

Interviews	Affinity notes	Comments
U01		Incorrect. Possibly both.
U01	U01 says tooltip issues consist of correct information or simple copy-editing errors	
U01	U01 says last tooltip he worked on editing was a copy-editing error	
U01	U01 is working on creating tooltips for Intelligent Role Studio, this was because of client request due to the lack of tooltips on these pages	
U01	U01 said, "As a newer employee to the company, I had questions about [what a skill is.]"	
U01	U01 confirms that there is no industry standard on definitions of skills and competencies	
U01	U01 had a meeting with the CEO to help his understanding of skills and competencies, create TalentGuard Skills Taxonomy	
U01	U01 says TalentGuard uses an industry standard list as part of their talent framework (skills/competencies)	
U01	U01 says that skills are more specific items, like "Technical Writing" or "Intermediate Python"	
U01	U01 says TalentGuard's talent framework is being used by most clients due to the difficulty and time required to implement a custom framework	
U01	U01 says that Intelligent Role Studio is the most important dimension of TalentGuard, what clients are mainly interested with	
U01	U01 says that it is rare that a client doesn't use TG's talent library	
U01	U01 has been told by peers that user engagement is a challenge	
U01	page	
U01	U01 says that now they are about to release a new homepage to improve usability and access to 5 most used dimensions	
U01	U01 says that there is a drop in use after creating profile, this they are trying to address through the creation of the homepage	
U01	U01 says team groups are composed of the Scrum master, developers, and the product owner, which is how new features are determined	
U01	U01 says there are many technical writing issues in the software	
U01	U01 says that there are many stylistic inconsistencies between pages, there is a need to make things consistent, taking up the entire page with content	have a style guide? This sounds like it could be a legacy
U01	U01 says that program was written with the idea, he perfects sentence case, the program now has a mix of the two and the needs to be made consistent too	
U01	U01 says that there needs to be a consolidated module for Succession, right now it is broken across modules which is difficult for users	
U01	U01 says learning TG is an alphabet where "you learn M, learn C, then you learn Y"	
U01	U01 says that he wrote "TalentGuard 101" because of the fact that these elements are out of order and difficult for users, this is an intro document for any user	
U01	U01 hopes for a rearchitecting of the application to eliminate guessing—"people wonder what the heck do I have to do next?"	
U01	U01 feels they do not have the power to enact the changes they would like to see in TG due to the scale of changes necessary	<- is this acceptable as a note?
U01	U01 says that one of the things he would like to prioritize is stylistic inconsistencies	
U01	U01 says that customer success is the one who deals with client tickets and complaints	
U01	U01 says that tech writing and UX design are not about, they rely on one another to work	
U02	U02 says users have to memorize the place of the module	
U02	U02 says a lot of people have usability issue with navigation bar	
U02	U02 says competency is different from organization to organization	
U02	U02 says the trend on the market right now is to separate skills and competency, and so TalentGuard is not using competency officially at the current moment	
U02	U02 primarily hears about client issues from customer support and sales	
U02	U02 says users learn to navigate by experience	
U02	U02 says some organizations may only have some modules turned on	
U02	you to be able to do [ex. code expy thing with JS]	
U02	U02 says there are both voices from the client and internal workers have double about the card view, the information, and the flow itself	
U02	U02 says too many clicks is a complaint from the users, and now they are figuring out to reduce click	
U02	U02 says specific user stories can help communication with the stakeholders and let them envision	
U02	U02 says that user testing is conducted with internal stakeholders as representatives of the clients	
U02	U02 says users aren't sure what they're evaluating themselves for with regard to the cards (role match)	
U02	U02 mentioned an issue with the save function too separate times	
U02	U02 mentions that users will skip the guiding part because the interfaces are not visually attractive	
U02	U02 says work flow is the most important part	
U02	competencies and are much harder to learn than a UX designer or software engineer	
U02	U02 says some icons don't make much sense or understandable	
U03	U03 names Google Ads for organic search so that clients can find them more easily	
U03	U03 says a marketing director works with customer success to understand user experiences and leverage them	
U03	U03 says that TG has not used its own software because of its size, less than 500 employees	
U03	U03 says that the main reason people use TA software is to "software in general is that they want to understand the skills that the employee has, and whether their manager or subject matter expert agrees with that, and the goal of doing that is to make sure that the company, the right people that can perform the right duties right."	
U03		
U03	U03 says that employees assess themselves, and then managers review and submit their own assessment to validate these assessments	
U03	U03 says that skills are very "general" offers "communication" as an example	
U03	U03 says that competencies are "behavioral" indicators. So how well am I doing that skill?	
U03	U03 says that competencies are more observable, but skills are "fuzzy"	
U03	U03 says that TG uses a "skills taxonomy approach" that is, including all these proficiency levels, including all this other information, whereas a skills ontology, it's just a list of those skills."	
U03	U03 says that TG is geared toward HR professionals, "It is built to sell to those people"	
U03	U03 says that internally TG only uses terminology of skills, rather than competencies, this is to aid user understanding	
U03	U03 says that one of its most important offerings in TA is helping companies understand what skills they have	
U03	U03 says that TA also helps support employees career	
U03	U03 says that TA also helps provide in-skill for employees, also known as development	
U03	U03 says that admin might understand more complex terminology such as "competencies"	
U03	U03 says that skills are relevant to the whole software, not just TA	
U03	U03 says that the software is target towards folks with established office spaces, although they do work with some manufacturing companies	
U03	U03 indicated that the target demographic is white-collar workers	
U03	U03 says that the mission hasn't changed recently, but they have changed their marketing to focus on skills management	
U03	U03 feels that managers' lives need to be eased through the assessment process.	
U03	U03 says managers may have "three or five skills to do [which may be] tiny boxes to check"—potentially per person? Unclear	
U03	U03 notes that clients have to buy modules separately, there are 7 in total	
U03	U03 says that he thinks that there should be more focus on the manager in designing the software, but as it stands he thinks that right now it is mostly geared toward employees	
U04		
U04	U04 says TalentGuard looks for company that are experiencing problems with Human Resources less a business issue as their target users (pink sticky notes)	
U04	U04 says that fit is dependent on company size, anything less than 500 is a "red flag"	
U04	U04 says that companies often want career pathing software, but it is sometimes too much for the size of the firm, and too expensive	
U04	U04 says he can't envision all interest in the software, he needs to focus on key business drivers, like those who are losing talent or gaining talent quickly	
U04	U04 says that clients tend to be most concerned with losing employees.	
U04	U04 say that some clients are looking for a way to digitally review employees strengths and weaknesses	
U04	U04 says that talent assessment is necessary for career pathing and succession planning	
U04	U04 says that they can't leave the talent assessment without the intelligent role studio, this is AI part of the software	
U04	U04 says that the intelligent role studio is as important as talent assessment	
U04	U04 says that employees might update their profiles monthly, quarterly, or even weekly	
U04	U04 says that good workflow depends on employees logging on and entering their skills	
U04	U04 understands skills as "what are the requirements of my job today?", "what is expected of me today, what helps me be successful?"	
U04	U04 says that knowing what skills employees don't have and might want to gain in the future is important too	
U04	U04 says that skills are more specific than competencies	
U04	U04 says that it does talk to clients about their understandings of skills and competencies and how they might differ from TG's definition	
U04	U04 says that it's a red flag if he had to explain what a skill and competencies are to clients, and that it indicates that TG is more advanced than the client is prepared for	
U04	U04 says that seeing a demo is helpful for the client to understand the product	
U04	U04 says that users might be confused about where to go in the software when they first log on, especially because there are 7 total products and companies may not have purchased access to all of them	
U04	U04 says that users might have concerns about what the implications of their use of the software will be, whether the results of their assessments will have implications for their pay or future at their company	
U04	U04 says that employee concerns about the implications of talent assessment can be addressed through effective rollout	
U04	U04 says that he does think that the software is intuitive	
U04	U04 mentions that the software has changed especially over the past 3 years	
U04	U04 says the "Walk Through Wizard User Guide" was released 1 year ago	
U04	U04 says the "Walk Through Wizard User Guide" saved manager's time to train employees	
U04	U04 - HRG helps users navigate the software, but only appears on first use in a module — afterwards users must manually initiate	
U04	U04 says that users excel with TA with very concise and specific descriptions of skills	
U04	U04 says that users at large time benefit from career pathing and movement/generation within their firm	
U04	U04 says data and possible job opportunities for internal workers are their selling points.	
U04	U04 suggests that some employees are not sticky when it comes to filling out their assessments, which inhibits the efficacy of the product	<- is the first part he said data?
U04	U04 says that turnover in the HR professionals who implement the product also inhibits the success of the product	
U04	U04 says that it takes about a year to see trends/effect of the product, how the software is helping the company	
U04	U04 says that for TA and Career pathing have high use in the beginning and then drop off	
U04	U04 says development planning has more sustained use	
U04	U04 says that original homepage was "tosh garbage", "completely worthless", "an ugly page", the new one is "much more dynamic" and a "huge attraction point for the user"	
U04	U04 says that TA has not changed much since it was introduced	
U04	U04 does a lot of conjecturing about client perspectives, clients aren't necessarily based on client feedback	
U04	U04 is also an account manager, since they are since a small firm, but he doesn't have much engagement with clients	
U04	U04 doesn't seem to be certain of how current clients give feedback, thinks CS team deals with it	
U04	U04 says that biggest difficulty for his position at TG is where TG fits within the larger HR ecosystem	
U04	U04 says that the development he would like to see is analytics	
U04	U04 describes the experience of using TG product as "simple, easy and fast"	
Tot	Tot - The software is targeted at organizations with high attrition, but requires at least a year to see positive impact; given the difficulty of learning the software, a small HR team learns the software, but gives the target user's high attrition, the HR team often leaves and dumps the difficult-to-learn software on a new individual/team, mitigating any possible success and creating a vicious cycle	
U05	U05 is original architect	
U05	U05 says that TG has 30 employees	
U05	U05 says that TG wants to start using TG software internally	
U05	U05 says it is designed for enterprises, and is "too much" for small companies	
U05	U05 says TG is interested in using talent assessment and development themselves, and those modules could be used by smaller companies even though they are not the target demographic	
U05	U05 says those jobs are made up with many skills, and those skills are made up for many proficiency levels.	
U05	U05 says only firms that customers are happy with the default job taxonomy, they want to customize	
U05	U05 says that job architecture is the foundation for TA, career pathing, succession planning, etc.	
U05	U05 says that TA is the first thing an employee does, after being assigned a role	
U05	U05 says its crucial to deploy correct information—correct job, correct skills, well-defined	
U05	U05 indicates the flow as talent assessment -> identifying gaps -> development plan as the logical, expected beginner flow in TG	
U05	U05 says they [didn't] first thing a user will do is talent assessment	
U05	U05 says a skill is something you need to possess to do your job successfully	
U05	U05 says skills are divided between soft and hard, gives "communication" as an example of soft skill	
U05	U05 "Sometimes I use skill and capability interchangeably"	
U05	U05 makes distinction between TA and performance review. TA can prompt dialogue to facilitate performance review	
U05	U05 says that they do not have external assessment, but that is something that they are working to add in the future	
U05	U05 says that "validation" increases value of the skill	
U05	U05 says that TA is really to help employee improve, it is not like performance review, as it does not affect compensation	
U05	U05 emphasizes that TG is not performance assessment multiple times	
U05		
U05	U05 says TG is much more about helping the employees develop and do their job better, and set themselves up for promotion or for future into a different role.	
U05	U05 says that TA is supported to be lower stakes than PA so that they engage more and are more candid	
U05	U05 new users struggle to understand the software and rely on ongoing training	
U05	U05 says internalized elements of TG's software currently feel "created"—user's have to realize that the "correct" flow needs to be followed	
U05	U05 says talent assessment is not a clear starting point	
U05	U05 would like users not to have to read book/documents or watch videos to understand how to navigate the software	
U05	U05 says that new users need ongoing training to continue using the product	
U05	U05 "Our product is not designed to be used every day," maybe monthly or bi-monthly, but this is part of the problem, as users forget how to use the product by the next time they need to login, they need to be retaught	
U05	U05 says that employees should not need to have expertise to be able to use the software, it should be intuitive, should not require training	
U05	U05 says that TG uses "walkthroughs" that pop up when a user has not logged in for a while, which he considers "cheating"	
U05	U05 hopes that in 5 years TG is an industry leader in upskilling and reskilling	
U05	U05 says that "heart and soul" of the company is to empower employees, not empowering managers	
U05	U05 sees managers as mentors, their role in TG is to support employees.	
U06	U06 "Competencies are how well you can do a skill"	
U06	U06 When asked what some good elements of a work flow are, U06 could only say something the user could do	
U06	U06 anticipates that there will be a back-and-forth "dialogue" between the employee and the manager as employees must first rate themselves, submit it to managers, and then managers must review, which must then be confirmed again by employees	
U06	U06 says they hope employees understand different levels of skill	
U06	U06 says if there's a disagreement about level of skills, manager will have a conversation with employees	
U06	U06 feels that the functionality of the cards is not intuitive based on the way that they look	
U06	U06 says if there's less clicks to submit to manager, the flow will be better	
U06	U06 says the system needs an auto saving function	
U06	U06 says she needs to stress how to add and have comments when users first tried the software	
U06	U06 mentions taking users through "User Acceptance Testing," UAT, which takes them through a step-by-step process—go to your profile, click on this, click on that	
U06	U06 "I'm the user"—considers self the user	
U06	U06 says the training session for new users is about 3 weeks "It's very quick turn-around"	
U06	U06 says that research is gathered from existing client feedback and personal frustrations	
U06	U06 says that there have been instances where they work on a client request and it ended up being something that a client doesn't even use in the end	
U06	U06 "We did this work and you're not even using it"—direct quote (about client requests for changes)	
U06	U06 per this interview, certain elements of the interface look completely "flat," such as target level, which causes users to feel as though they have already completed certain tasks	
U06	U06 says the reasons that the product team dislike the latest suggestion is that they don't have the bandwidth for it	
U06	U06 holds a strong personal opinion that there are too many pop-ups/confirmations/clicks in the save process	
U06	U06 says the team understands that the flow needs to be simplified	