Task 2: Review the records. During this task, the participant needs to review his/her previous interview recordings. After completing this task, he will be asked a few questions about his user experience.
- Task 3: Feedback comprehension. During this task, the participant will check the Feedback on his/her interview performance. He was also informed that feedback is simulated and has nothing to do with his real interview performance.
- Task 4: Giving Feedback to a peer. During this task, the participants will give a Feedback on a friend's interview performance.

The last stage of the UT_1 is a post-testing interview where the participants will give their overall opinion about the application.

The study protocol included the questionnaire-based evaluation of the users and performance-based metrics. The questions were designed to measure usefulness, satisfaction, and ease of use

¹⁵ Usability tests 1 & 2 protocols as well as the informed consent form are included in the Appendix.

(USEQ) (Lund, 2001)¹⁶ as well as time of tasks completion and error rates (Roy, Pattnaik and Mall, 2014).

5.2 Usability test_1 results (UT_1 results)

Qualitative and quantitative analysis of Usability test_1 allowed to identify the most important areas for InterviewApp improvements.

The severity of the usability issue is defined as a combination of three factors: frequency, impact, and persistence¹⁷.

The frequency of issues was analyzed based on the quantitative results which are presented in a Consolidated average quantitative results Table 5.3. The following metrics were used to analyze quantitative results: the number of errors per user task, the time of tasks completion as well as satisfactory scores.

The impact and persistence of the issues were assessed by moderator's observations and qualitative results¹⁸. With the exception of some technical problems that users simply could not solve on their own, in most cases they were guided to cope with the problems. The most common reason users could not solve problems independently was that they had not read the relevant instructions on the page, which would have made tasks completion easier.

Table 5.3 UT_1. Consolidated average quantitative results

Averages	Time (seconds) of tasks completion	Number of errors
Task 1: Full interview.	76.5	0.5
Task 2: Review the records.	48.7	0.4
Task 3: Feedback comprehension.	24.0	0.3
Task 4: Giving Feedback to a peer.	41.0	0.1
Breakdown of averages by the most critical issues		

¹⁶ https://www.nngroup.com/articles/open-ended-questions/?utm_source=nng&utm_medium=referral&utm_campaign=nl&utm_content=1m=talking-to-users&utm_term=article

¹⁷ <https://www.nngroup.com/articles/how-to-rate-the-severity-of-usability-problems/>

¹⁸ The Qualitative results table is included in Appendix.

Task 1: Full interview.	Time (seconds) of tasks completion	Number of errors
a. Please start your 1st interview training session and answer the questions. Try to find your own way to do it.	273.8	2
Task 2: Review the records.		
a. Now, I would like you to find a way to review your previous interview records: you can select any question you like and review it.	57.8	0.7
Task 3: Feedback comprehension.		
a. Average score. Please check your “Average score” results.	23.7	0.3
b. Score table. Please read out loud the scores from Peer 2 on your performance (2 nd table on the page – Score table).	38.5	0.3

According to quantitative average results table above, the most problematic areas, in terms of the number of errors, occurred when performing the following tasks:

- Task 1: Full interview. During this task, the users made the maximum number of errors. The most problematic subtask was “Sign up and start 1st interview training session”. In general, users had difficulty creating an account and finding the right path to complete the task. It should be noted that this task was the longest, thus it was expected that users would make the most mistakes while completing it.
- Task 2: Review the records. During this task, the users made average number of errors. The most challenging part for participants was to find where on the page the past records were located, since they were not clearly highlighted.
- Task 3: Feedback comprehension. The number of errors made by users during this task was insignificant. Most participants noted that the average scores and peer rating tables were overloaded with information and the information was not always presented clearly, however they were all able to read and understand it.

In addition to the quantitative results, users were asked the following questions in post-test interviews to assess their satisfaction with the InterviewApp:

1. *On a scale from 1 to 5 (1=not at all likely, 5=very likely), how likely are you to use this app to improve your interviewing skills in the future?*

2. *On a scale from 1 to 5 (1=not at all likely, 5=very likely), how likely are you to recommend this product to a friend?*
3. *Feedback. On a scale from 1 to 5 (1=not at all useful, 5=very useful), how useful would be this information to you, if it were given from a real person (not dummy)?*

The average InterviewApp score for the first question was 4.8 and 4.6 for the second question out of 5. The results show that this digital interview training tool is perceived by users as very useful, and they are likely to adopt it.

The feedback functionality had an average rating 4.7 out of 5. Only one user gave this functionality a score of 4, he pointed: *“Except confidence, stress, and emotional stability, I don’t care if I improve it or not. That would only matter in a real interview, because here I know I’m in training”*.

Overall, users appreciated the concept of the app, found it intuitive and easy to use, and appreciated the feedback functionality.

5.2.1 Heuristic evaluation of InterviewApp prototype_1

According to heuristic evaluation¹⁹ of InterviewApp prototype_1, most serious problems were related to: (1) match between system and the real world; (2) flexibility and efficiency of use; (3) visibility of system status; (4) missing help and documentation. When improving InterviewApp Prototype_1, other evaluation criteria with less impact were also taken into account. The system was evaluated and ranked according to Jakob Nielsen’s 10 heuristics and severity rating scale of 0-4.

Table 5.4 UT_1. Heuristic evaluation of InterviewApp

Evaluation criteria	Ratings
1. Visibility of system status	3
2. Match between system and the real world	4
3. User control and freedom	0

¹⁹ <https://www.nngroup.com/articles/ten-usability-heuristics/>

4. Consistency and standards	1
5. Error prevention	2
6. Recognition rather than recall	1
7. Flexibility and efficiency of use	4
8. Aesthetic and minimalist design	2
9. Help users recognize, diagnose, and recover from errors	2
10. Help and documentation	3

Heuristic evaluators were used to group the usability issues during the task's performance. The table below (Table 5.5) lists usability issues with corresponding improvements to be made (*highlighted as a critical issue to solve):

Table 5.5 UT_1. Heuristic evaluators & Improvements

Heuristic evaluator	Improvements
1. Visibility of the system status: <ul style="list-style-type: none"> Sign up. Entered password is not visible Message: “<i>Account has been created</i>” is not visible for the user Double login: the users sign up & have to login again. Very inconvenient. 	<ul style="list-style-type: none"> Add an option that allows user to verify entered password  Highlight the message (bold, bigger font size, different color (yellow, red)) OR Redirect user directly to the next page (Interview session) without login again
2. Match between system and the real world: <ul style="list-style-type: none"> Average scores, Score table, Feedback & Comments tables – confusing titles of the tables “Share” button associated with social networks and not with requesting feedback 	<ul style="list-style-type: none"> Rename: “Overall performance”, “Feedback”, “Comments” Rename: “Request Feedback”, “Send the Feedback”

<ul style="list-style-type: none"> Record button doesn't give clear order to start the interview session Question-wise feedback: "<i>weird formulation</i>" (comment from native speaker) Feedback. Satisfactory answer – confused title Feedback. Emotional stability and stress – redundant 	<ul style="list-style-type: none"> Rename: "Start a session", "Start record" (bold, bigger font size, different color) Rename: "Questions & Responses" Recommended: Complete answer, appropriate answer Recommended: remove Emotional stability
<p>3. Consistency and standards:</p> <ul style="list-style-type: none"> Videos for the full interview are not displayed (date only instead of the label – full interview) Login & signup mixed 	<ul style="list-style-type: none"> Rename: "Full interview record" below the date Recommended: Sign up & Login exchange the positions
<p>4. Error prevention & 5. Help users recognize, diagnose, and recover from errors:</p> <ul style="list-style-type: none"> No button Undo (send Feedback, Logout) 	<ul style="list-style-type: none"> Add to "Send feedback/ Request Feedback" (e.g., cancel) Add Undo button, pop-up e.g. <i>Are you sure you want to logout?</i>
<p>6. Recognition rather than recall:</p> <ul style="list-style-type: none"> Feedback. Satisfactory answers – the list of the questions asked is not displayed Giving feedback to a peer. No information about which questions were answered (question-wise optional feedback) 	<ul style="list-style-type: none"> Add original questions asked / answered Add original questions asked / answered
<p>7. Flexibility and efficiency of use:</p> <ul style="list-style-type: none"> App has full functionality only in Google Chrome (except small issues) Slider (Recorded session) not visible on MAC (Google Chrome) Users had difficulties to find and read past recordings <u>Link</u> in the email to send feedback to a peer doesn't work in Google Chrome browser 	<ul style="list-style-type: none"> Test if it is possible to have a full functionality of InterviewApp in Safari (Default MAC browser) Critical issue to solve Redesign the table with clear titles Critical issue to solve

8. Aesthetic and minimalist design: <ul style="list-style-type: none"> Interview instructions are too long & users don't read them The font size (feedback section) is too small 	<ul style="list-style-type: none"> Make shorter or use them on the next page (Start camera) & Highlight (bold, another color, bigger or Pop-ups) Center the numbers, highlight with color, for ex. blue
9. Help and documentation: <ul style="list-style-type: none"> No help button and guide 	<ul style="list-style-type: none"> Add help button and user guide

5.2.2 Implementing improvements

After heuristic evaluation of the first prototype, the changes illustrated on the Figures 5.3-5.13 were implemented.

1. Visibility of the system status. Login improvements performed Figure 5.3:

- The user will be directly redirected to the interview training page without double login.
- Message “Account has been created” was removed as the user is automatically sent to the next page.
- The visibility of the entered password remains the same for security reasons.

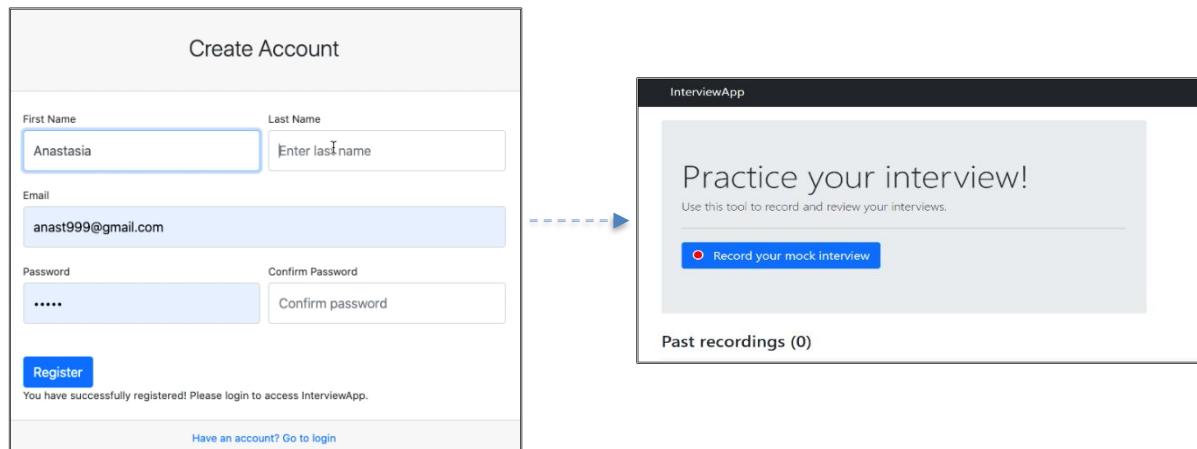
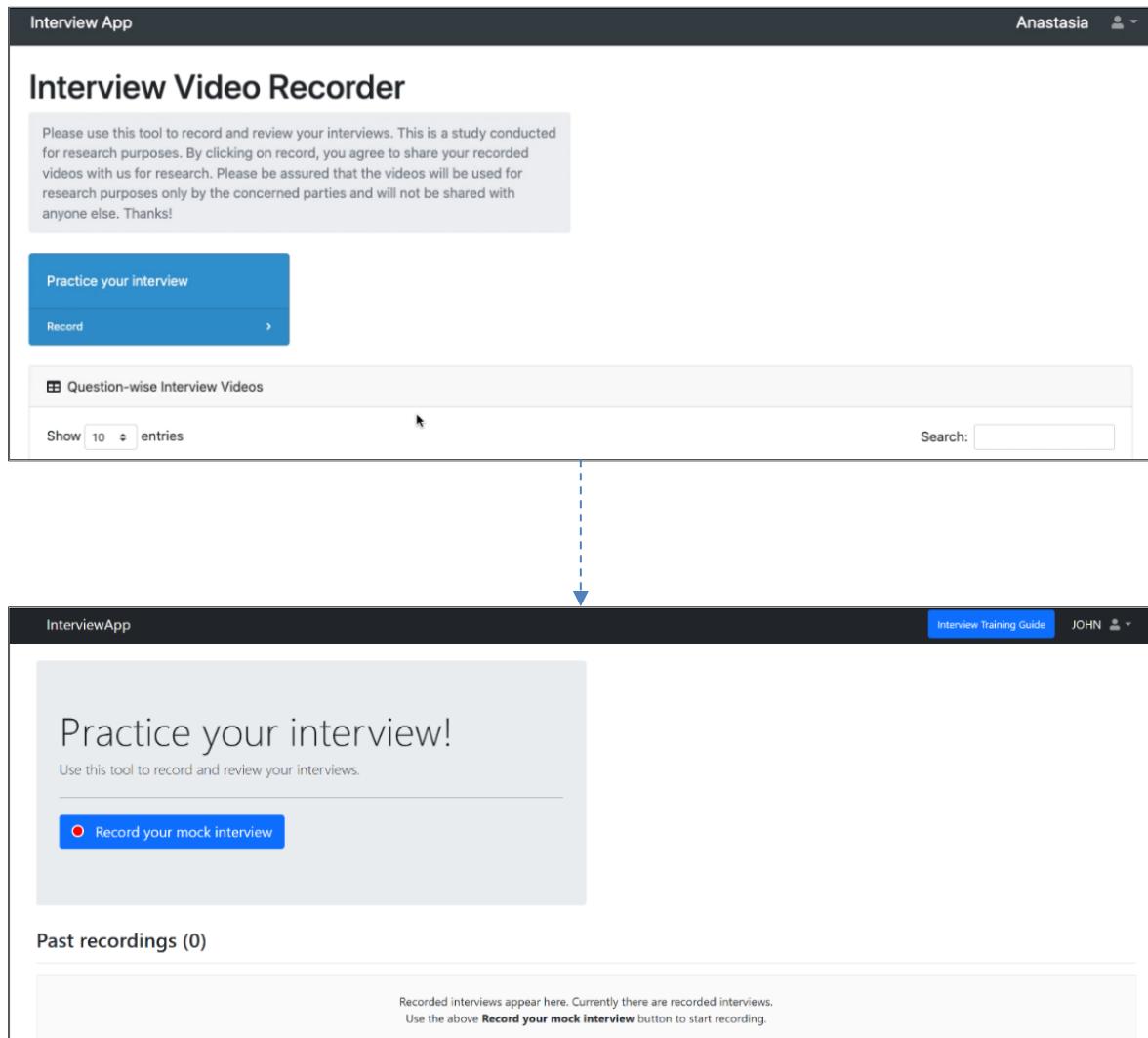


Figure 5.1 Create account & login page - improvements

2. Match between system and the real world.

- Redesigned Interview Video Recorder page, “Record” button was renamed on “Record your mock interview” Figure 5.4.
- The feedback “Share” button was renamed to “Request feedback” Figure 5.5.
- Feedback page was completely redesigned, including feedback table headers and feedback characteristics Figure 5.7.



The image displays two screenshots of the Interview App interface. The top screenshot shows the 'Interview Video Recorder' page. It features a header 'Interview App' and a user profile 'Anastasia'. The main content area is titled 'Interview Video Recorder' with a sub-instruction: 'Please use this tool to record and review your interviews. This is a study conducted for research purposes. By clicking on record, you agree to share your recorded videos with us for research. Please be assured that the videos will be used for research purposes only by the concerned parties and will not be shared with anyone else. Thanks!' Below this is a blue button labeled 'Practice your interview' with a 'Record' button underneath. A table below the button is titled 'Question-wise Interview Videos' with a 'Show 10 entries' dropdown and a 'Search' input field. The bottom screenshot shows a 'Past recordings (0)' page with a message: 'Recorded interviews appear here. Currently there are recorded interviews. Use the above Record your mock interview button to start recording.' A blue downward arrow is positioned between the two screenshots, indicating a flow or comparison between the two pages.

Figure 5.2 Create account & login page – improvements

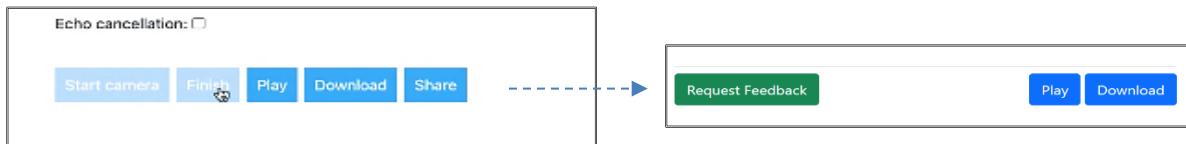


Figure 5.3 Feedback request - improvements

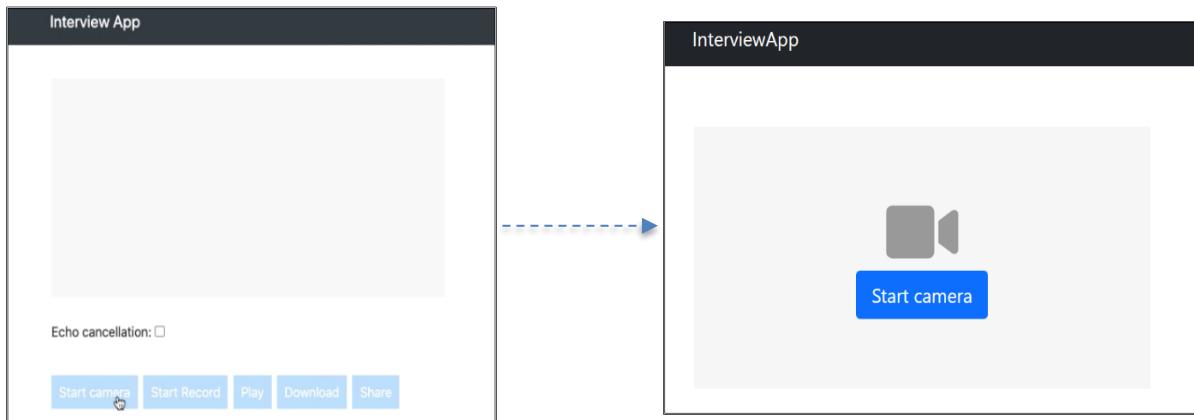


Figure 5.4 Start interview page - improvements

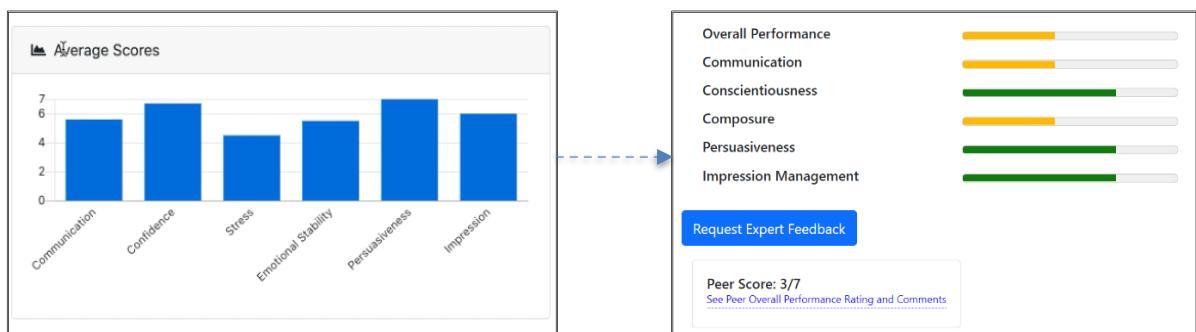


Figure 5.5 Feedback page - improvements

<p>Please find the ratings by your peers and experts here. The rating is from a scale of 1-7, with 1 being the lowest.</p>			
		Peer1	Peer2
Participant displayed good overall communication skills.		6	5
Participant was confident during the interview.		6	5
Participant was stressed.		6	5
Participant was emotionally stable through the interview.		6	5
Participant was convincing/persuasive in delivering the answers.		6	5

<p>Feedback and comments</p>			
		Peer1	Expert
Overall Comments	You did great!	You are much more relaxed in this video.	Project it in your tone to convince.
Comments on question 1			
Comments on question 2			

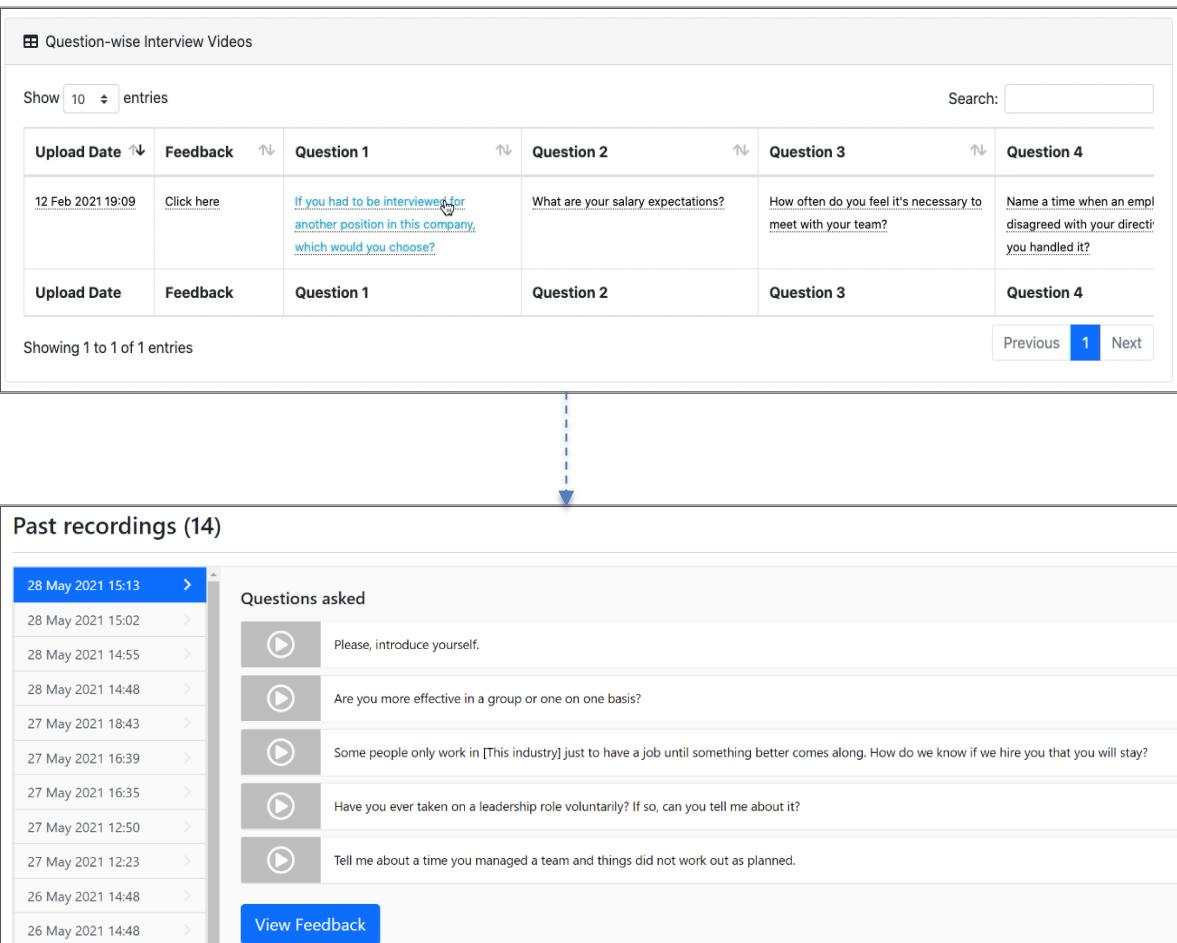


<p>Job Attribute Ratings</p> <p>Find the ratings by experts and your peers here. The rating is from a scale of 1-7, with 1 being the lowest.</p>														
<p>Overall Performance description</p> <p>Peer Rating View Details</p> 			<p>Communication Reflects the ability to express (and receive) ideas and information clearly, accurately, and convincingly.</p> <p>Peer Rating View Details</p> 											
<p>Composure Reflects the regulation and management of one's emotions, including doing so in stressful conditions. People high on this trait are typically described as calm, poised, composed, confident, and stable.</p> <p>Peer Rating View Details</p> 			<p>Persuasiveness Ability to change other people's opinion on important matters.</p> <p>Peer Rating View Details</p> 											
<p>Conscientiousness Reflects the drive to accomplish assigned tasks and duties to the best of one's ability and to do so within the confines of established procedures and protocols. People high on this trait are often described as responsible, dependable, competent, punctual, deliberate, and respectful of authority.</p> <p>Peer Rating View Details</p> 			<p>Impression Management Honestly presents him/herself in a positive way and/or demonstrates that he/she actually possessed abilities and skills.</p> <p>Peer Rating View Details</p> 											
<p>Question 1 Feedback</p> <p>Question 1:</p> <table border="1"> <thead> <tr> <th></th> <th>Rating</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Expert</td> <td></td> <td></td> </tr> <tr> <td>Peer #1</td> <td>6</td> <td></td> </tr> </tbody> </table>							Rating	Comments	Expert			Peer #1	6	
	Rating	Comments												
Expert														
Peer #1	6													
<p>Question 2 Feedback</p>														
<p>Question 3 Feedback</p>														
<p>Question 4 Feedback</p>														
<p>Question 5 Feedback</p>														

Figure 5.6 Feedback page - improvements

3. Consistency and standards.

- The Past recordings page was completely redesigned: added icons and color highlighters, scrolling past entries, and a highlighted "View Feedback" button has been added.



Question-wise Interview Videos

Show 10 entries Search:

Upload Date	Feedback	Question 1	Question 2	Question 3	Question 4
12 Feb 2021 19:09	Click here	<u>If you had to be interviewed for another position in this company, which would you choose?</u>	What are your salary expectations?	How often do you feel it's necessary to meet with your team?	Name a time when an employee disagreed with your director and you handled it?
Upload Date	Feedback	Question 1	Question 2	Question 3	Question 4

Showing 1 to 1 of 1 entries

Previous 1 Next

Past recordings (14)

28 May 2021 15:13 >

Questions asked

- ▶ Please, introduce yourself.
- ▶ Are you more effective in a group or one on one basis?
- ▶ Some people only work in [This industry] just to have a job until something better comes along. How do we know if we hire you that you will stay?
- ▶ Have you ever taken on a leadership role voluntarily? If so, can you tell me about it?
- ▶ Tell me about a time you managed a team and things did not work out as planned.

View Feedback

Figure 5.7 Past recording page – improvements

4. Error prevention & 5. Help users recognize, diagnose, and recover from errors.

- Numerous pop-ups have been added to help users avoid and recover from errors.

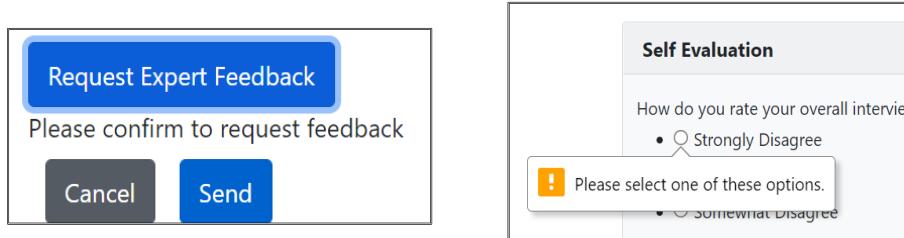


Figure 5.8 Error prevention - improvements

6. Recognition rather than recall.

- Questions asked were added to the Feedback page

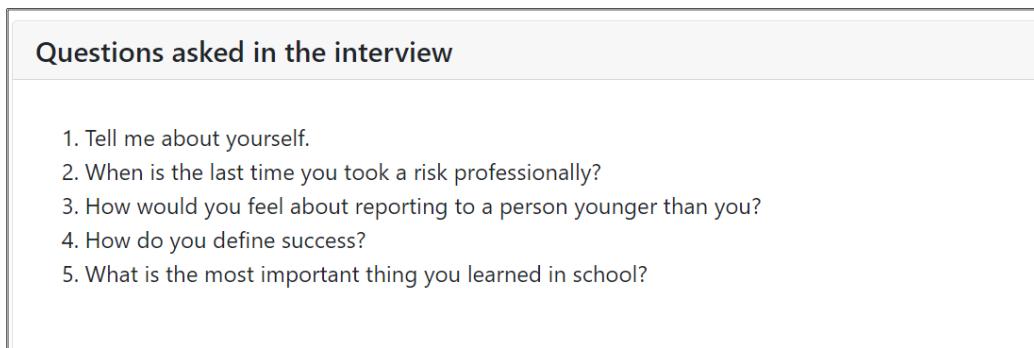


Figure 5.9 Feedback page - questions asked – improvements

7. Flexibility and efficiency of use.

- All the technical issues were resolved.
- Past recordings page was redesigned Figure 5.8.

8. Aesthetic and minimalist design.

- The instructions for users have been shortened and the necessary elements are highlighted in color Figures 5.4 – 5.6.

9. Help and documentation.

- “Help” and “Contact” buttons were added to the home page of InterviewApp Figure 5.11.

- French language support. InterviewApp was translated into French as it will be used by both English and French speakers at this stage of the study Figure 5.11.



Figure 5.10 Help and contact – improvements

- Interview Training Guide as an educational content. The interview guide was created to inform users about the typical structure of an interview, the categories of questions and the reasons why these questions are usually asked during an interview, as well as to give users tips and recommendations for successful completion of an interview (Figure 5.12). The content of the guide was developed based on the literature review Chapters 2.4.2 – 2.4.3.

Interview Training Guide

General Tips

1. Maintain a relaxed and poised composure
2. Smile when appropriate
3. Avoid looking away and try to maintain eye contact with the camera
4. Articulate clearly, modulating your tone appropriately
5. Use hand and body gestures to complement your answers

Questions and Criteria for Appropriate Answers

There are seven question categories in the InterviewApp.

Self-introduction

Self-introduction creates a first impression about an applicant and explains who you are. It shows you can be confident when meeting new people and helps to "break the ice" in the beginning of the interview.

Example

1. Tell me about yourself.

Criteria:

- Select a few highlights from your background to expand upon
- Focus on a few interests that are appropriate to discuss in a professional environment (e.g., sports, outdoor activities, movies, travel, bicycles).

Figure 5.11 Interview Training Guide – improvements

- **Self-evaluation.** After the user completes the interview session, a self-evaluation questionnaire will appear on the right side of the page, which will serve as another tool for self-assessment and, as a result, for improving interview skills. Completing the questionnaire should not take more than 2-3 minutes, as the user will fill it out after each session (Figure 5.13).

Self Evaluation

How do you rate your overall interview performance? Do you think you performed well?

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

How do you rate your level of anxiety during the interview?

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

How do you think you performed in the interview

How do you think you performed?

What do you think you did well?

What went well?

What do you think can be improved?

What did not go well?

Submit

Figure 5.12 Self-evaluation questionnaire – improvements

A demo version of the improved InterviewApp²⁰ can be found at the link below.

²⁰ <https://www.youtube.com/watch?v=lij7p1tD5Eg>

5.3 Usability test_2 (UT_2)

The purpose of this test was to evaluate the user experience after improvements were made to the InterviewApp based on the results of UT_1. In addition, to test new functionalities such as an interview training guide and self-evaluation questionnaire.

The idea was to test an improved version of InterviewApp on exactly the same audience. Therefore, all participants who conducted UT_1 were invited to evaluate the improvements to the application.

A total of 5 participants completed UT_2, one person left Switzerland and could not participate in the test. The context of the UT_2 remained the same (Chapter 5.1).

5.3.1 UT_2 protocol

The protocol for UT_2 was modified accordingly:

- For UT_2, users have to perform a total of 3 tasks, which is one less task than for UT_1. Task 4, "Giving Feedback to a peer", was excluded from UT_2 due to the minimal improvements made.
- The following additional subtasks are included to the protocol²¹:
 - Task 1: Full interview - Interview training guide subtask. In this subtask, users must find a way to open the Interview Training Guide and read it carefully.
 - Task 1: Full interview - Self-evaluation subtask. After completing the training interview, users will see a self-assessment questionnaire on the right side of the page (Figure 5.14). If the user has not completed the self-assessment, a pop-up window will appear requesting that the required fields be filled in.

²¹ Modified UT_2 protocol is included into Appendix.

InterviewApp

Interview Training Guide ANASTASIAA

Self Evaluation

How do you rate your overall interview performance? Do you think you performed well?

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

How do you rate your level of anxiety during the interview?

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

How do you think you performed in the interview?

How do you think you performed?

What do you think you did well?

What went well?

What do you think can be improved?

What did not go well?

Submit

Figure 5.13 Self-evaluation questionnaire

5.3.2 UT_2 comparative results

UT_2 quantitative results

Table 5.6 below represents the average results per user task for two usability tests as well as their difference of errors. This table also includes the breakdown for the averages by the most critical issues.

The main criterion for evaluating the success of InterviewApp improvements was the difference between the average number of errors made by the user during UT_1 and UT_2.

Task completion time was not the main criterion for data analysis, as some users answered the questions briefly, while for others it took longer. At the same time, it is important to note that the overall average time to complete all tasks was reduced by more than 30 percent, which confirms a more intuitive use of the application.

Table 5.6 UT_2. Consolidated average quantitative results

	Test_1		Test_2		Test_1 vs Test_2
Averages per user & per 8 task	Time (seconds) of tasks completion	Number of errors	Time (seconds) of tasks completion	Number of errors	Difference of errors
Task 1: Full interview.	76.5	0.5	49.1	0.3	-50%
Task 2: Review the records.	48.7	0.4	27.4	0.0	-100%
Task 3: Feedback comprehension.	24.0	0.3	21.1	0.0	-100%
Task 4: Giving Feedback to a peer.	41.0	0.1			
Breakdown of averages by the most critical issues					
Task 1: Full interview.	Time (seconds) of tasks completion	Number of errors	Time (seconds) of tasks completion	Number of errors	Difference of errors
a. Please start your 1st interview training session and answer the questions. Try to find your own way to do it.	273.8	2	159.8	0.6	-70%
c. Please send your interview record to your friend using this (email: anast999@gmail.com).	22.2	0.0	29.0	0.4	+40%
Task 2: Review the records.					
a. Now, I would like you to find a way to review your previous interview records: you can select any question you like and review it.	57.8	0.7	27.4	0.0	-100%
Task 3: Feedback comprehension.					

a. Average score. Please check your "Average score" results.	23.7	0.3	28.8	0.0	-100%
b. Score table. Please, read out loud the scores from Peer 2 on your performance (2 nd table on the page – Score table).	38.5	0.3	22.2	0.0	-100%

Based on the results presented in the table above, the following conclusions regarding quantitative results were drawn:

Task 1: Full interview. The number of errors were decreased by 50 percent for this task completion compared to the UT_1. Users made mistakes when performing the subtasks below:

- “Please start your 1st interview training session and answer the questions. Try to find your own way to do it”. **The number of errors was decreased by 70 percent compared to UT_1, the only issue was related to the fact that the users tried to Login instead of Signup.**

The **frequency** of this issue is average, but it has low impact because users were able to overcome it on their own.

The **persistence** of this problem is low because users will only need to register once for the first time, and the next connection to the application will be through the login option. **This issue is considered minor and doesn't need further improvements.**

- “Please send your interview record to your friend using the given email”. **The number of errors was increased by 40% comparing to UT_1.** The issue is that the "Request Feedback" button label did not give users a clear message to send their feedback to a peer or expert. In UT_1, users did not make any mistakes when performing this subtask. Although only two users made mistakes during UT_2, the test moderator observed that all of them were hesitant to click this button to submit their entry for feedback. This issue is considered one of the most prominent because of its average frequency and

impact. The following recommendations can be applied to change the button label to “Send for Feedback” (old version), “Send record for Feedback” or “Share record for Feedback”. One user's suggestion was not to change the button label, but a pop-up window with the message: “*Choosing this allows you to request feedback from a peer or professional*”.

The users did not make a single error during these tasks compared to UT_1, and accordingly the number of errors was reduced by 100 percent for the following tasks:

- Task 2: Review the records.
- Task 3: Feedback comprehension.

UT_2 qualitative results

The purpose of the qualitative results was to determine whether users noticed the changes to the InterviewApp and to understand how well those changes were perceived. Among the improvements, the most significant changes were on the feedback page and additional functionalities such as Interview training guide and Self-evaluation.

Feedback page. The overall impression of the improved feedback page was very positive. However, users suggested the following improvements:

- Overall performance attribute. Users noted that there is no description for this section. It was not clear to them why these particular indicators were chosen and how they were evaluated. One of the users suggested adding: “*Based on the candidate's overall performance*”.
- Stress tolerance attribute. Giving feedback from a peer/ expert point of view: if a candidate was not stressed (“Participant was stressed” in the evaluation sheet), his score would be low. From the candidate's perspective (stress tolerance) will be shown in red and has a low score. It gives the user a negative message. Further improvements need to be made.
- Personal stability and Impression management attributes. For two participants, these attributes were unclear, particularly on what basis they were evaluated. Their explanation was: “*What is this based on and how can I improve it?*”

- Question-wise feedback section does not display the questions asked, and users have to go up to the page to check the answers to the questions.

Interview Training Guide.

In order to get qualitative feedback about the interview guide, users had to perform an additional subtask: find and read the content of the guide. The purpose of this exercise was to test whether the guide is easy to find when needed and whether the content is useful.

Overall, users found the interview training guide to be very helpful, receiving a rating of 4.8 out of 5. They appreciated that the guide explains exactly *why* these types of questions are asked during interviews and that guidance is given on *how* participants should answer them. However, one user gave it a rating of 4 out of 5, arguing that “*the information in the guide is not new and self-evident*”. The only suggestion for improvement from several users was to make the guide more visual, for example: *after registration receive a pop-up window with a recommendation to study the guide.*

The overall qualitative and quantitative feedback from users after usability test_2 was very positive. InterviewApp was clear to use, intuitive, and the changes to the app were well received by users. The number of errors decreased by more than 70 percent for most of the tasks.

6 LIMITATIONS AND NEXT STEPS

This chapter outlines the limitations of this study, as well as next steps and recommendations.

First, the questionnaire with HR experts was designed to validate the flow of interview categories and the most common interview questions but included very few questions about other important aspects that interviewers pay attention to during an interview. The reason for this is that the questionnaire was relatively (25 minutes) long in duration and participants received no reward, additional questions may have provoked a higher rate of non-completion of the questionnaire. The results could be more complete if another extended qualitative study were conducted to identify additional aspects that interviewers pay attention to during interviews. Such recommendations can be included to the Interview training guide.

In addition, the questionnaire did not include questions about the potential functionalities of the application, which HR experts would have found relevant from their point of view. Such functionalities can be cognitive and logic tests, which job seekers are often asked to take before an interview.

Another limitation of the study was that the usability tests were conducted during the quarantine period in Switzerland. The choice of participants was very limited, since it was recommended to keep the number of personal contacts to a minimum, but for testing purposes it was important to observe users' interactions with the application. In addition, participants were not given any incentives, and they may not have taken the study seriously. Also, another metric for usability testing can complement the one already performed, such as the number of clicks per user for each task and the time spent in the system. It is recommended to repeat the usability study after quarantine and taking the above into account.

Potentially, new functionalities could be included in the app, such as a voice functionality. With this option, the user can enter data into the self-evaluation questionnaire. This will save data entry time and make the application more user-friendly. In addition, voice data can also be analyzed by artificial intelligence to determine whether the user was stressed, whether he spoke very quickly or too slowly, loudly enough or not.

The purpose of this app is to improve the interviewing skills of job seekers, and it may be offered to the unemployment offices, especially for the unserved population. However, private

organizations and large corporations may also be interested in using this application. For example, a candidate could be sent a link to InterviewApp before an upcoming online interview to help him or her practice. Schools, career centers at universities could also include InterviewApp to their educational programs. If the application will be commercialized in the future, it would still be a cost-efficient and effective approach for preparing their students and customers for career re / entry.

7 CONCLUSION

The purpose of this master's thesis was to answer research questions related to the development and testing of the interview training platform InterviewApp.

The first step was to understand what trends are most popular in the labor market, as well as what world events might be affecting these trends. This information helped determine what potential audience InterviewApp might be most useful for. A review of the literature confirms that hiring through online recruiting is gaining popularity these days, which is also due to the impact of the global COVID-19 pandemic on how we learn and work. The literature review also highlights that underserved job seekers are the most vulnerable to such changes, and they may benefit the most from such digital interview training. However, the effect of behavior changes in this population during and after the use of the InterviewApp was not investigated in this master's thesis, as the broader study is still ongoing.

The literature review also helped to find out what categories of interview questions are most commonly used, as well as explain why they are most common. However, the available articles and studies did not have a detailed list of the most common interview questions, therefore they were collected from online resources. It was equally important to identify the most frequently used and validated interview structures. Select among them the most appropriate one to integrate into InterviewApp to create the most realistic user experience. After that, implement the design of InterviewApp and conduct usability tests to understand what features and functions users value the most and what their pain points are, as well as further improvements.

A questionnaire with HR experts was chosen as the methodology to validate the categories of questions, their sequencing, and the most common interview questions. The results aligned with the literature review and were integrated into InterviewApp.

The next step was to use a user centered design approach to conduct two usability tests of InterviewApp. The results of the first usability test showed many limitations in the application's design and functionalities. Despite this, users well received the conceptual idea of the application and found it very useful and easy to use.

The second usability test was conducted after improvements were made based on heuristic evaluation of the application. The results showed that most of the improvements were perceived positively by the users, they almost did not make any mistakes when performing tasks. In

addition, new functionalities such as the interview training guide and the self-evaluation were highly appreciated.

This study and its results contribute to the development of InterviewApp and can serve as a basis for its further improvement, as well as for similar interview training tools. New features and functionalities can be implemented in the application and afterwards tested using similar approaches.

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APPENDIX

I. HR expert's questionnaire

Interview questions for HR-experts validation

Dear HR Expert!

To develop an “online training interview platform” that will allow the public to improve their interviewing skills, we have created an online interview structure with different pools of questions. These pools will contain the most common interview questions.

We kindly ask you to help us rate the collected questions according to the frequency of their use.

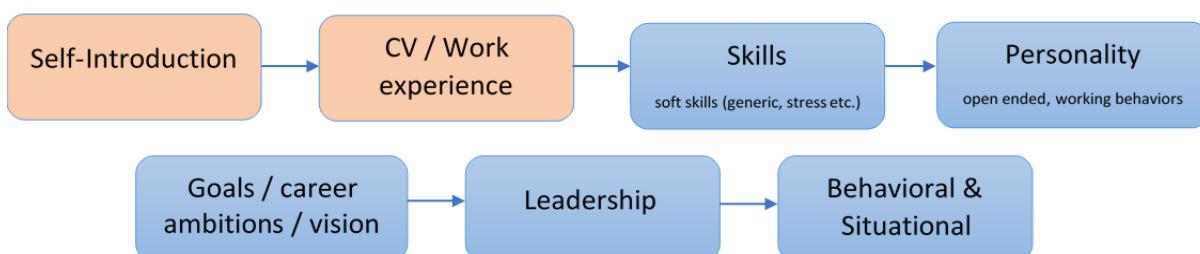
Q1

- this survey is anonymous
- the data will be collected and processed for research purposes

I agree (1)

Q2 Standard interview structure.

Interview questions flow



- Fixed pools of questions
- Questions for training

Q3 Do you use this structure for interviews? If not, please explain why.

Yes (4)

No (5) _____

Display This Question:

If Do you use this structure for interviews? If not, please explain why. = No

Q4 Please organize (drag & drop) question pools to create the interview flow you are using.

- _____ Self-Introduction (1)
- _____ CV / Work experience (2)
- _____ Skills (3)
- _____ Personality (4)
- _____ Goals / career / ambitions (5)
- _____ Leadership (6)
- _____ Behavioral & Situational (7)

Q5 Self - Introduction

1. Tell me about yourself.
2. Please, introduce yourself.

Q6 If you use other self-introduction questions, please enter them below.**Q7 CV / Work experience**

1. Can you walk me through your resume?
2. Tell me about your experience at [XYZ] company, please.
3. Pretend I did not read your resume, and we just met on the street and go from there...

Q8 If you use other CV / Work experience questions, please enter them below.**Q9 Skills. Please rate the questions according to the frequency of their use.**

	Not Frequent	Less Frequent (2)	Frequent
How will you achieve a work/ life-balance? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you handle stress? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you deal with tight deadlines? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you deal with conflict? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you deal with a rude employee? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When is the last time you took a risk professionally? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What would be your ideal work schedule? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever been late for work? How do you make sure you always get to work on time? (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is it okay to miss a deadline? If so, when? (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you think about overtime work? (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What can distract you from job? (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What would you do if you heard a coworker talk bad about a customer? (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you saw your boss stealing would you turn him in? (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you prefer to work alone or in groups? (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 How do you typically evaluate the questions in this section?

Q11 Are there any other questions you would like to add to this section?

Q12 Personality. Please rate the questions according to the frequency of their use.

	Not Frequent	Less Frequent	Frequent
How would you describe your personality? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would your boss/co-workers and/or subordinates describe you? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you could describe yourself in two words what would they be? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Who inspires you and why? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What would your best friend say about you? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What surprises people about you? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me one thing about yourself you would not want me to know. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How have you changed over the last five years? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me the difference between good and exceptional. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you do for fun? (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What are your hobbies? (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you could have a superpower, what would it be? (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you were a billionaire, what would you do with your time? (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is no right or wrong answer, but if you could be anywhere in the world right now, where would you be?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is your greatest fear? (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is the most recent book you have read? (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is the best movie you have seen in the last year? (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you more effective in a group or one on one basis? (20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What makes you uncomfortable at work? (21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you find it difficult to talk to and meet new people? (22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you feel about reporting to a person younger than you? (23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How could a manager best support you? (24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 How do you typically evaluate the questions in this section?

Q14 Are there any other questions you would like to add to this section?

Q15 Goals / career ambitions / vision. Please rate the questions according to the frequency of their use.

	Not Frequent	Less Frequent	Frequent
Where do you see yourself in five years? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you want to accomplish? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What are your lifelong dreams? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you define success? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why did you choose your major? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is your ideal job? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you know about our industry? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you know about our company? (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you know about our position? (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why are you interested in this position? (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you had to be interviewed for another position in this company, which would you choose? (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why did you leave your last position (if you worked)? (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What type of reference will your previous company provide? (30)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How long do you expect to stay with our company? (31)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some people only work in [This industry] just to have a job until something better comes along. How do we	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why are you looking for a new job? (34)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you do not get this position, what will be your next career move? (35)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What did you like most/least about your last company? (36)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What three things do you need to succeed in this position? (23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you see yourself fitting into the organization? (37)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What things are most important to you in a job, manager and/or company? (38)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why should we hire you? (39)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you be willing to start out part-time? (40)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What are your salary expectations? (41)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 How do you typically evaluate the questions in this section?

Q17 Are there any other questions you would like to add to this section?

18 Leadership. Please rate the questions according to the frequency of their use.

	Not Frequent	Less Frequent	Frequent
Can you tell me about a time when you demonstrated leadership capabilities on the job? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which supporting skills do you think are most important when it comes to leadership? (46)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When there is a disagreement on your team, how do you handle it? (47)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about the hardest decision you have ever made as a leader. How did you decide which course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you feel it's necessary to meet with your team? (50)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time you took a leadership position when you did not have the title of a leader. (51)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What sort of leader would your team say that you are? (52)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is the most difficult part of being a leader? (53)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you do when you are unsure about how to achieve the goals of the team? (54)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you deliver bad news to your team? (55)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is competition among a team healthy? Why or why not? (56)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you proceed to reorganize your team? (57)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever been a member of a successful team? What was your role in the success of the team? (58)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Name a time when an employee disagreed with your directive and how you handled it? (59)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you delegate responsibilities to your team? (60)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What steps do you take to make sure that projects are completed on time, on budget, and to the proper	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you describe your leadership style? How would your colleagues describe it? (62)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can you tell me about a time where you faced a leadership challenge? What did you do to overcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a team member is underperforming, what steps do you take to improve their performance? (64)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever taken on a leadership role voluntarily? If so, can you tell me about it? (65)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can you describe a time when you lead by example? (66)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever served in a coach or mentor role? How were you able to help the other person achieve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you monitor a team's performance? (68)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a team is struggling to stay motivated, what steps would you take to boost engagement? (69)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a member of your team presents you with an idea, how do you respond? (70)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which of your past managers was your favorite leader, and why? (71)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are there any leaders that inspire you? (72)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you respond to constructive criticism? (73)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What approach do you use when you need to deliver constructive criticism? (74)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What steps do you take to measure your personal performance at work? (75)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During your first days in the job, are there any changes that you try to implement immediately? (76)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When starting with a new team, how do you evaluate the current state of their capabilities? (77)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What do you think is most important in creating a positive culture? (78)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you determine who gets access to professional development or training? (79)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If your project became unexpectedly shorthanded, what would you do to ensure it stayed on target? (80)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time you had to lead a meeting. (81)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe how you motivate others. (82)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you a leader or a follower? (83)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What are three qualities of leadership? (84)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe your philosophy of leadership in a few sentences. (85)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What leadership skills do you find most useful? (86)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you go about praising a team member in public? (87)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever taken on a job that you were unqualified for? (88)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 How do you typically evaluate the questions in this section?

Q20 Are there any other questions you would like to add to this section?

Q21 Behavioral & Situational questions. Please rate the questions according to the frequency of their use.

	Not Frequent	Less Frequent	Frequent
Describe a situation where you disagreed with a supervisor. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were there any unethical situations at past jobs and how did you handle this? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time you had a conflict at work. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a situation where you had to solve a difficult problem. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel you work well under pressure? If so, describe a time when you have done so... (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a time when you motivated others. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of when you showed initiative and took the lead. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you missed an obvious solution to a problem. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about your proudest professional accomplishment. (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time when your work was criticized. (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What was the hardest thing you ever had to do in your prior work experience? (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is your greatest achievement outside of work? (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What accomplishments are you particularly proud of? (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Name something you wish you regret at your previous job and would do differently here. (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When was the last time you made a big mistake at work? (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What is the most important thing you learned in school? (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time when you had to give a person difficult feedback. (20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you deal with an angry or irate customer? (21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time you chose to not help a teammate. (22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time where you failed, then came back to succeed. (23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you handle a situation where you have a client who interrupt your existing interaction with a client? (24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppose you are working on a project with an original scope of a few months and you are told that you instead now have a few days — how would you handle it? (25)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you communicate to team members that a deadline was approaching and they had to have their materials ready in time? (26)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If your supervisor gives you a direct order that you know is against company policy how do you handle the situation? (27)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me a time when you had to make a quick decision without knowing all the facts. (28)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me a time when you had to work on a project and had someone on your team who would not cooperate. What did you do? (29)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time you failed and what you learned. (30)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you had to work with someone with whom you did not get along. How did you handle that situation? (31)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you go about solving a problem, describe the process? (32)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time you disobeyed a rule. (33)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time when you did not complete a task on time or to expectations. (34)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tell me about a situation where you had to adapt quickly. (36)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please explain the last time you realized you made a mistake; how did you handle it? (37)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you had to work in a culturally diverse environment. (38)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me something you would change if you could go back and do it over. (39)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time you provided excellent customer service. (40)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell us about a time you have faced a moral decision. (41)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time that a situation at work was solved because of teamwork? (42)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If your boss were late giving you information to complete a project for a boss 2 levels up, how would you handle it? (43)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me a time when someone made a decision that you did not agree with and what did you do about it? (44)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time that you jumped to an incorrect conclusion. (46)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time when someone pushed your buttons continuously, and how did you handle it? (47)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you struggled with meeting your goals and what did you do. (48)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How would you handle a situation where another employee was complaining about the job? (49)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talk about a time when you provided a creative solution to a problem. (50)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you had to work long hours to finish a project. How did you handle it? (51)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a time where you held a co-worker accountable for their actions. (52)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a situation where you did not particularly care for someone, but had to interact with them in a difficult situation. (53)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time you managed a team and things did not work out as planned. (55)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Describe a time when you exceeded people's expectations. (56)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a difficult decision you have had to make in your position. What made it difficult and what was the outcome? (57)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a specific problem you have encountered in your position. How did you go about solving it? (58)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when you have been overloaded with work. How did you go about prioritizing your tasks? (59)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a high-pressure situation you faced in the last X months. How did you handle it? (60)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tell me about a time when people disagreed with your ideas. What did you do? (61)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever had to "sell" an idea to your boss, team, or co-workers? How did you go about doing this? Did they buy in? (62)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a time when your work was criticized in front of others. How did you respond? What did you learn from this situation? (63)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a situation when you have had to deal with a very difficult client or boss. How did you go about dealing with the situation? Would you do anything different next time? (64)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe a complex project that you were assigned to. What approach did you take to complete it? What was the outcome? (65)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give me an example of a time when you were faced with a stressful situation that demonstrated your coping skills. (66)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What would you do if the head partner gave you an assignment to do ASAP and another partner gave you another assignment to do ASAP? (67)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 How do you typically evaluate the questions in this section?

Q23 Are there any other questions you would like to add to this section?

Q24 What is the most important thing, in your opinion, that job seekers should pay attention to during a job interview?

Q25 What aspects of non-verbal behavior do you pay attention to during an interview?

II. Interview training questions. Scores

#	English	Score	Category
1	Tell me about yourself.		Self-introduction
2	Please, introduce yourself.		Self-introduction
3	Can you walk me through your resume?		CV / Work experience
4	Tell me about your experience at [XYZ] company, please.		CV / Work experience
5	Pretend I did not read your resume, and we just met on the street and go from there...		CV / Work experience
6	How do you deal with tight deadlines?	8	Skills
7	How do you handle stress?	7	Skills
8	Do you prefer to work alone or in groups?	7	Skills
9	When is the last time you took a risk professionally?	6	Skills
10	How do you deal with conflict?	5	Skills
11	How would you deal with a rude employee?	5	Skills
12	What would be your ideal work schedule?	5	Skills
13	What do you think about overtime work?	5	Skills
14	Is it okay to miss a deadline? If so, when?	4	Skills
15	What can distract you from job?	4	Skills
16	What would you do if you heard a coworker talk bad about a customer?	4	Skills
17	If you saw your boss stealing would you turn him in?	3	Skills
18	Have you ever been late for work? How do you make sure you always get to work on time?	2	Skills
19	Tell me the difference between good and exceptional.	6	Personality
20	What do you do for fun?	5	Personality
21	What are your hobbies?	5	Personality
22	What is your greatest fear?	5	Personality
23	Are you more effective in a group or one on one basis?	5	Personality
24	Do you find it difficult to talk to and meet new people?	5	Personality
25	How would your boss/co-workers and/or subordinates describe you?	4	Personality
26	What would your best friend say about you?	4	Personality
27	What makes you uncomfortable at work?	4	Personality
28	How would you feel about reporting to a person younger than you?	4	Personality
29	How could a manager best support you?	4	Personality
30	How would you describe your personality?	3	Personality

31	If you were a billionaire, what would you do with your time?	3	Personality
32	There is no right or wrong answer, but if you could be anywhere in the world right now, where would you be?	3	Personality
33	If you could describe yourself in two words what would they be?	2	Personality
34	How have you changed over the last five years?	2	Personality
35	Why are you looking for a new job?	6	Goals / career ambitions / vision
36	What is your ideal job?	5	Goals / career ambitions / vision
37	Why are you interested in this position?	5	Goals / career ambitions / vision
38	If you had to be interviewed for another position in this company, which would you choose?	5	Goals / career ambitions / vision
39	What type of reference will your previous company provide?	5	Goals / career ambitions / vision
40	Where do you see yourself in five years?	4	Goals / career ambitions / vision
41	What do you want to accomplish?	4	Goals / career ambitions / vision
42	Why did you choose your major?	4	Goals / career ambitions / vision
43	What do you know about our industry?	4	Goals / career ambitions / vision
44	What do you know about our company?	4	Goals / career ambitions / vision
45	Why did you leave your last position (if you worked)?	4	Goals / career ambitions / vision
46	If you do not get this position, what will be your next career move?	4	Goals / career ambitions / vision
47	What are your salary expectations?	4	Goals / career ambitions / vision
48	How do you define success?	3	Goals / career ambitions / vision
49	How long do you expect to stay with our company?	3	Goals / career ambitions / vision
50	What did you like most/least about your last company?	3	Goals / career ambitions / vision

51	What things are most important to you in a job, manager and/or company?	3	Goals / career ambitions / vision
52	Why should we hire you?	3	Goals / career ambitions / vision
53	What are your lifelong dreams?	2	Goals / career ambitions / vision
54	What do you know about our position?	2	Goals / career ambitions / vision
55	Some people only work in [This industry] just to have a job until something better comes along. How do we know if we hire you that you will stay?	2	Goals / career ambitions / vision
56	What three things do you need to succeed in this position?	2	Goals / career ambitions / vision
57	How do you see yourself fitting into the organization?	2	Goals / career ambitions / vision
58	Can you tell me about a time when you demonstrated leadership capabilities on the job?	4	Leadership
59	Tell me about the hardest decision you have ever made as a leader. How did you decide which course of action was best?	4	Leadership
60	How often do you feel it's necessary to meet with your team?	4	Leadership
61	What is the most difficult part of being a leader?	4	Leadership
62	Name a time when an employee disagreed with your directive and how you handled it?	4	Leadership
63	What steps do you take to make sure that projects are completed on time, on budget, and to the proper standard?	4	Leadership
64	Have you ever served in a coach or mentor role? How were you able to help the other person achieve success?	4	Leadership
65	How do you respond to constructive criticism?	4	Leadership
66	When there is a disagreement on your team, how do you handle it?	3	Leadership
67	Describe a time you took a leadership position when you did not have the title of a leader.	3	Leadership
68	What sort of leader would your team say that you are?	3	Leadership
69	What do you do when you are unsure about how to achieve the goals of the team?	3	Leadership
70	How do you delegate responsibilities to your team?	3	Leadership
71	Can you tell me about a time where you faced a leadership challenge? What did you do to overcome it?	3	Leadership

72	If a team member is underperforming, what steps do you take to improve their performance?	3	Leadership
73	Have you ever taken on a leadership role voluntarily? If so, can you tell me about it?	3	Leadership
74	Can you describe a time when you lead by example?	3	Leadership
75	What approach do you use when you need to deliver constructive criticism?	3	Leadership
76	Describe how you motivate others.	3	Leadership
77	What are three qualities of leadership?	3	Leadership
78	Describe your philosophy of leadership in a few sentences.	3	Leadership
79	Have you ever taken on a job that you were unqualified for?	3	Leadership
80	Which supporting skills do you think are most important when it comes to leadership?	2	Leadership
81	How would you deliver bad news to your team?	2	Leadership
82	Is competition among a team healthy? Why or why not?	2	Leadership
83	Have you ever been a member of a successful team? What was your role in the success of the team?	2	Leadership
84	How would you describe your leadership style? How would your colleagues describe it?	2	Leadership
85	If a team is struggling to stay motivated, what steps would you take to boost engagement?	2	Leadership
86	What steps do you take to measure your personal performance at work?	2	Leadership
87	When starting with a new team, how do you evaluate the current state of their capabilities?	2	Leadership
88	What do you think is most important in creating a positive culture?	2	Leadership
89	What leadership skills do you find most useful?	2	Leadership
90	Describe a situation where you disagreed with a supervisor.	4	Behavioral & Situational questions
91	Tell me about a time you had a conflict at work.	4	Behavioral & Situational questions
92	Tell me about a situation where you had to solve a difficult problem.	4	Behavioral & Situational questions
93	What is the most important thing you learned in school?	4	Behavioral & Situational questions
94	If your supervisor gives you a direct order that you know is against company policy how do you handle the situation?	4	Behavioral & Situational questions

95	Tell me about a time that you jumped to an incorrect conclusion.	4	Behavioral & Situational questions
96	Talk about a time when you provided a creative solution to a problem.	4	Behavioral & Situational questions
97	Describe a time when you exceeded people's expectations.	4	Behavioral & Situational questions
98	Were there any unethical situations at past jobs and how did you handle this?	3	Behavioral & Situational questions
99	Give me an example of a time when you motivated others.	3	Behavioral & Situational questions
100	Give me an example of when you showed initiative and took the lead.	3	Behavioral & Situational questions
101	Tell me about a time when you missed an obvious solution to a problem.	3	Behavioral & Situational questions
102	Tell me about your proudest professional accomplishment.	3	Behavioral & Situational questions
103	Describe a time when you had to give a person difficult feedback.	3	Behavioral & Situational questions
104	Describe a time you chose to not help a teammate.	3	Behavioral & Situational questions
105	Describe a time where you failed, then came back to succeed.	3	Behavioral & Situational questions
106	How would you handle a situation where you have a client who interrupt your existing interaction with a client?	3	Behavioral & Situational questions
107	How would you communicate to team members that a deadline was approaching and they had to have their materials ready in time?	3	Behavioral & Situational questions
108	Tell me a time when you had to work on a project and had someone on your team who would not cooperate. What did you do?	3	Behavioral & Situational questions
109	Tell me about a time you failed and what you learned.	3	Behavioral & Situational questions
110	Tell me about a time when you struggled with meeting your goals and what did you do.	3	Behavioral & Situational questions
111	Tell me about a time when you have been overloaded with work. How did you go about prioritizing your tasks?	3	Behavioral & Situational questions
112	Give me an example of a high-pressure situation you faced in the last X months. How did you handle it?	3	Behavioral & Situational questions

113	Do you feel you work well under pressure? If so, describe a time when you have done so...	2	Behavioral & Situational questions
114	Describe a time when your work was criticized.	2	Behavioral & Situational questions
115	What accomplishments are you particularly proud of?	2	Behavioral & Situational questions
116	How would you deal with an angry or irate customer?	2	Behavioral & Situational questions
117	Suppose you are working on a project with an original scope of a few months and you are told that you instead now have a few days - how would you handle it?	2	Behavioral & Situational questions
118	Tell me a time when you had to make a quick decision without knowing all the facts.	2	Behavioral & Situational questions
119	Tell me about a time when you had to work with someone with whom you did not get along. How did you handle that situation?	2	Behavioral & Situational questions
120	Describe a time you disobeyed a rule.	2	Behavioral & Situational questions
121	Describe a time when you did not complete a task on time or to expectations.	2	Behavioral & Situational questions
122	Tell me about a situation where you had to adapt quickly.	2	Behavioral & Situational questions
123	Tell me about a time when you had to work in a culturally diverse environment.	2	Behavioral & Situational questions
124	Tell me about a time you provided excellent customer service.	2	Behavioral & Situational questions
125	Tell me a time when someone made a decision that you did not agree with and what did you do about it?	2	Behavioral & Situational questions
126	Describe a time when someone pushed your buttons continuously, and how did you handle it?	2	Behavioral & Situational questions
127	How would you handle a situation where another employee was complaining about the job?	2	Behavioral & Situational questions
128	Tell me about a time when you had to work long hours to finish a project. How did you handle it?	2	Behavioral & Situational questions
129	Tell me about a time you managed a team and things did not work out as planned.	2	Behavioral & Situational questions
130	Give me an example of a difficult decision you have had to make in your position. What made it difficult and what was the outcome?	2	Behavioral & Situational questions

131	Describe a specific problem you have encountered in your position. How did you go about solving it?	2	Behavioral & Situational questions
132	Tell me about a time when people disagreed with your ideas. What did you do?	2	Behavioral & Situational questions
133	Have you ever had to "sell" an idea to your boss, team, or co-workers? How did you go about doing this? Did they buy in?	2	Behavioral & Situational questions
134	Give me an example of a situation when you have had to deal with a very difficult client or boss. How did you go about dealing with the situation? Would you do anything different next time?	2	Behavioral & Situational questions
135	Describe a complex project that you were assigned to. What approach did you take to complete it? What was the outcome?	2	Behavioral & Situational questions
136	Give me an example of a time when you were faced with a stressful situation that demonstrated your coping skills.	2	Behavioral & Situational questions
137	What you would do if the head partner gave you an assignment to do ASAP and another partner gave you another assignment to do ASAP?	2	Behavioral & Situational questions

III. Informed Consent Form for Usability studies

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Usability test consent form
"Interview app"



Informed Consent Form for the Usability Test on Interview Training Platform

Please read and sign this form.

About the project "Interview app":

Interview training platform "Interview app" will be an automated interactive online platform with video recording capabilities where, the participants will be provided feedback on their interview performance for self-improvement, developed by:

- Anastasiia Didenko, M.Sc. student in Information Systems (Anastasiia.didenko@unil.ch)
- Pooja Shikaripur Bheemasena Rao, Doctoral assistant (Pooja.ShikaripurBheemasenaRao@unil.ch)

The goal of this project is to provide free online training to populations to improve their interview skills, who otherwise would not have access to such resources.

This study is conducted by: Anastasiia Didenko, Pooja Shikaripur Bheemasena Rao under the supervision of Professor Mauro Cherubini, University of Lausanne.

Purpose of this study:

- **User experience (tasks performance).** You will be prompted to perform certain tasks on your computer which will enable me to observe your interactions with the platform. While performing the tasks you will be filmed including audio recording. **Video and audio records will be used to gather specific information about interactions with the Interview application (i.e., confusing interface, user control and freedom, consistency etc.) for further improvements.**
- **User experience (overall performance).** I will also conduct a brief interview regarding the tasks you have completed. The interviews will also be video and audio recorded. **This data will be collected to study the overall user experience and to understand the job seekers behavior while working with the platform.**
- **Participation in this study should not take more than 30 minutes.**

Criteria for participation:

- You are currently looking for a job or internship.
- You are interested in improving/learning your interviewing skills.
- You have a suitable device (laptop, computer) and Internet access for testing.

Anastasiia Didenko

M.Sc. student in Information Systems
University of Lausanne
Anastasiia.didenko@unil.ch

Research assistant
in Persuasive Technology Lab
<https://wp.unil.ch/persuasivelab/>

Video permission. Data management and privacy.

- Usability testing sessions will be recorded on video, and information about the evaluation of the platform will be used for further analysis. **Your identity will not be disclosed, and data will be stored on a secure server only accessible to the research team.**
- The data collected will be of 3 types: qualitative data (interviews), video and audio recordings of the usability sessions.
- Only principal investigators and their supervisor will have access to the original data in strict confidentiality.

Principal investigator:

- Anastasiia Didenko, M.Sc. student in Information Systems, UNIL (Anastasiia.didenko@unil.ch)
- Pooja Shikaripur Bheemasena Rao, Doctoral assistant (Pooja.ShikaripurBheemasenaRao@unil.ch)

Principal supervisor:

- Prof. Mauro Cherubini, University of Lausanne (mauro.cherubini@unil.ch)

- The analysis of data may be used in publications for educational/research purposes.
- After 5 years of publishing the results of the study, the data will be deleted. Prof. Mauro Cherubini is responsible for data management and confidentiality.

Risks associated with participating in usability test.

There are no risks for you associated with participating in this study.

Participation in this usability study is voluntary and not remunerated.

You have the right to withdraw your consent at any time, including after the study, which will result in your participation data being deleted, including the video recordings of your participation.

If you have any questions, please contact Anastasiia Didenko (Anastasiia.didenko@unil.ch).

Participant

I agree to the above terms and conditions.

Name	Date	Signature

Anastasiia Didenko

M.Sc. student in Information Systems
University of Lausanne
Anastasiia.didenko@unil.ch

Research assistant
in Persuasive Technology Lab
<https://wp.unil.ch/persuasivelab/>

IV. Usability test_1. Protocol

Usability study Protocol

Stage 0: Preparation

- Consent form
- Evaluation sheet for internal observations
- Open landing page of Interview app
- Set up the tools for video & audio records

Stage 1: Consent & Confidentiality. Platform overview. Usability test format.

1. **Welcome participant.**
2. **Consent.**
 - a. Receive a signed consent form: To begin the usability test, I have an informative consent form that you can carefully read and sign if you agree with all the terms and conditions. If you have any questions, please feel free to ask.
3. **Confidentiality.**
 - a. All the information about prototype (design, functionalities) is confidential and cannot be shared with others.
4. **Introduction to the “Interview training platform”:**

I would like to give you some information about the platform and usability test format.

Goal: The goal of this project is to provide free online training to populations to improve their interview skills, who otherwise would not have access to such resources.

Platform: It will be an automated interactive online platform with video recording capabilities where the participants will be provided feedback for self-improvement. The online interview platform consists of different pools of job interview questions. These pools will contain the most common interview questions.

This usability test will be divided into two sections:

1. **Tasks performance:** You will be prompted to perform certain tasks on your computer which will enable me to observe your interactions with the platform (confusing interface etc.). During the task's performance, you are encouraged to think out loud. You can say out loud anything that comes into your head or confuses you during tasks performance. This will allow me to capture the specific moments when you are having difficulty.
2. **Overall performance:** I will also conduct a brief interview to study the overall user experience and to understand your behavior while working with the platform.
- **Please keep in mind that there is no right or wrong answer or comment, I just need to know your impressions of the platform. You do not have to be afraid of hurting anybody's feelings here. We are here to test the application, not you.**

- **If you have any questions during the test, please don't hesitate to ask. I may not be able to answer during the test, but I will write them down so that we can discuss it at the end of the task completion.**
- **Thank you and questions.**

Stage 2: Task scenarios.

Task 1: Full interview.

Let's start with the 1st task. For this task you need to complete one full interview training session and share your record with a Peer. After the completion of this task, I will ask you a few questions about the Interview app.

1. You will find yourself on the homepage of the Interview application (internal observations for usability test sheet):
 - a. Please start your 1st interview training session and answer the questions. Try to find your own way to do it.
 - b. After this session is finished, please read the names of all the buttons below the video recording screen.
 - Please, explain the purpose of each of them.
 - c. Please send your interview record to your friend using this (email: anast999@gmail.com).
 - d. Please logout.

We finished with our 1st task.

2. User behaviors (General questions about the task). Now I would like to ask you some questions related to this task (usability test sheet):
 - a. How was the experience of using the product to complete this task?
 - b. Was everything clear for you or you found something confusing?
 - c. How easy or difficult was it to navigate?
 - d. Did you have any issues with the design?
 - e. What do you think of the design and layout?

Task 2: Review the records.

1. You will find yourself in the home page of the platform (internal observations for usability test sheet):
 - a. Now, I would like you to find a way to review your previous interview records: you can select any question you like and review it.
 - b. To continue with the task, please go to the Feedback section and review the Feedback (quick review, no need to read it all).
2. User behaviors (General questions about the task). You can stay on this page while I am asking the questions about this task (usability test sheet):
 - a. How was the experience of using the app to complete this task?
 - b. Was everything clear for you or you found something confusing?
 - c. How easy or difficult was it to navigate?

Task 3: Feedback comprehension. During this task, you will check the Feedback on your interview performance. **Please note that this is dummy feedback and has nothing to do with your real interview performance** (internal observations for usability test sheet):

- a. Average score. Please check your “Average score” results.
 - i. What is your opinion about the “Average score” of your performance?
 - ii. Was there something unclear?
 - iii. On a scale from 1 to 5 (1=not at all useful, 5=very useful), how useful would be this information to you, if it was given from a real person (not dummy)?
- b. Score table. Please, read out loud the scores from Peer 2 on your performance (2nd table on the page – Score table).
 - i. What is your opinion about the Feedback from the “Score Table”?
 - ii. Was there something unclear?
 - iii. On a scale from 1 to 5 (1=not at all useful, 5=very useful), how useful would be this information to you, if it was given from a real person (not dummy)?
- c. Feedback and comments section. Please, check the “Feedback and comments” section.
 - i. What is your opinion about the “Feedback and comments” of your performance?
 - ii. Do you understand the difference between the “Feedback from peers and experts” and “Feedback & comments” section?
 - iii. Was there something unclear?
 - iv. On a scale from 1 to 5 (1=not at all useful, 5=very useful), how useful would be this information to you, if it was given from a real person (not dummy)?

I will open my mailbox with the email (Feedback link) from the Interview app.

Task 4: Giving Feedback to a peer.

During this task, you will give the Feedback on your friend’s interview performance (internal observations for usability test sheet):

- a. Let’s imagine that you open your mailbox and see a new email from the Interview app. Please read it.
- b. Next step will be to give your friend the Feedback about his / her performance and submit it.

2. User behaviors (General questions about the task). You can stay on this page while I am asking the questions about this task (usability test sheet):
 - a. How was the experience of using the app to complete this task?
 - b. What is your opinion about “Giving the Feedback to a peer” functionality of the application?
 - c. Was everything clear for you or you found something confusing?

Stage 3: Post-testing interview.

Post-testing questions (Overall performance): Likes, Dislikes and Recommendations.

- How would you describe your overall experience with the product?
- What did you like the most about using this product?
- What did you like the least?
- On a scale from 1 to 5 (1=not at all likely, 5=very likely), How likely are you to use this app to improve your interviewing skills in the future?
- On a scale from 1 to 5 (1=not at all likely, 5=very likely), how likely are you to recommend this product to a friend?
- Do you have any recommendations?

V. Usability test_1. Qualitative results

ID	Feedback	Improvements
1	<ul style="list-style-type: none"> • Application has full functionality only in Google Chrome (except small issues) • Confusion: review the records without downloading them • Slider (records) and the Link for giving the feedback to a peer doesn't work in Google Chrome • Average scores table – the name was not very clear • Average score. Confidence, stress, and emotional stability were not important to the user • Average score. Stress level – no scale, hard to understand where min or max value is • Score table – the question definition or English understanding is not clear (add precision) • User gave a max score to a peer (not objective) and didn't read the statements • User suggestion: add a full list of the questions to study them 	<ul style="list-style-type: none"> • Test for Safari • No improvements needed; single participant mentioned this difficulty • Solve for Google Chrome • Rename • Recommended: remove "Emotional stability", rename the labels • Not recommended, there is a scale (1-7) • Impossible to improve • Not recommended • Not recommended
2	<ul style="list-style-type: none"> • The application has full functionality only in Google Chrome • Big size video packets were stored backhand and were not visible for the user • Mixed login & sign up • The instructions are not highlighted and long – users don't read them • Record button doesn't give clear order to start the interview session • Records & Feedback are not easy to find, slider doesn't work in MAC 	<ul style="list-style-type: none"> • Test for Safari • Resolved • Adapt • Adapt: short & clear & highlighted • Rename: "Start the session" • Adapt: highlight

	<ul style="list-style-type: none"> Names for the feedback tables are confusing 	<ul style="list-style-type: none"> Adapt: Average scores -> Overall performance, Score table -> Feedback, Feedback & Comments -> Comments
3	<ul style="list-style-type: none"> Sign up & login is hard How to start an interview session is not clear Was confused where to open the past recordings The records – hard to find Emotional stability & stress – redundant Didn't understand the difference between Comments & Score table 	<ul style="list-style-type: none"> Adapt Rename: "Start the session" Adapt: highlight Redesign Recommended: remove "Emotional stability" Rename
4	<ul style="list-style-type: none"> Tried to sign up a few times but made a mistake in password so did it a few times User didn't understand that he created an account Didn't find Average score table Satisfactory answers (Feedback section) – the questions asked are not there The font size (feedback section) is too small 5 questions are not enough Question-wise: weird formulation (native speaker) 	<ul style="list-style-type: none"> Adapt & make the entered password visible Adapt: highlight Rename Add the questions asked Adapt: highlight Not recommended Recommended: rename
5	<ul style="list-style-type: none"> Sign up is hard, login again Expected confirmation code or link "Share" button associated with social networks Records for full interview are not visible (date only instead of the label – full interview) Slider to find 5th interview record on Mac doesn't work You can't scroll the full interview – have to watch it all (no scroll) More interview questions No information about which questions were answered - giving feedback to a peer Satisfactory answers - confused 	<ul style="list-style-type: none"> Adapt Not recommended Rename: Send or Feedback request Add below: "Full interview" Adapt Not recommended: user can always check the records by question Not recommended Add the questions asked Rename
6	<ul style="list-style-type: none"> Mixed login & sign up Didn't know how to start 1st interview session (was not evident to press on record – didn't read the instructions) "Share" button associated with social networks Feedback tables are very loaded and complex 	<ul style="list-style-type: none"> Adapt Rename: "Start the session" Rename: Send or Feedback request Not recommended

VI. Usability test_2. Protocol

Usability study Protocol

Stage 0: Preparation

- Consent form
- Evaluation sheet for internal observations
- Open landing page of Interview app
- Set up the tools for video & audio records

Stage 1: Consent & Confidentiality. Platform overview. Usability test format.

1. Welcome participant.

2. Consent.

a. Receive a signed consent form: To begin the usability test, I have an informative consent form that you can carefully read and sign if you agree with all the terms and conditions. If you have any questions, please feel free to ask.

3. Confidentiality.

a. All the information about prototype (design, functionalities) is confidential and cannot be shared with others.

4. Introduction to the “Interview training platform”:

I would like to give you some information about the platform and usability test format.

Goal: The goal of this project is to provide free online training to populations to improve their interview skills, who otherwise would not have access to such resources.

Platform: It will be an automated interactive online platform with video recording capabilities where the participants will be provided feedback for self-improvement. The online interview platform consists of different pools of job interview questions. These pools will contain the most common interview questions.

This usability test will be divided into two sections:

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2. Overall performance: I will also conduct a brief interview to study the overall user experience and to understand your behavior while working with the platform.

- If you have any questions during the test, please don't hesitate to ask. I may not be able to answer during the test, but I will write them down so that we can discuss it at the end of the task completion.
- Thank you and questions.

Stage 2: Task scenarios.

Task 1: Full interview.

Let's start with the 1st task. For this task you need to complete one full interview training session and share your record with a Peer. After the completion of this task, I will ask you a few questions about the Interview app.

1. You will find yourself on the homepage of the Interview application (internal observations for usability test sheet):
 - a. Please start your 1st interview training session and answer the questions. Try to find your own way to do it.
 - b. After this session is finished, please read the names of all the buttons below the video recording screen.
 - Please, explain the purpose of each of them.
 - c. Please send your interview record to your friend using this (email: anast999@gmail.com).
 - d. Please logout.

We finished with our 1st task.

1.1 Interview Training Guide. You will find yourself on the home page of the application:

- a. Please open Interview Training Guide and carefully read it.

2. User behaviors (General questions about the task). Now I would like to ask you some questions related to this task (usability test sheet):
 - a. On a scale from 1 to 5 (1=not at all useful, 5=very useful), how useful would be information from Training guide to you?
 - b. Have you recognized any changes about the application (design, layout, content) during this task?
 - c. Was there something unclear?
 - d. Do you have any other comments?

Task 2: Review the records.

1. You will find yourself in the home page of the platform (internal observations for usability test sheet):
 - a. Now, I would like you to find a way to review your previous interview records: you can select any question you like and review it.

1. User behaviors (General questions about the task). You can stay on this page while I am asking the questions about this task (usability test sheet):

- a. Have you recognized any changes about the application (design, layout, content) during this task?
- b. Was everything clear for you or you found something confusing?
- c. Do you have any other comments?

Task 3: Feedback comprehension. During this task, you will check the Feedback on your interview performance. **Please note that this is dummy feedback and has nothing to do with your real interview performance** (internal observations for usability test sheet):

- a. Overview table. Please check your scores from the Overview table.
- b. Job Attribute rating. Please read out loud the scores from Job Attribute ratings table.
- c. Question-wise. Please check the “Question-wise” section.

2. User behaviors (General questions about the task). You can stay on this page while I am asking the questions about this task (usability test sheet):

- a. Have you recognized any changes about the application (design, layout, content) during this task?
- b. Was there something unclear?
- c. Do you have any other comments?

I will open my mailbox with the email (Feedback link) from the Interview app.

Stage 3: Post-testing interview.

Post-testing questions (Overall performance): Likes, Dislikes and Recommendations.

- How would you describe your overall experience with the product this time?
- Was there something unclear? Any comments?
- Have you recognized any changes about the application (design, layout) during this task? Any comments?
- Do you have any recommendations?

VII. Usability test_1 and _2. Quantitative results

Task	Participant unique ID	TEST_1		TEST_2		
		Time (seconds) of tasks completion	Number of errors	Time (seconds) of tasks completion	Number of errors	
Task 1: Full Interview.						
a. Please start your 1st interview training session and answer the questions. Try to find your own way to do it.						
	1	63	1	237	1	
	2	547	4	73	1	
	3	166	1	167	0	
	4	306	3	120	0	
	5	313	1	202	1	
	6	248	2			
a. After this session is finished, please read the names of all the buttons below the video recording screen.						
	1	5	0	3	0	
	2	9	0	3	0	
	3	4	0	3	0	
	4	5	0	3	0	
	5	3	0	3	0	
	6	7	0			
c. Please send your interview record to your friend using this (email: anast999@gmail.com).						
	1	30	0	24	0	
	2	40	0	16	0	
	3	16	0	45	1	
	4	13	0	28	0	
	5	9	0	32	1	
	6	25	0			
d. Please logout.						
	1	5	0	5	0	
	2	7	0	5	0	
	3	3	0	5	0	
	4	3	0	5	0	
	5	5	0	3	0	
	6	3	0			
Task 2: Review the records.						
a. Now, I would like you to find a way to review your previous interview records: you can select any question you like and review it.						
	1	90	1	40	0	
	2	60	1	17	0	
	3	50	1	36	0	
	4	30	0	22	0	
	5	62	1	22	0	
	6	55	0			
b. To continue with the task, please go to the Feedback section and review the Feedback (quick review, no need to read it all).						
	1	36	0		*Not included into test 2 (will be covered in Task 3)	
	2	75	1			
	3	19	0			
	4	20	0			
	5	63	0			
	6	24	0			
Task 3: Feedback comprehension.						
a. Average score. Please check your "Average score" results.						
* Overview table for 2nd test						
	1	40	1	10	0	
	2	50	1	39	0	
	3	6	0	35	0	
	4	28	0	20	0	
	5	11	0	40	0	
	6	7	0			
b. Score table. Please, read out loud the scores from Peer 2 on your performance (2 nd table on the page – Score table).						
*Job Attribute rating for 2nd test						
	1	50	1	12	0	
	2	80	1	27	0	
	3	30	0	54	0	
	4	15	0	11	0	
	5	27	0	7	0	
	6	29	0			
c. Feedback and comments section. Please, check the "Feedback and comments" section.						
*Question-wise table for 2nd test						
	1	10	0	10	0	
	2	30	1	9	0	
	3	10	0	10	0	
	4	3	0	13	0	
	5	3	0	20	0	
	6	3	0			
Task 4: Giving Feedback to a peer.						
a. Let's imagine that you open your mailbox and see a new email from the Interview app. Please read it.						
	1	50	1		*Not included into test 2 (no changes made)	
	2	10	0			
	3	27	0			
	4	24	0			
	5	25	0			
	6	20	0			
b. Next step will be to give your friend the Feedback about his / her performance and submit it.						
	1	21	0			
	2	61	0			
	3	52	0			
	4	70	0			
	5	62	0			
	6	70	0			
Task 1.1: Interview Training Guide (NEW TASK for Test2)						
a. Please open Interview Training Guide and carefully read it						
	1			300	0	
	2			60	0	
	3			73	0	
	4			90	0	
	5			60	1	
	6					