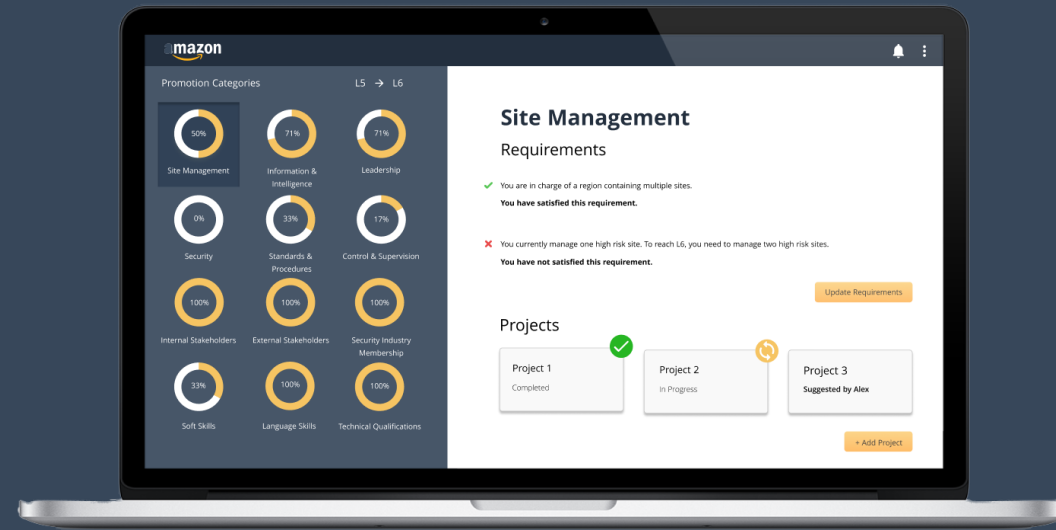


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Competency Assessment Tool (CAT)

Amazon Global Security Operations (GSO)

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Executive Summary

The Competency Assessment Tool (CAT) was designed to allow Amazon GSO employees to track promotional requirements. It was initially developed as an Excel tool however it was not fully functional and was never released for use. Furthermore, it required users to scroll through and fill out a long form to assess their competency, making it difficult for them to self assess their readiness for promotion.

Through this project, our goal was to redesign and optimize the CAT to improve the overall experience for Amazon employees. For this project we were directed by our sponsor to focus on Amazon Loss Prevention employees. Eventually, the CAT will be applied to all branches in Amazon GSO, but in order to narrow down the scope of this project, we were told to focus on a smaller group within Amazon GSO.

A	B	C	D	E	F
Category	Question	Possible Answers	Assessment for L5 promotion	Development actions/ Training	
Scope Of Role	How many sites are you in charge of?	None	Not Ready		
		One Site	Ready		N/A
		Region containing multiple sites	Ready		N/A
	How many high risk sites do you cover?	All sites within my region	Ready		N/A
		None	Ready		N/A
		One	Ready		N/A
Information & Intelligence	Handle incidents investigations - ownership	Two	Ready		N/A
		More than 2	Ready		N/A
		I support/ conduct interviews	Not Ready		
	Handle incidents investigations - scope	I lead simple investigations	Ready		N/A
		I lead complex/cross-site investigations	Ready		N/A
		I supervise/oversee multiple complex investigations	Ready		N/A
	Investigative Interviews - scope	For my team/site	Ready		N/A
		For my region/country	Ready		N/A
		Globally/for EU for my function	Ready		N/A
	Investigations Data Collection - ownership	For my team/site	Ready		N/A
		For my cluster	Ready		N/A
		For my region/country	Ready		N/A
	Investigations Data Collection - scope	Globally/for EU for my function	Ready		N/A
		I research data bases and info sources	Not Ready		
		I consolidate, analyse and evaluate data	Ready		N/A
		I extract conclusion from data	Ready		N/A
	Understand the impact of the event - ownership	I direct and supervise data collection processes	Ready		N/A
		Not Applicable	Not Ready		
		For my team/site	Ready		N/A
	Understand the impact of the event - scope	For my cluster	Ready		N/A
		For my region/country	Ready		N/A
		Globally/ for EU for my function	Ready		N/A
	Understand the impact of the event - scope	I am dependent on others to provide solutions	Ready		N/A
		I assist in providing solutions	Ready		N/A
		I provide solutions with help of SME	Ready		N/A
	Understand the impact of the event - scope	I provide own solutions & guidance	Ready		N/A
		For my team/site	Ready		N/A
		For my cluster	Ready		N/A
		For my region/country	Ready		N/A



Research

Research Question: How can the CAT be redesigned and optimized to engage and motivate Amazon GSO employees to plan and achieve their career goals?

Interviews

Motivation:

To collect information on LP employees' needs, wants, and pain points, we conducted 5 semi-structured interviews to better understand what LP employees want out of the CAT. By conducting semi-structured interviews, we had enough structure in our interviews to make sure that we had the information we needed as well as enough freedom to make sure that we could ask follow up question.

My Role:

Out of the five interviews we conducted, I helped conduct three and alternated between a facilitator and a notetaker. This step in the design process was frustrating because we had several people who ended up not showing up for their interview. Despite our obstacles, I learned a lot. Through facilitating interviews, I improved my communication skills and my ability to ask probing follow up questions.

Findings:

- Communication between Loss Prevention Managers (LPMs) and Loss Prevention Specialists (LPSs) is crucial in understanding promotion requirements.
- LP employees use a tool called Ingenii to track their plans for career growth.
- Night shift LPSs have less contact with LPMs.

Surveys

Motivation:

To validate the patterns and themes from our interviews as well as clarify any unanswered questions, we conducted a survey with LP employees. By conducting an online survey, we were able to collect data from a larger pool of users over a shorter span of time.

My Role:

During this deliverable, I helped create questions for the survey as well as analyze the findings (Google Forms & Affinity Diagram). This phase was valuable because it both confirmed and contradicted our interview findings. Additionally, this phase reaffirmed the importance of doing extensive User Research and why one method of User Research is not always sufficient.

Findings:

- 1-on-1 meetings are key in understanding promotion requirements.
- 'Personal intuition' and 'feeling ready' were common trends when participants were asked, "How do you know when you are ready for promotion?"
- Employees like when managers assign stretch projects that target their weaknesses
- Employees are very comfortable discussing with managers
- There was no disparity in manager communication level between day shift and night shift employees.

Ideation

Brainstorming & Sketching Sessions

Motivation:

After conducting interviews and a survey, we began to develop a more holistic understanding of our user and what our design of the CAT should include. Based off of our findings, we held a brainstorming/ideation session where we listed our ideas on a Google Doc, which was followed by a discussion of our ideas. Following this, we each sketched a variety of mockups. This step was important because it laid the foundation for our future designs.

What We Did:

Through our discussion and sketches, we concluded that in addition to tracking promotion requirements, our design should also incorporate a way for managers to provide development opportunities that their employees would be interested in. Additionally, it should allow users to link projects to promotion requirements. Finally, although it is similar to Ingenii, we emphasized the importance of not excessively overlapping with Ingenii.



Prototyping

Paper Prototype

Motivation:

After discussing our ideas and sketches, we proceeded to create a paper prototype in Marvel. With our paper prototype our goal was to test the desirability and usability of our ideas and concepts on target users. This phase was a vital part of the design process because it was the first iteration of our design and incorporated all of our research findings.

How we Made the Paper Prototype:

We created the paper prototype collaboratively. We scheduled a time to meet and worked together through the design of each screen. Once we had finalized the design, Helene created a polished version of the sketches and linked them in Marvel.



Paper Prototype Test

Test Results:

- Some promotion requirement category names were confusing.
- Participants liked the donut charts and percentages to show their promotion progress, but the initial blank donut charts with no percentages were confusing.
- The CAT had visual elements that were intended to help users gain a better understanding of their promotion progress, but this was overlooked by several participants.
- Due to a lack of an onboarding or instructions/directions, some participants were unsure how to navigate and use the CAT.

The image shows a hand-drawn paper prototype of a CAT (Career Assessment Tool) interface. It features a grid of 12 donut charts arranged in 4 rows and 3 columns. Each chart is labeled with a category name: Scope of Role, Information & Intelligence, Personnel, Means & Equipment, Standards & Procedures, Control & Supervision, Key Internal Contacts/Stakeholders, Key External Contacts/Stakeholders, Membership, Soft Skills, Language Skills, and Technical Qualifications. To the right of the grid is a form titled 'SCOPE OF ROLE' with two tabs: 'Questions' and 'Next Steps'. The 'Questions' tab is active. The form contains two questions: 'How many sites are you in charge of?' and 'How many high risk sites do you cover?'. Each question has four radio button options: 'None', '1 site', 'Region containing multiple sites', and 'All sites within my region'. At the bottom right of the form is a 'Save' button.

SCOPE OF ROLE

Questions Next Steps

How many sites are you in charge of?

- ☐ None
- ☐ 1 site
- ☐ Region containing multiple sites
- ☐ All sites within my region

How many high risk sites do you cover?

- ☐ None
- ☐ One
- ☐ Two
- ☐ More than two

Save

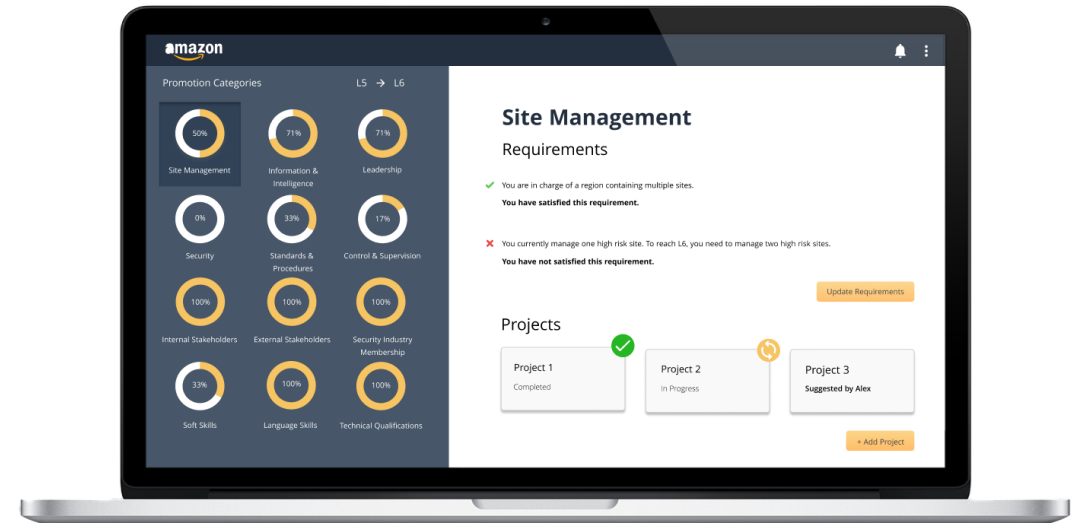
High Fidelity Prototype

Motivation:

Through testing our paper prototype, we were able to learn the strengths and weaknesses of our prototype design. As our project progressed, we wanted to create a high fidelity prototype that integrated the test results from the paper prototype.

How we Made the High Fidelity Prototype:

Before creating the first iteration of our high fidelity prototype, we each created our own version. Following this, we came together to discuss everyone's ideas, features, and visual design decisions. After coming to a consensus on features and design, we collaboratively created the prototype using Figma.



What I Learned:

Through the process of creating the high fidelity prototype, I was able to improve my visual design skills. Secondly, it reaffirmed the value of collaborative design. As we worked together and critiqued each other's designs, we were able to improve the overall design and usability of the CAT.

High Fidelity Prototype Test

Test Results:

- Leadership principles are a critical part of the promotion process.
- The CAT should limit the number of categories a project can fall under.
- The CAT should notify users when changes are made within the CAT.
- Users should be able to input a reason for declining a manager suggested project.
- Categories on the PDF document should start on a new page.
- Onboarding tutorial does not go over all features within the CAT and does not provide background information on what the CAT is.

My Role:

Of the eight participants we tested, I conducted five; alternating as either the facilitator or notetaker. After all the tests were completed, I assisted in analyzing the data as well as helped create the affinity diagram.

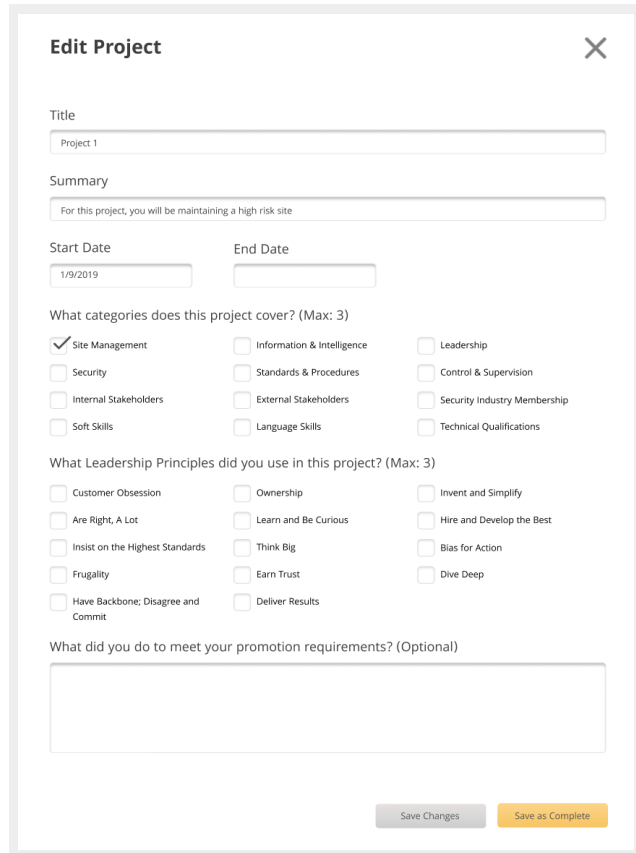
What I Learned:

Through conducting high fidelity prototype tests, I learned that usability tests are not only important in validating design decisions, but it also opens opportunities for new findings. For example, during our paper prototype usability tests, no one mentioned the importance of Leadership Principles. However in the high fidelity prototype tests, multiple participants specified how important they are during the promotion process.

Evaluation

After analyzing our high fidelity test results, we discussed which changes and features we wanted to add to our prototype. Through affinity diagraming, we concluded that all of the findings from our test results would be implemented in the final version of the prototype. The following slides will explain key features that were added to the prototype.

Added Leadership Principles



Edit Project ✕

Title
Project 1

Summary
For this project, you will be maintaining a high risk site

Start Date
1/9/2019

End Date

What categories does this project cover? (Max: 3)

<input checked="" type="checkbox"/> Site Management	<input type="checkbox"/> Information & Intelligence	<input type="checkbox"/> Leadership
<input type="checkbox"/> Security	<input type="checkbox"/> Standards & Procedures	<input type="checkbox"/> Control & Supervision
<input type="checkbox"/> Internal Stakeholders	<input type="checkbox"/> External Stakeholders	<input type="checkbox"/> Security Industry Membership
<input type="checkbox"/> Soft Skills	<input type="checkbox"/> Language Skills	<input type="checkbox"/> Technical Qualifications

What Leadership Principles did you use in this project? (Max: 3)

<input type="checkbox"/> Customer Obsession	<input type="checkbox"/> Ownership	<input type="checkbox"/> Invent and Simplify
<input type="checkbox"/> Are Right, A Lot	<input type="checkbox"/> Learn and Be Curious	<input type="checkbox"/> Hire and Develop the Best
<input type="checkbox"/> Insist on the Highest Standards	<input type="checkbox"/> Think Big	<input type="checkbox"/> Bias for Action
<input type="checkbox"/> Frugality	<input type="checkbox"/> Earn Trust	<input type="checkbox"/> Dive Deep
<input type="checkbox"/> Have Backbone; Disagree and Commit	<input type="checkbox"/> Deliver Results	

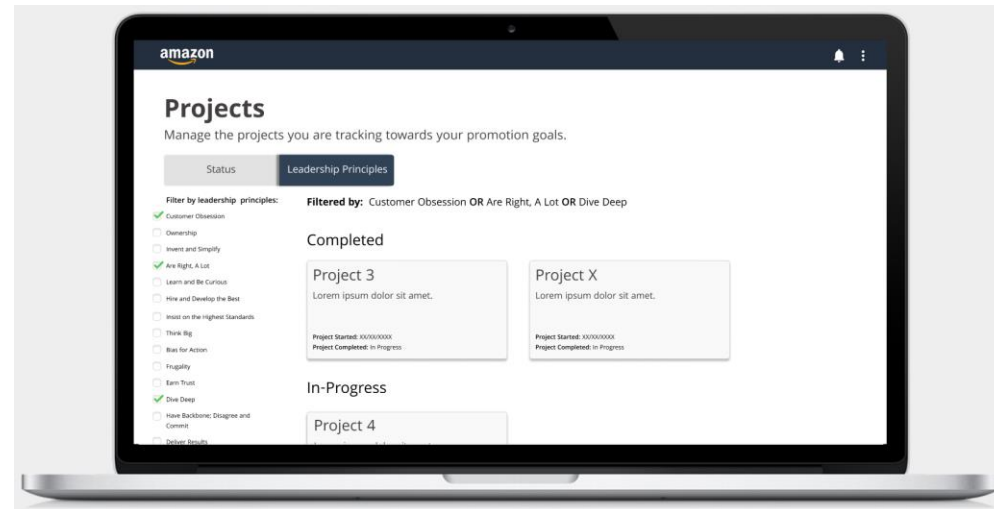
What did you do to meet your promotion requirements? (Optional)

Save Changes Save as Complete

Popup to edit project and add Leadership Principles

Motivation:

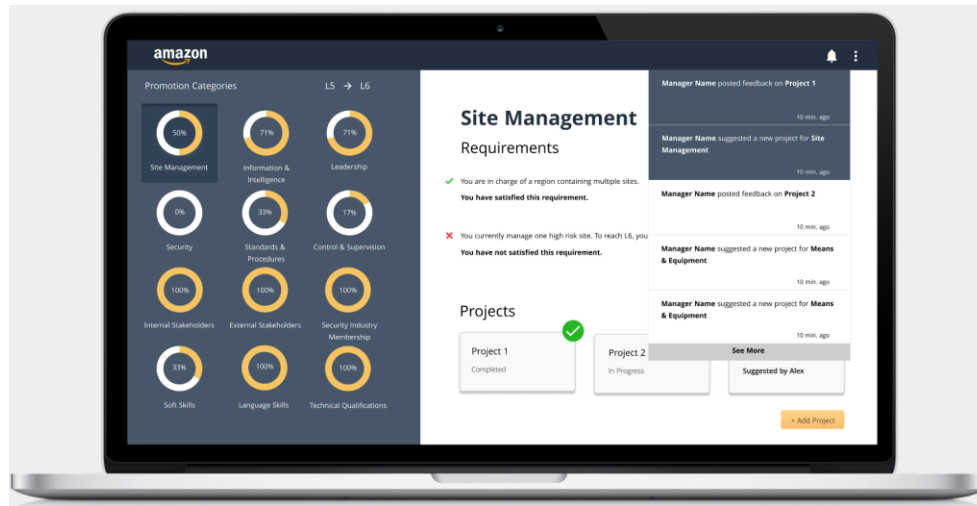
Based off our usability tests, participants stated that the ability to link Leadership Principles to projects was crucial in preparing for a promotion. One participant said, “When we go through the interview process, the POD interview process, every person is answering questions based on a specific leadership principle. You have to have those projects link to those questions”. Adding this additional feature, while not integral to the function of the CAT, vastly improves the user experience.



Page that shows projects that are linked to specific Leadership Principles

Added Notifications & Decline Project

Notification tab



Motivation (Notifications):

Amazon GSO Loss Prevention employees have multiple projects that they work on. As a result, it can potentially get confusing to track all of them at the same time. In order to counter this, we added a notification system. Users will get a notification every time a change is made within the CAT. For example, if a manager left feedback on one of their projects, it would appear in the notification tab; clicking on the notification would bring the user to the respective project with the newly updated feedback.

Motivation (Decline Project):

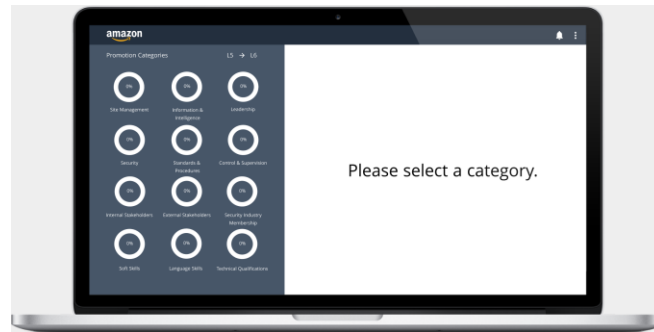
Through our tests, we found out that employees can decline projects that are suggested by their manager. Originally, our prototype only allowed users to click decline. However, we added this feature because participants wanted to be able to explain why they declined.

The 'Decline Project' dialog box is shown. It has a title bar with a close button (X). The content includes the title 'Decline Project', the project name 'Project 2', a description 'For this project, you will manage one more high risk site.', a text area for 'Reason for Declining Project', and two buttons at the bottom: 'Cancel' and 'Decline Project'.

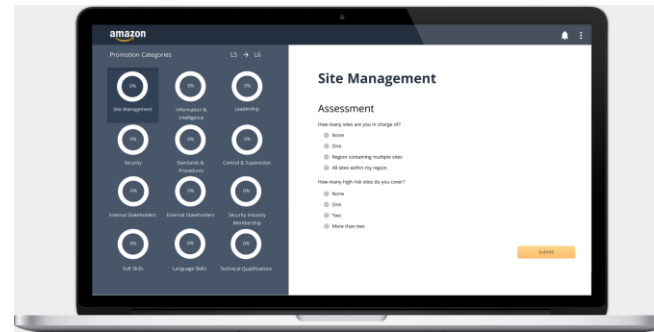
Decline Project

Final Design

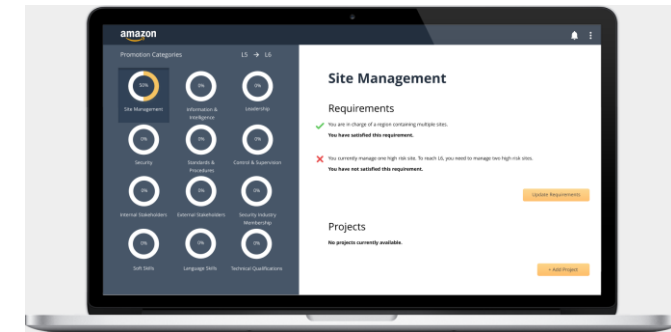
Individual Mode



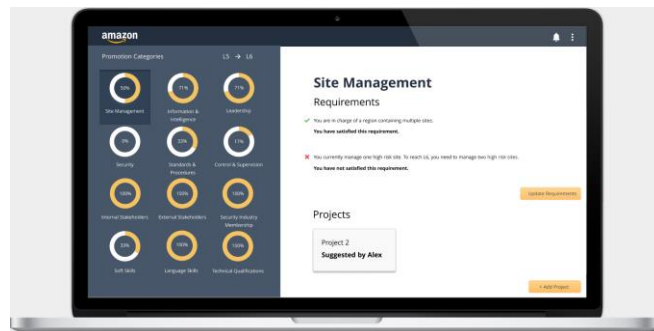
1. Home Page



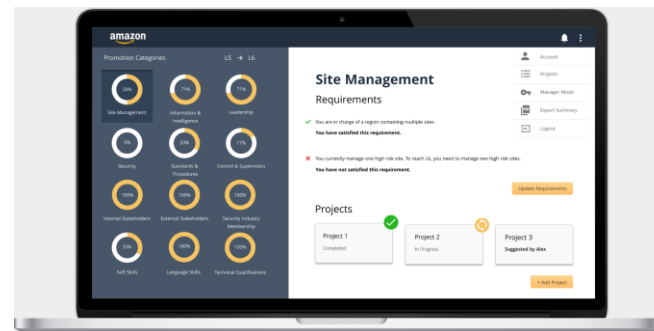
2. User fills out assessment for category



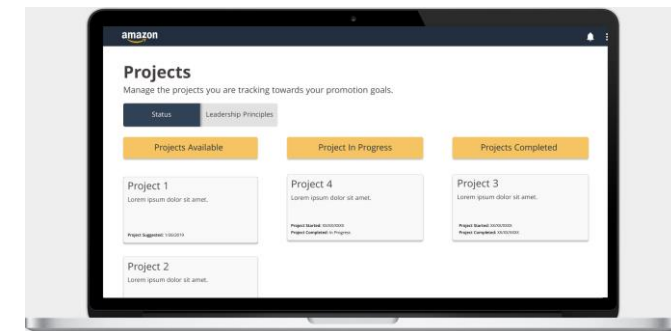
3. User can see which requirements they satisfy



4. User can add projects, accept/decline suggested projects and update requirements

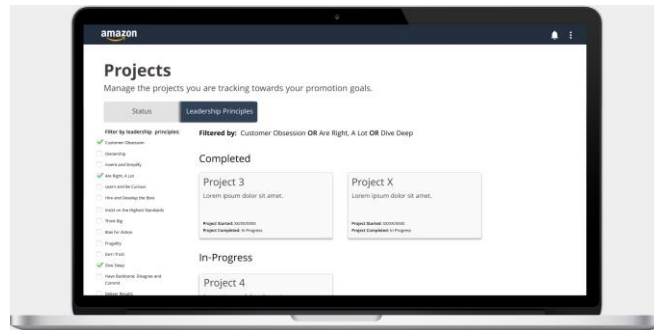


5. User can access different pages by clicking the Menu icon in the top right.

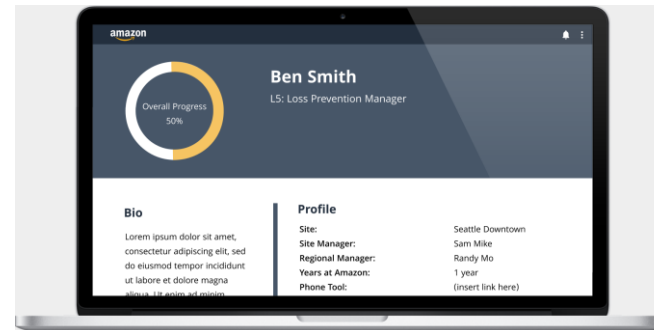


6. User can view all of their projects by clicking the Projects tab in the Menu dropdown

Individual Mode



7. User can view projects filtered by Leadership Principles by clicking the Leadership Principles tab

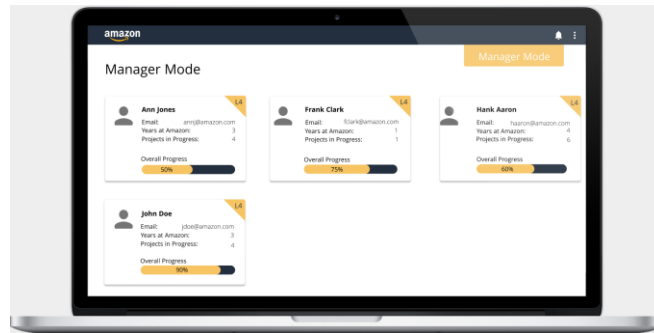


8. Account Page

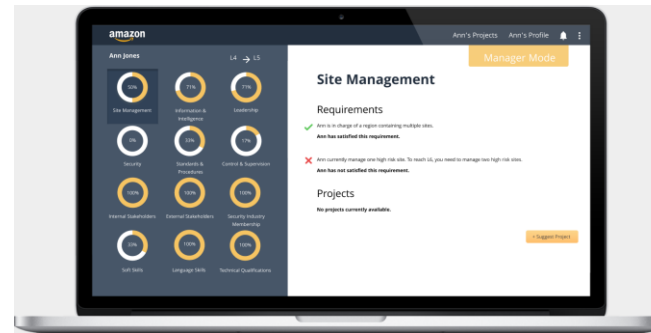


9. Users can print a PDF overview of their promotional status

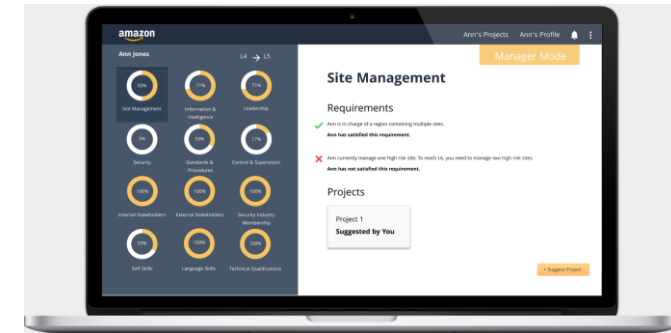
Manager Mode



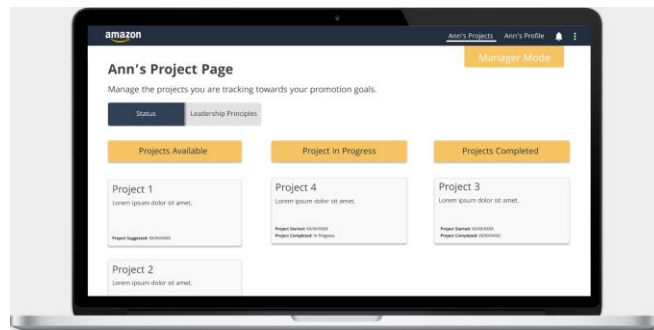
1. Manager Mode Home Page



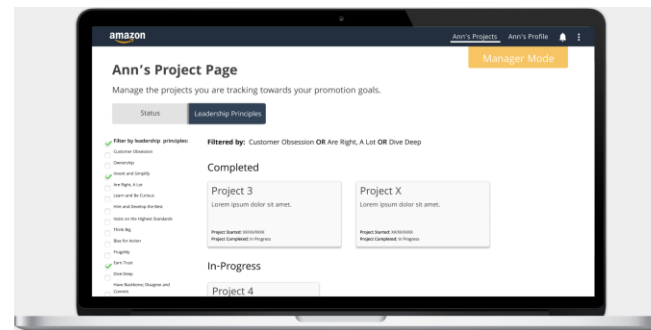
2. Manager suggest projects by category



3. Manager can provide feedback and notes by clicking the project card



4. Manager can view employee's projects



5. Manager can also filter projects by Leadership Principles

Final Reflection

Reflecting on my Capstone project experience, there were both highlights and obstacles. I learned a lot from this project and have developed skills that will help me in my future career. Every step throughout the process was valuable; from planning our project, to designing our prototype. Apart from HCDE 318, as an undergraduate student, this project was the only other time I iterated throughout the entire design process. Going into this project, I really wanted to improve my communication and testing skills. I wanted to improve these skills because they are important in understanding users' needs and expectations. Additionally, something I have noticed about myself is that I tend to ask bias or leading questions during interviews and usability tests. However, in conducting interviews and usability tests as a facilitator during this project, I found myself asking fewer bias questions and more probing follow up questions. My teammates were very helpful in giving constructive feedback and reminding me whenever I was deviating from the goals of the interview or usability test.

Through this project, I also wanted to improve my design skills because I will be working as a Front-End Developer after graduation. Through our ideation phase, I was able to learn a lot from my teammates, as well as explore different design techniques. Although the concept of using donut charts to illustrate progression was not my design idea, the overall format of the CAT was based off my initial sketches. Something else I learned from this project, was the value of collaborative design and design critiques. My teammates were super helpful in providing useful design recommendations. Furthermore, because we were so collaborative, I was able to improve my own ability to provide constructive feedback on my peer's designs.

Although there were a lot of highlights throughout this project, one prominent obstacle we encountered was multiple participants not showing up for their interviews or usability tests. Because Amazon is so vast, we had multiple participants who were located in various places around the world. As a result, many of them confused their scheduled times and ended up not showing up. Another obstacle we encountered was Amazon's security reviews of our material. In our research phase, we were unaware that our questions would first have to go through a security review. As a result, this delayed our research as well as the overall timeline of our project. If we had been notified of these security reviews beforehand, we would have been able to plan accordingly and avoid delays.

Overall, I learned a lot from this project. My favorite part about this project was seeing how it evolved after every phase. After each phase, we learned more about our users and we were able to improve our design. After graduation, I will be working at a startup as a Front-End Developer, and although it is more of a technical role, I will still use the skills I was able to develop through this project.

Work Cited

“Amazon's Global Career Site.” *Amazon.jobs*, www.amazon.jobs/en/principles.

Additional Resources

- Google Form Survey
 - https://docs.google.com/forms/d/e/1FAIpQLSfOxLINai71In46BpYEEDMgQ3DOr8T2LcRi4mWWw9j40yREQw/viewform?usp=sf_link
- Paper Prototype
 - <https://marvelapp.com/4741ja5/screen/5625825>
- High Fidelity Prototype
 - <https://www.figma.com/proto/qkjOjNYgZrE0MsePC0RRb7/Amazon-CAT-Final?node-id=1069%3A0&scaling=min-zoom>
- Video
 - <https://www.youtube.com/watch?v=3RLdfZu9yrs&feature=youtu.be>