

MORE THAN A BULLETED LIST:

Rethinking the traditional resume as a way to present the unique personality of an applicant.

Master of Fine Arts Thesis

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Final Signatures

More Than A Bulleted List:
Rethinking the traditional resume as a way to present the unique personality of an applicant is a Masters of Fine Arts thesis prepared by Andrew White for Liberty University's Department of Studio and Digital Arts.

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ABSTRACT

Every business has its own unique culture, and the traditional resume fails to denote the personality and individualism of the applicant; this leads to wasted time interviewing the wrong applicants and missed opportunities to employ culturally beneficial employees. A culturally beneficial employee is one that fits the company culture and improves the performance of the entire team with both their skills and personality. The most advanced technologies available, are still using the traditional resume as a base line for the sourcing, sorting, and evaluation of a potential hire. Even with the implementation of artificial intelligence to sort through the predetermined meta data the personality of the applicant is rarely if ever accurately portrayed. The majority of the current technological effort to improve the process is focused on the efficiency of sorting through the data provided by the applicant. Not only does this reduce the individual to a bulleted list in a virtual ocean of similar candidates, it can be manipulated with the understanding of how the algorithms function. While the use of artificial intelligence has some merit in the filtering process in the form of predetermined qualifications, it has no consideration for the personality of the candidate. Through the utilization of case studies and visual analysis the determination is made that the current hiring process while seeking efficiency and efficacy is only addressing a portion of the problem. Most employers understand that the modern methods are lacking in their ability to present a potential hire holistically. They also understand the importance of hiring an employee that fits the company culture. This results in the employers conducting an additional step between the sourcing and evaluation stage where they conduct their own research of the candidates utilizing basic social media searches. The research shows that the majority of job seekers are consciously or unconsciously creating a personal brand for themselves through their social media activity. With this information available employers are using the tools available to fill in the gaps where the traditional resume is lacking. This paper demonstrates that there exists a need to augment the traditional resume to present the applicant in a more holistic nature to aid the employer in making the best decision for both the hiring company and the applicant as well.

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CHAPTER 1 *Introduction*

RESEARCH PROBLEM

Observed Problem

Every business has its own unique culture, and the traditional resume fails to denote the personality and individualism of the applicant; which leads to wasted time interviewing the wrong applicants and missed opportunities to employ culturally beneficial employees.

Personal Problem

Having experience as both the hiring agent and applicant, the graduate student recognizes the struggle to find not only the candidate with the necessary skills and experience to perform, but also to find a candidate that fits within the company culture. With no time to interview hundreds of applicants, gaining a better understanding of the person behind the resume will save time in choosing candidates who should be interviewed in person.

OBJECTIVES

Mission

The purpose of this research is to examine the traditional resume as an ineffective tool in communicating the personality of the applicant to the employer. For many employers, employee personality is expressed in the research as a necessary factor in the hiring process. The resume has remained scarcely altered as a bulleted list of the candidate's skill sets from its inception. The goal of this paper is to research the many job placement systems in the market from both the employer's and employee's points of view. The modern systems do well to increase the speed at which resumes are sorted, based on keyword searches through artificial intelligence, but fall short in evaluating the specific area of candidate personality.

KNOWLEDGE GAP

The resume has long sought to showcase the individual in the form of professional education, experience, and skill sets. What has yet to be effectively conveyed is the personality of the job candidate. It is important to note that this entire thesis is addressing the pre-interview portion of the hiring process. The ability to assess one's personality during an in person or virtual interview is not in question. However, the ability to assess the applicant's personality via the traditional resume is vastly more difficult if not entirely impossible, whether that be through human or AI assessments.

SIGNIFICANCE - STAKE HOLDERS

Employers

The stake holders in the research are comprised of both large and small companies or organizations that are seeking new employees with an emphasis on applicant personality. The problem of not having ample information to assess the job candidate's personality results in the selection of an employee that does not fit the company culture. At first glance this might not seem to be a major issue. However, hiring agents express that the candidate's personality is a major contributing factor to both the hire-ability and the retention of a qualified employee.

Job Applicants

Allowing for a system that more accurately presents individual personality traits can empower the applicant to stand out and the company to find the right fit for the job opening, beyond just the necessary skill requirements.

Trade Institutions

The principal mission of these groups is personal growth in the professional arena with the intent of successful job placement. Job placement agencies, higher learning institutions, and trade organizations would all benefit from a more modern and personally comprehensive employee evaluation tool.

Societal Organizations

Government agencies such as the Department of Labor exist to, "To foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights." ("U.S. Department of Labor") Organizations that seek the betterment of both the worker and the workforce could utilize the reformed resume platform to better evaluate the job market trends.

CHAPTER 2

Research

RESEARCH RATIONALE

There have been many efforts to improve the process of job placement for both the hiring company and individual job seeker. However, there continues to be a gap in evaluating the personality of a potential candidate as most systems are built on the basis of the traditional resume that manifests itself as a series of skill sets, experiences, and education. Many employers seek out alternative methods that require ample amounts of time to research and gain an understanding of a candidate’s personality prior to the interview process. Through a thorough understanding of what employers need to quickly assess not only the skills but the personality of a candidate one could hope to create a more holistic presentation of a job applicant in the form of a modern augmented resume.

RESEARCH METHODS

Literature Review

Case Studies - Content Analysis

The graduate student conducted qualitative research in the form of case studies to understand further the importance of personality as related to the successful hiring of or job placement of an applicant.

- *The Usage Of Social Media Networks As A Tool By Employers To Screen Job Candidates*
- *User Research Case Study: Designing the Resume of the Future*
- *Incorporating Personality Traits in Hiring: A Case Study of Central Texas Cities*

Visual Analysis

The graduate student conducted research in the form of visual analysis referencing the most common user interface and user experience being utilized in job market.

- *The Instagram Interface As A Visual Resume*
- *ZipRecriuter® As An Industry Standard*
- *LinkedIn As A Modern Replacement For The Resume*

SUMMARY OF FINDINGS

Literature Review

A survey of current hiring practices as it relates to the filtering process of the traditional resume

The following literature examines the current process by which an employer filters, assesses, and ultimately hires an employee. It also addresses the value that employers place on the personality of a potential employee and the inability to glean this information from the traditional resume.

The review focuses primarily on three main areas of the hiring process from both the employee and employer perspective. These areas include; the challenge of getting noticed, the value of personality in the hiring process, and the use of artificial intelligence in the sorting and assessing of candidates.

GETTING NOTICED

Ultimately the purpose of a resume is to sum up your professional experience, talents, skill sets, and present yourself as the best possible candidate for the job that you desire. The delicate dance of self-promotion and honest representation is a carefully calculated undertaking, driven by the motivation to simply get noticed.

This can be more difficult than ever with a highly competitive job market and the introduction of artificial intelligence in the hiring process.

The challenge to stand out in a sea of similar resumes becomes a skill set of its own in the form of self-branding. In addition to simply crafting a quality resume that hits all of the benchmarks, developing a personal brand has been proven beneficial, specifically in the area of social media. "Internet/social media branding represents a significant advancement in candidate evaluation methods (Vallas and Christin 2018), compared to traditional methods, particularly resumes and job interviews (Parks-Yancy and Cooley 2018). Going even further, "In an analysis of hiring practices among small and medium-sized businesses, LinkedIn, Facebook and Twitter were significant factors in hiring decisions (Sameen and Cornelius 2015). In that study, 31% of the respondents indicated that the candidates' social media brand favorably affected their receipt of a job offer." (Minor-Cooley

& Parks-Yancy, 9). Personal branding can take many forms, both intentional and unintentional.

"Employers are using the web more and more to find information about applicants that they could never get through a résumé or cover letter" Corlett (qtd. in Watson, 157).

The data presents proof that whether the applicant is making an effort to create an intentional personal brand or not, employers are researching their prospective employees online. As early as a decade ago research showed that, "Employers are using the web more and more to find information about applicants that they could never get through a résumé or cover letter" (Corlett, 2012). This would suggest that how one stands out, positively or negatively, online is noteworthy of self-examination and contributes to one's personal brand.

Diminishing Attention Spans

With each new form and nuance of developing technologies in the information age, getting the attention of a prospective employer is becoming more challenging through traditional methods. Regardless of the specific

professional arena, the quantity and the speed at which employees are asked to process information is at a faster rate than ever. "Today, individuals are constantly on an information overload from both the quantity of information available and the speed of which information gets into the hands of individuals through advertising and multimedia. Attention deficits tend to be increasing as it is challenging to attract individuals and hold their attention long enough for people to read or watch messages such as work memos, advertisements, etc." (Carstens et al., 2018, 21). In an inbox filled with hundreds of resumes an applicant might have a slim chance at getting the attention he or she deserves.

"Eye-tracking research has shown that an HR professional will review your resume for a mere seven seconds, and companies are increasingly using automation to screen resumes" (DePaul, 2020).

The small amount of attention that the potential employer can attribute to reviewing a resume can prove to be a real problem, especially if there is a large quantity of applicants chasing the same position. "Eye-tracking research has shown that an HR professional will review your resume for a mere seven seconds, and companies

are increasingly using automation to screen resumes”(DePaul, 2020). This problem can be especially difficult for new graduates with little to no real world experience when most employers are requesting a minimum amount of experience to even get by the filtering systems in place.

This problem is compounded by the ever decreasing attention span of the average person. With more forms of media than ever before competing for our attention, the applicant must find new ways to get noticed. In the article “Accelerating Dynamics Of Collective Attention”, the authors conducted a study of rise, duration, and fall of social media trending topics through empirical analysis. The consensus was that “across the different domains under investigation, we find clear empirical evidence of ever steeper gradients and shorter intervals of collective attention given to each cultural item.” (Lorenz-Spreen, Philipp et al., 2) This data shows that society is focusing on more trending subjects and spending less time on each one. This phenomena is explained as such: “the empirical findings we present are remarkably robust across many domains of public interest, covering a wide range

of different time scales. They reveal significant changes in the statistical properties of collective attention dynamics.

“Yes, their résumé and cover letter need to be great, but they will be seen by very few people...” (Watson, 157).

This suggests that even with all of the boxes checked, in the realm of prescribed resume form and content, it might not be enough to be given a chance at an interview. McClain Watson reaffirms this problem, “Yes, their résumé and cover letter need to be great, but they will be seen by very few people, and most are reading those materials within a hiring context that positions the student as a subordinate, whereas the POP (personal online portfolio) presents them as a confident, mature, and free-standing agent.” (Watson, 157) Watson acknowledges that the resume is limiting in its viewership and does poorly in comparison to a personal online portfolio in representing the true character of the applicant.

THE VALUE OF PERSONALITY

Understanding the challenges to simply getting noticed is only a por-

tion of the battle when it comes to getting past the initial filtering phase and on to the interview. Expressing one’s personality through a traditional resume is difficult, if it is even possible at all. Chalice Randazzo examines this subject in the article, “About Face: Reflexively Considering ‘Audience’ in Hiring Situations”, published in the Journal of Business and Technical Communication.

“Employers are desperate for more and richer information about applicants so they can distinguish one candidate from the other. (Watson, 157)

The article addresses the philosophy that most, if not all, company employees are extensions of the company and therefore represent the “Face” of the company. The concept centers on the idea that employees’ personalities need to align with the culture of the company and henceforth project characteristics that reinforces the company’s brand. According to Randazzo, in order to project your personality into a resume and demonstrate “face”, it “requires pulling together locations, emotional situations, and secondary audiences that the hirer finds significant” (Randazzo, 213). This

would prove to be more subjective and personal in nature than the filtering criteria designated by AI.

According to McClain Watson, “Employers are desperate for more and richer information about applicants so they can distinguish one candidate from the other. A recent survey by CareerBuilder (2017) found that 69% of hiring managers use Google to research applicants, and 57% are less likely to interview an applicant if they cannot find the person online.” (Watson, 157)

WORKING WITH AI

Artificial Intelligence is the creation of machines and algorithms that function in a manner similar to or superior to the human brain. The introduction of Artificial Intelligence or AI into the hiring process for many medium to large corporations is becoming a more common practice. “The great potentials of big data in the application and hiring process is only just beginning to be exploited” (Arpaci, et al., 5495)

“75%-100% of all submitted resumes are now read by software, and that only a small fraction of those go on to be read by humans.” (Rhea, Alene K. et al, 2).

“AI-based automated hiring systems are seeing ever broader use and have become as varied as the traditional hiring practices they augment or replace. These systems include candidate sourcing and resume screening to help employers identify promising applicants, video and voice analysis to facilitate the interview process, and algorithmic personality assessments that purport to surface personality traits indicative of future success. Ian Siegel, the CEO of ZipRecruiter (a popular online employment marketplace), estimates that 75%-100% of all submitted resumes are now read by software, and that only a small fraction of those go on to be read by humans“ (Rhea, Alene K. et al, 2) .

The implementation of AI into the human resources infrastructure is an effort to save time, reduce cost, and increase efficiency in candidate selection. The struggle for the employer is not only sorting, screening, and assessing copious amounts of resumes but also not selecting an employee that is unqualified based on incomplete data. In the three following examples, from as early as 2013, we can see how digitizing the recruiting process has opened the floodgates to

applicants, contributing to the influx of resumes that must be reviewed for a given job.

-In 2013, Walmart, the largest private employer on the planet, received on average 23,000 applications for 600 positions when it opened a new store (Lutz, 2013);

- In 2017, Johnson & Johnson generated over 1 million applications for 28,000 positions (McIlvaine, 2018);

- In 2017, Google generated an estimated 2 million applications for just 14,500 jobs (Torres, 2017), meaning that it was nearly 10 times more difficult to get a job at Google than to get into Harvard University.

In order to increase the talent pool, “in 2017 L’Oréal used AI to not only present its opportunities to active candidates but to identify passive candidates as well. As a consequence, it received 2 million résumés for only 5,000 positions, a stunning 400 applicants per job” (Sharma, 2018). There seems to be adequate data to prove that the implementation of AI is useful in the recruitment, and time management challenges of the hiring process. However, from the employer’s standpoint, simply increasing the amount of applicants is not helpful if the result is having more unqualified candidates to screen than ever before.

AI: Screening Candidates

Even though businesses can now receive a virtual flood of resumes, finding the qualified applicants for review is still the challenge. The ease of applying for a job through job search websites and job postings allows for anyone to send their resume with little to no cost to the applicant. This results in “75%–88% of all job applicants” being “unqualified for the position for which they applied”. (Ideal, 2018) Without the implementation of AI in the filtering process, the hiring agent would be assigned the daunting task of sorting and assessing the applicants based on their one to two page resumes. This quickly becomes cumbersome with an average of “20–200 applications for every opening” (Ideal, 2018). The time and cost associated with this task, coupled with the challenge to gain an accurate assessment of the applicant from a list of skills and accomplishments, is something that companies hope to remedy with AI. There is a cost associated with making a poor hiring decision, from the company’s perspective. Often hiring the wrong individual for the position can be just as costly as the

process itself. “More employers than ever are struggling to fill open jobs. Forty-five percent say they cannot find the skills they need, and for large organizations (250+ employees), it is even higher with 67% reporting talent shortages in 2018. Accordingly, employers are experiencing a financial loss due to bad hiring decisions, according to a survey the average cost of one bad hire is nearly \$15,000; average cost of losing a good hire is nearly \$30,000(CareerBuilder, 2017) “(Mahmoud, Ali A. et al., 110). AI is currently being used to remedy this problem in a fairly effective manner through sophisticated pre-screening of resumes. The algorithms have been shown to be “at least 25% superior to humans in screening applicants even when humans took a reasonable amount of time to evaluate an application or résumé (Kuncel, et al., 2014).

AI: Assessing Candidates

The next step in the hiring process, once the recruitment and screening stages have been completed, is the assessment of the applicants. The majority of AI personal assessments require further interaction with the candidate and are not pulled strictly from the resume. This would in-

clude such things as, “gamification of tests that provide insight into skills, capability, and even personality”(Black, and vanEsch, 220). The tests are designed to engage the applicant through a series of challenges that measure personality traits such as, “identifying the individual’s risk propensity”(Black, and vanEsch, 220). Other forms of assessment include video recorded interviews to be analyzed by AI applications that would assess the interviewees’, “word choice, tone of voice, and microfacial movements” (van Esch, and Black, 731). In addition to the content of the responses, the AI, “analyzed the sentence structure and vocabulary used in the answers and, in combination with the content analysis, created an overall score for each candidate”(van Esch, and Black).

WHERE AI FAILS

When evaluating human personalities through a mathematical algorithm that is developed by a human programmer who is acting upon their perception of pattern forming inference, one can suspect there would be a level of inaccuracy. Margot E. Kaminski and Jennifer M. Urban address this issue in their

article entitled The Right To Contest AI, published in the Columbia Law Review in 2021. The purpose of their paper was to argue for an individual’s right to contest the results of AI generated decisions. Kaminski and Urban make the case that, “AI is not always accurate and does not eliminate human bias. In some cases, it instead obfuscates bias with layers of ostensibly objective mathematical authority”(Kaminski and Urban, 1969).

“AI is not always accurate and does not eliminate human bias”
(Kaminski and Urban, 1969)

The authors explain that because, “Algorithms also reflect programmer decisions that implicate substantive values, from what model programmers choose to deploy to how they choose to weigh false positives versus false negatives”, (Kaminski and Urban, 1975) so called unbiased decisions are still driven by human imperfections. The article also expresses concern about turning over the decision making, that dramatically effects humans, to machines. They make the point that humans can make the choice to, “Employ discretion, exercise compassion, tailor statistics to specific application, or otherwise apply human expertise are being

removed from the decisional loop. Eliminating human decision-makers and replacing them with a machine arguably affects the dignity of the human subject of the decision” (Kaminski and Urban, 1971). In the article “How Algorithms Discriminate Based on Data They Lack: Challenges, Solutions, and Policy Implications”, the authors address the question of the algorithm’s ethical, legal and privacy implications. The authors make a case for how algorithms can create bias in the current technical and societal system based on information gaps in the applicant’s history. The authors recognize the power of algorithm based resume filtering systems but not without voicing concerns for the robotic sorting of humans based solely on meta data. The authors explain that, “Algorithms pick out group differences and elements of discrimination in our society. They do so without being able to understand which past outcomes are reliable indicators about a person or group and which are tainted” (Williams, et al., 89). The principle concept is that while patterns do exist in society on a macro scale, there are specific catalysts in the history of individuals that shape the character of a person.

This is currently an area where AI appears to fail to have the capacity to reason through its pattern creation on a more human level. The authors agree that, “Patterns across people make prediction possible.”, but they are aware that, “Patterns make imputation of missing data possible” (Williams, et al., 84). This imputation or inference of potentially false data can have a lasting effect on the efficacy of a candidate’s resume. The candidate can be filtered incorrectly, continuing to miss opportunities based on this inference learned by the machine, and the company could be liable for future lawsuits if the algorithm is proved to be bias in its imputation.

The Question of “GUT” Feel

The personality of the applicant, when allowed to be presented, can greatly influence the hiring party. Lauren Rivera explains in her article, Go with Your Gut: Emotion and Evaluation in Job Interviews, “When articulating the criteria they use to evaluate candidates in job interviews, less than a quarter of participants listed competence, intelligence, or any technical skill as the most important. Instead, they emphasized

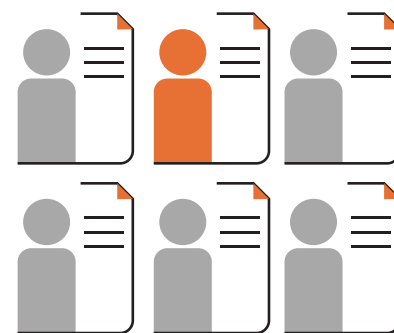
their personal emotional reactions to candidates” (Rivera, 1397). This interaction that takes place in an interview is more than a formality when selecting a candidate to become a team member. It would also seem impossible to generate such an experience from a written resume and an algorithm.

“Evaluators insisted that merit was not something that they could cognitively ascertain from candidates’ “paper” resume qualifications alone. (Rivera, 1352)

The basic definition of AI is to create machines to think like a human brain, but there exists a perhaps uncrossable gap when discussing whether a machine can feel like a human. Rivera continues, “Evaluators insisted that merit was not something that they could cognitively ascertain from candidates’ “paper” resume qualifications alone. Rather, it was something that they felt. “Gut,” as evaluators commonly referred to their personal emotional responses to candidates, was a crucial way they evaluated and compared candidates at the job interview stage” (Rivera, 1352). Having a face to face encounter with a job candidate is generally preferable. In fact, “Thirty-eight

percent (38%) believed that interviews were the most utilized method to assess applicants, followed by resumes (28%). This result also aligns with the quantitative findings. The respondents’ believed that interviews represent verbal personal brand promotion opportunities (Marr and Cable 2014) and that resumes provide initial evidence of applicants’ attributes”(Minor-Cooley and Parks-Yancy, 7). The argument that AI is as effective at evaluating an applicant’s personality seems to yet be proven.

The assistance of AI to filter out the candidates that do not fit the job requirements has some merit as a first round option to alleviate the time and cost associated with reviewing hundreds of resumes. It does not however, solve the problem of accurately assessing the character and personality of an individual.



Case Study 1

1. Project Name:

The Usage Of Social Media Networks As A Tool By Employers To Screen Job Candidates

Summary:

As employers seek to gain more insight into a potential hire’s personality, the traditional resume has become mostly a formality and less a useful tool. Jaspreet Kaur, Sheila Arianayagam, and Parmjit Singh published their study entitled, “The Usage of Social Media Networks As A Tool By Employers To Screen Job Candidates” in The European Journal of Social & Behavioural Science. The purpose of the research is spelled out in the title. It is in fact a study conducted to examine social media as a screening tool for potential employees in the hiring process. A common theme among hiring agents is that, “recruiting a candidate based on their resume and a 10-15 minutes interview does not paint a complete picture of the candidate’s suitability for the job” (Carpentier et al., 2016). “Specifically, this study examines firstly, the usage of SNS as a possible tool by employers to screen job candidates during the recruitment process and secondly, the awareness of potential job candidates/employees on its impact” (Kaur, Arianayagam and Singh, 2020).

Discussion:

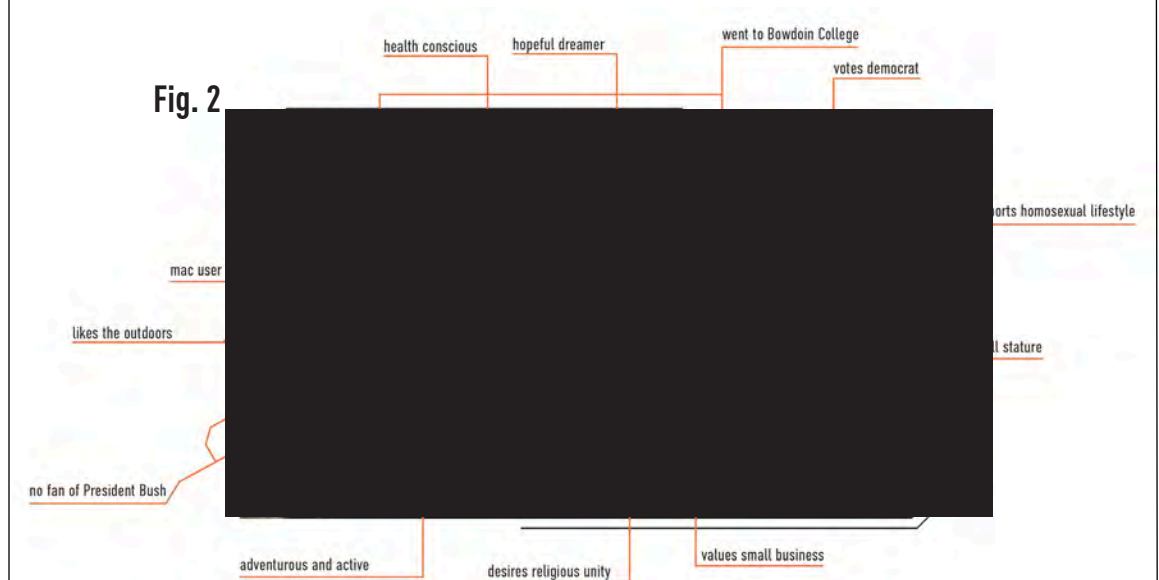
Our modern society has more than embraced social media networks in almost every facet of our lives. Our jobs, social groups, families, activities, political affiliations, and anything to which we can add a hashtag are willingly shared with the entire world. The ease at which we pull back the curtain and allow the entire global population to peer into our lives has never been matched by previous generations. For any willing to search, there are few secrets as to who we are beyond what the average social engagement would normally allow. Never before has so much investigative power been given to a potential employer or employee in regards to understanding the true personality on the other side of a resume or interview for that matter. Researching the personality of a potential candidate

on social media is a clear indicator that employers are not getting enough information on the candidates of choice, or they don't trust the information presented as accurate. Brown and Vaughn claim that, "according to peers of the target job applicants, social media is quite an accurate indicator of a person's characteristics" (Brown and Vaughn, 2011).



While less than half of the employers interviewed claimed personality as contributing factor in hiring a candidate, an overwhelming majority claimed they would reject a candidate based on negative social media behavior. "The data shows 41.9% (n=18) of the employers hired candidates based on 'Gave a positive impression of their personality and organizational fit' while, "The common posts which cause employers to reject candidates based on their SNS profiles were 'Lied about qualifications' (97.7%); 'Posted content about them using drugs'; (90.7%) and 'Posted negative comments about a previous employer (83.7%)". (Kaur, et al., 2020) On either side of the issue, the character of an employee is important and employers cannot get this information from a traditional resume. Another study by Sameen and Cornelius (2013) stated that "33% of respondents stated that the positive impression of personality and organization fit is the most prominent factor that an employer would consider when hiring candidates through SNS (social network sites)" (Sameen and Cornelius, 2013). The data would suggest that employers are open to using alternative methods to understanding the personality behind the resume and that it is important in the selection process of a new employee. Alternately from the employee's perspective the "Findings show

that while the majority (89.2%) of candidates are aware that employers do screen prospective job candidates based on their SNS profiles, yet a staggering two-thirds (70%) said they posted information on their SNS profiles that they would not want employers to see. They argued that whatever they posted on SNS was private and for the purview of their circle of friends only and that it is unethical for employers to judge them based on these. (Kaur, et al, 2020) While the ethics of social media research in respects to potential employees is up for debate, the need to understand who the applicant is beyond their list of skill sets would seem to be paramount for employers.



The personal brand that individuals are building based on social media posts is not too dissimilar from a spattering of bumper stickers one might encounter at a stop light. As seen in Fig. 2, in a matter of seconds the viewer can gather important personality traits about the driver based on what they choose to proclaim from their adhesive-backed proclamations. This mood board of selected affiliations could provide some insight into how to augment the traditional resume.

Visual Analysis 1

1. Project Name:

*The Instagram Interface
As A Visual Resume*

Summary:

Instagram refreshed its brand and interface in 2016. The Head of Design at Instagram in 2016, Ian Spalter who oversaw the most dramatic change to date in the overall aesthetics of the application. The popular social media platform is a clean and simple interface that allows for primarily 1,080 x 1,080 pixels square images to populate an individual's profile page. The interface is purposely minimized to give prominence to the pictorial experience. If the age-old adage of a picture being worth a thousand words is true then Instagram would be all but infinite in the number of words it is able to express to the viewer. The interface has found a balance that empowers the user to build their visual identity without creating unorganized visual chaos for the viewer. This approach generates a canvas for individuals to create a mood board of their own self-expression where



Fig. 3

“Recent studies show that the primary motivations for using Instagram are self-expression” (Lee, et al., 2015). This does differ from other forms of social media such as Facebook and Twitter where less consideration is given to how one's personal brand is being developed through what the user chooses to post or share. However, with Instagram the user tends to calculate and construct “the best version of an individual” (O'Donnell, 2018). Upon viewing an Instagram profile one can quickly get a sense of who the individual is or strives to be. It is a vertical scrolling journey into what the individual holds dear, dreams to be, enjoys participating in and creates. It is a virtual and literal snapshot into a more holistic picture of a person's personality. Where a resume manifests as a bulleted list of achievements, Instagram exists as “personal thoughts, ideologies, beliefs, and the intricacies of daily life in a visual form” (O'Donnell, 2018).

Application:

This mentality is not far removed from how an individual would strive to create a resume for potential employers. The concept of creating the best version of one's self for documentation and marketability of a personal brand is essentially the same process as creating a quality resume. In both scenarios the goal is to quickly give an impression of the individual. While the resume is typically geared for education, work experience, and skill sets, Instagram posts seek to “share personal thoughts, ideologies, beliefs, and the intricacies of daily life in a visual form” (O'Donnell, 2018). As employers are already seeking out additional information about an applicant via social media sites and individuals are presently creating personal brands through a social media presence, it would seem that a merger of the two with a professional approach and motivation would benefit all parties involved. Within any professional field there exist many unique personalities that either work well with or repel a myriad of company cultures. Two very qualified individuals that look seeming identical on a traditional resume can come across very differently on a social media profile. This is not to say that one is any better than

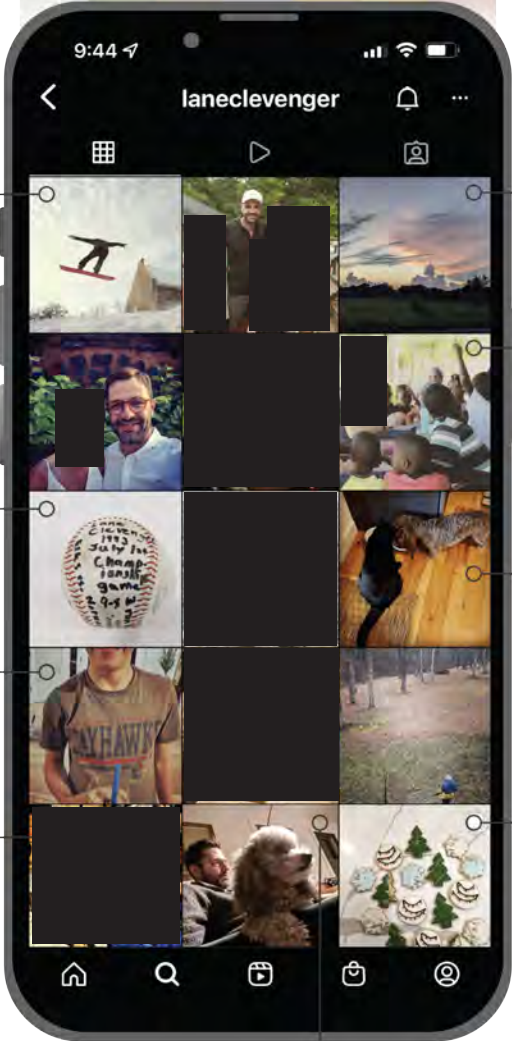
the other but that the uniqueness of the applicant's personality might fit better with a certain professional mission statement or culture. I have included two examples of Instagram profiles noted in Fig. 4 and Fig. 5. The examples are not a comprehensive exploration into their prospective profiles but simply the first fifteen images on their profile page. Both profiles are male financial planners however, they project very different social media personal brands. In Fig. 4 we see a personality that appears to be very focused on his family and life experiences posting little to no content on his profession. However, in Fig. 5 we see that 60% of the images posted are related to his profession with a focused intention to self-promote. The profile in fig. 4 is a very warm and natural color scheme evoking a calming warmth. In fig. 5 we are met with a strong, cool, and professional color scheme that projects confidence and professionalism. If the resumes of these individuals were evenly matched a potential employer would stand to benefit from this personal brand side-by-side comparison to measure each against their company culture and desired personality.

Fig. 4

LANE CLEVENGER - FINANCIAL ADVISOR

53% OF POSTS FAMILY FOCUSED

COLOR PROFILE: WARM / NATURAL / DESATURATED



Physically Active / Adventurous

- thrill seeker
- tries new things
- calculates risks
- values time off

Appreciates Nature

- values pause
- observant
- values beauty

International Service

- well traveled
- values people
- citizen of the world
- sees the big picture

Played On A Team

- works well with others
- values goals
- nostalgic

Likes Animals / Satire

- kind heart
- observant poetic situations references
- enjoys juxtapositions

Mid-Western Connection

Multi-Generational Family Connection

- values family
- stays connected to people

Values Creativity

- celebrates creative practices
- enjoys sweets
- celebrates Christmas

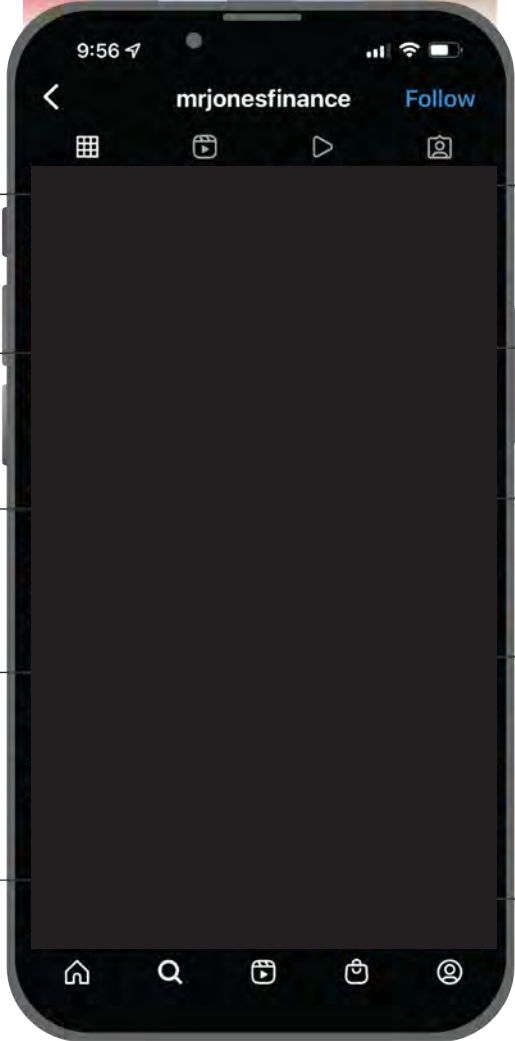
Loves Dogs

Fig. 5

MR. JONES - FINANCE

60% OF POSTS PROFESSIONALLY FOCUSED

COLOR PROFILE: COOL / PROFESSIONAL / VIBRANT



Values Family

Values Education

- very proud of his edu
- proud of his family

Values Community

- offers his services

Military Family

- values his families military history

Values Intellect

- makes an effort to project intelligence

Emory | Goizueta Business School

- Graduated Business School
- Studied in Atlanta, GA

Single

- appears to be unmarried
- no ring

Values Professionalism

- professionally motivated
- focused on success

Self-promoter

- keeps his profile professionally focused

Politically Active

Case Study 2

1. Project Name:

User Research Case Study: Designing the Resume of the Future

Summary:

The case study “User Research Case Study: Designing the Resume of the Future”, was conducted by Stevan Himal, Karina Papalezova, Soninke Combrinck, Yiwen Yan, and Hiram Aragon. The study seeks to understand how an individual could better represent who they are to a potential employer through a more modern approach to the traditional resume. The study also builds a case for a fresh approach to what it means to “have a job, to find a job, and to hire someone” (Himal et al., 2018). There is a significant amount of attention given to the concept of applicant representation and how this concept is defined in our modern society with a specific focus on personality.

Discussion:

The study breaks down a job applicant’s identity as perceived by the employer into three categories. These categories include: Who we are, what we say and how we say it, and how we are perceived. It is through this framework that a potential employer will evaluate an individual personality and ultimately make their judgment on the applicant’s viability for the position. The categories are further defined below.

Who We Are:

- Skills
- Experiences
- Knowledge
- Preferences
- Values

What We Say and How We Say It:

- Face-to-face
- Phone
- Video
- Recording
- Texting-Email

How We Are Perceived:

- Emotions
- Facial Expressions
- Appearance
- Tone of Voice

“People struggle to say what is really special about them”, and “CVs don’t show everything about the candidate”.

Understanding these mechanisms of candidate assessment as building blocks of the traditional resume should aid in the reframing of a more modern approach. The study also defines the two principal methods of screening candidates as Manual and Algorithm based artificial intelligence. The study expresses concerns over the immense task of screening thousands of resumes manually and the problem of algorithms, “not being helpful to understand prospective employees’ personality as well as soft skills”. (Himal et al., 2018) Both of these scenarios are a reoccurring concern and challenge in the job market. There is little to no room for understanding the personality of the candidate outside of a personal interaction. Perhaps the most fascinating element of this case study is the generation of “empathy maps” created from data gathered through interviews. The maps represent what an individual feels, hears, sees, says, and does in regard to the job search. The maps were created using the examples of a tech employee, a business employee, a creative employee, and an employer. As demonstrated in figs. 1-4 each map expresses the unique emotions, challenges, and insecurities felt by the selected professions. This specific information is not easily discerned from the traditional resume but is paramount in understanding the humanity involved in the hiring process. As noted in Fig. 4 the employer that relies upon algorithms to sort thousands of resumes is overwhelmed and realizes that, “People struggle to say what is really special about them”, and “CVs don’t show everything about the candidate”. (Himal et al., 2018)

The case study concludes that the ultimate goal is to create a more holistic approach to the resume. In order to achieve this task, the study presents several important questions that must be answered.

How might one foster the sharing of truthful information between candidates and employers?

How might one make the process more personal?

How might we aid the filtering process to not reduce candidates to keywords?



Fig. 6



Fig. 7



Fig. 8



Fig. 9

Visual Analysis 2

1. Project Name:

ZipRecruiter® As An Industry Standard

Summary:

ZipRecruiter® is one of the top job search sites for both employers and job seekers alike. “ According to their own marketing department, ZipRecruiter® claims that, “Eighty percent of employers who post on ZipRecruiter get a quality candidate through the site within one day”. The site operates as a paid service claiming better results through candidate filters and machine learning. There is very little difference between ZipRecruiter® and other modern job search sites in basic functionality and the sorting of potential candidates.

The Aesthetics and Function:

The interface is very stark and clean remaining mostly white with left navigation existing in a charcoal gray rectangle. The brand utilizes a vibrant green for the brand and deeper blue-green as accent colors to highlight icons and navigation buttons. There is

little extravagance as the site appears to focus on the simplistic delivery of content over an emotive experience. The minimally designed interface is certainly functional in its ability to place emphasis on culling through copious amounts of data to connect the employer to the employee and vice versa. The site is designed to be a very sophisticated filtering system and functions as well as the competition in doing so. In addition to its function, the interface’s lack of clutter is intentional so as to not overcomplicate an already overly arduous task of finding the diamond in the rough or the needle in the haystack. This is a perfectly acceptable approach to the filtering process when throwing a wide net. However, when bringing in a large catch the employer must still sort through the potentials caught in the sourcing phase and move into the screening of candidates that did not get filtered out. Rieke and Bogen, 2018, explain that there are five main steps in the hiring process that include

sourcing, screening, interviewing, selection and evaluation. (See fig. 2) ZipRecruiter® like most job search platforms place all its efforts on the filtering process with less emphasis on the screening and interviewing portion of the hiring process. It is quite simple to enter in the specific qualifications and post a job opening and wait for the algorithm to do its work to populate the well-designed dashboard with potential employees' resumes. It is at this point that in most cases the machine's work is complete and a human must implement empathy, discernment, and rationale to complete the screening process with the data provided. The data in question is primarily provided more or less through a traditional resume. These carefully constructed bulleted lists of word craft are designed to trick the machine with metadata and briefly sum up a human being with only seconds to win over the employer. This is where the process is lacking. The platforms are clean and effective and the dashboard allows for the user to even sort by thumbs up, middle, and down. (See fig. 3) The site functions quite well also for selecting, contacting, and setting up an interview. The platform however is contingent on the antiquated



Fig.10

resume. The entire process stands on the supplied data by the potential employee in a format that they have been taught to manipulate in their favor as best as they can with little to no care given to the personality of the candidate or the culture of the hiring company. Personal brands are being created daily through social media with or without the conscious intent of the individual and are being reviewed by the employer with or without the consent of the employee. The implementation of a modernized resume that quickly portrays the applicant in a holistic manner is the missing piece for the modern job search platform.

Fig. 11



Application:

In order to present the job seeker to the employer holistically does not necessitate that the machine learning algorithms be replaced as they are quite functional in the primary phase of the sourcing process. However, it is in the screening portion, where the struggle to ascertain which similar candidates will be moved on the interview that needs modernization. When all candidates share the same skill sets and have said all the recalculated phrases the employer desires more information to understand the human being on the other side of the resume.

Case Study 3

1. Project Name:

Incorporating Personality Traits in Hiring: A Case Study of Central Texas Cities

Summary:

The case study seeks to understand what personality traits are most appealing to employers using the “Five Factors” as a baseline for personality types characteristics considered. “The five-factor model is intended to provide a systematic framework for personality measures in broad terms”(Britain 2007, 6). These five personality traits are conscientiousness, emotional stability, agreeableness, extraversion, and openness to experience. Britain examines each of these general categories and breaks them down into sub traits that define one’s personality. Through understanding each trait Britain conducts a study of West Texas cities to determine how the character traits rank amongst potential employers.

Discussion:

This study presents a case for the importance of an individuals personality to the employer and more specifically the nuances of personality traits. Though understanding that the candidates personality is important to both the employer and employee and furthermore understanding what personality traits are important one can ascertain that the traditional resume is lacking in providing an accurate assessment of a candidates personality. According to David Caldwell and Jerry Burger, “When a hiring process results in limited exposure to the applicant, openness to experience, conscientiousness, and agreeableness are difficult to observe” (Caldwell and Burger 1998, 121). These characteristics are often traditionally meant to be observed during an interview process. However, if the resume could give the hiring agent a glimpse into the personality of the potential hire perhaps narrowing down the interviewees could be an advantageous modernization.

“When a hiring process results in limited exposure to the applicant, openness to experience, conscientiousness, and agreeableness are difficult to observe”

The study breaks down the Five Factors as:

- **Conscientiousness**
(Dependable responsible, organized, careful, persevering, orderly, hardworking, planful)
- **Emotional Stability**
(secure, stable, relaxed, self-sufficient, not anxious, tolerant of stress)
- **Agreeableness**
(good-natured, flexible, cooperative, caring, trusting, tolerant)
- **Extraversion**
(talkative, assertive, adventurous, energetic)
- **Openness to Experience**
(intellectual, curious, imaginative, cultured, broad-minded). (Mount et al. 1991, 146)

The first characteristic is Conscientiousness. The research shows that this is the most desired characteristic of employers. A conscious employee could be simply described as one who takes great care in performing their duties. They can be counted on to be well organized and dependable with a planned effort to minimize errors. They essentially treat the business as they would their own and make everyone’s job around them easier. The second is Emotional Stability and is more of an effort to avoid problematic situations. If an employee experiencing anxiousness, depression, insecurity, or is overly emotional they are generally not going to fit into the company culture. On the contrary, an emotionally stable individual would tend to handle stress better and work well in a team environment. The third trait is Agreeableness. “Qualities associated with agreeableness include “being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted and tolerant” (Barrick and Mount 1991, 4). These are the characteristics that mark a great teammate and company advocate. The fourth characteristic is Extraversion. This trait is well suited for client-

facing individual such as sales or management. They tend to be very active and energetic often possessing a strong sense of confidence. The final trait is Openness to Experience. “The qualities most often associated with this trait are “being imaginative, cultured, curious, original, broad-minded, intelligent, and artistically sensitive” (Barrick and Mount 1991, 5). These people are often easily trained and adaptable to change. They tend to be a go-with-the-flow type of individual.

The second portion of the case study was to survey what personality traits are being evaluated during the hiring process. Britain states the following as a summary of findings.

Summary of Findings

“The intent of this research was to assess if the five-factor model is incorporated into hiring potential employees. The results indicate a majority of cities that responded (68.4%) do not test personality traits in the hiring process. Of the cities that responded “yes” to assessing personality, only the characteristics associated with conscientiousness were completely evaluated. Emotional stability is not evaluated, and only one of the associated characteristics—insecurities—was tested by four of six cities. Half of the characteristics associated with openness to experience are assessed, while half are not. Agreeableness and extraversion characteristics are assessed a majority of the time” (Britain 2007, 36).

Generally speaking, even during the interview process the five factors are not consciously being assessed in a consistent manner. This is not to say that these assessments are not being made through other forms of discernment. Human interaction can project so many different social cues along with conscious and unconscious personality assessments. While this can occur during the interview process there is no mechanism for personality to be projected through a traditional resume. The study suggests that personality is very important to finding not just a qualified employee but also the best personality for the hiring company.

Visual Analysis 3

1. Project Name:

LinkedIn as a modern replacement for the resume

Summary:

In regard to this thesis paper there is perhaps no model more closely related to a modern version of the resume than LinkedIn. “The use of social networking sites (SNWs) as a tool for gathering information about potential employees has proliferated in recent years. One report suggests that SNWs are among the most visited sites on the internet, just behind the major search engines” (Ronn, 2007). The traditional resume is purposely void of any information but the necessary credentials associated with the job applicant. This can be advocated for in that it does not allow for potential employers to make decisions based on other biases. However, in our modern age, it has become commonplace for most employers to search out the SNWs for more information regardless. The SNW’s research has become a step between the resume and interview process. According to the article,



Fig. 12

‘LinkedIn and Recruitment: How Profiles Differ Across Occupations, “SNWs have become extra tools for recruiting applicants, to find additional information about them, and to decide who will be invited for an interview.” (Ronn, 2007) LinkedIn is one of the leading professional networking sites available and is already being utilized to gain more information about a potential employees. The site is already designed as a modern approach to the traditional resume. Henceforth conducting visual analysis of how LinkedIn bridges the gap between the candidate and online personal brand will lend credit to the development of the modern resume.

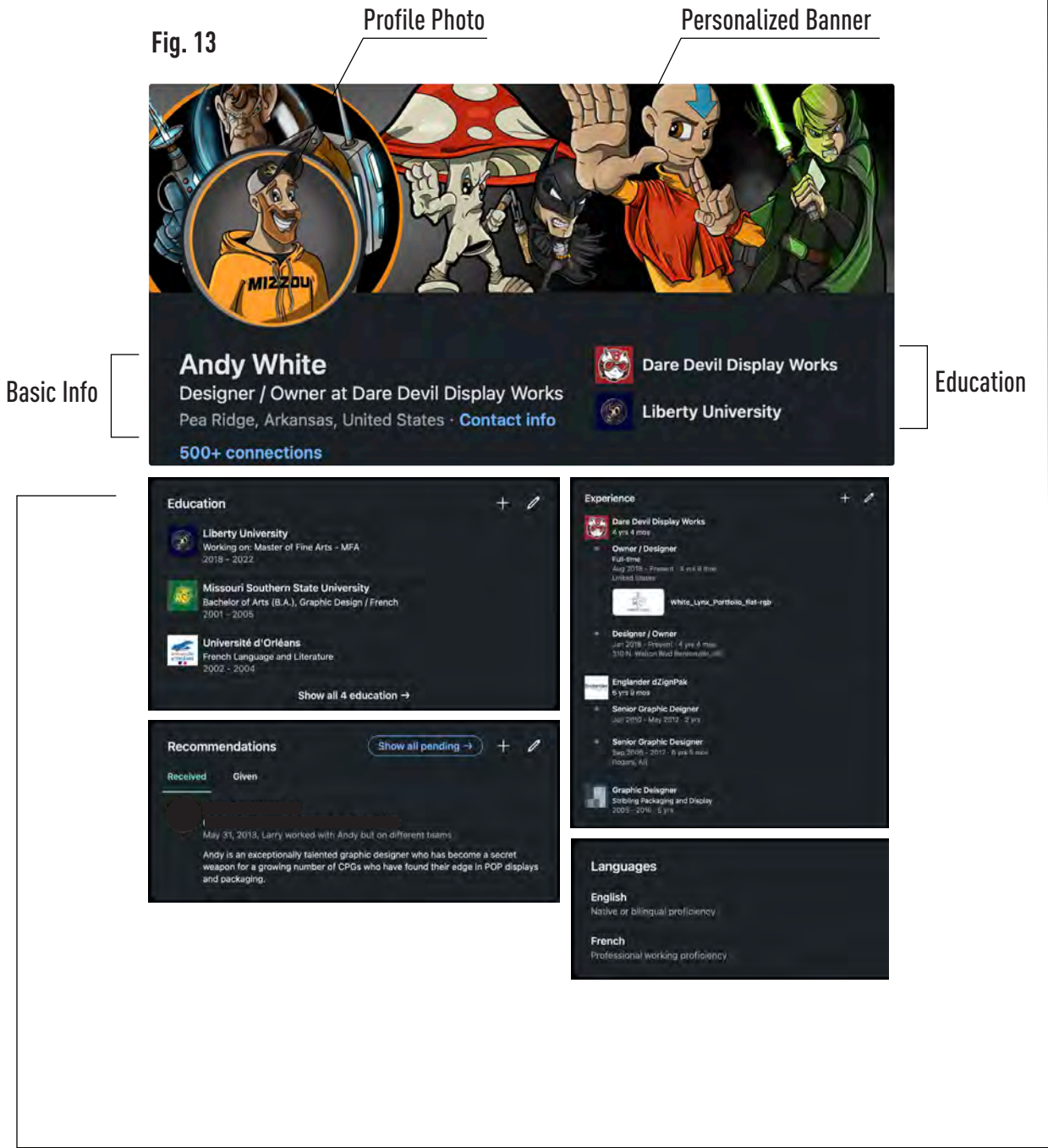
The Aesthetics and Function:

The user interface is a fairly clean and minimal layout that allows the user to vertically scroll through recent posts by people in the user’s network or “liked” organizations. Like Facebook and Instagram the

“SNWs have become extra tools for recruiting applicants, to find additional information about them, and to decide who will be invited for an interview.”

interface is purposely basic to allow the content to lead the viewer to engage. There is no pretense that LinkedIn is primarily designed for the working professional or the job seeking professional. The purpose is networking and the content is designed to promote an organization or individual to their specific industry. The format of “liking, commenting, sharing, or sending” the posted content has become second nature to our society. The value is that unlike other social media sites the user’s behavior predominately tends to remain professional showcasing the best of the individual. The profile page for the individual users presents itself very much in the same structure as the traditional resume. At a glance, you can get a sense of the education, work history, and skill sets attributed to the individual. The added feature of “endorsements” by your network of connections functions as industry-validated references. The viewer will also be able to view the posts made by the individual ranging from variables of self-promotion, industry-related articles, re-shares

of post made by organizations and others in their network. Already LinkedIn presents the individual in a superior manner to the traditional resume in that it is more comprehensive and holistic in its approach. It also acts as a living real-time snapshot into a person’s professional career, skillsets, and interests. While LinkedIn is certainly an improvement upon the traditional resume and is proficient at quickly outlining a working professional as a powerful networking tool, it still lacks something in regard to the individual’s personality. There is little doubt that assumptions can be made from the network associations and posts made by the user. However, the employer could still research more personal SNWs to go deeper into the unique personality and behaviors of the potential hire. Allowing for a virtual resume that works to present both the professional aspects of the individual in conjunction with the personal nature could provide the holistic employee assessment necessary to select the best candidate for the company culture.



APPLICATION OF RESEARCH

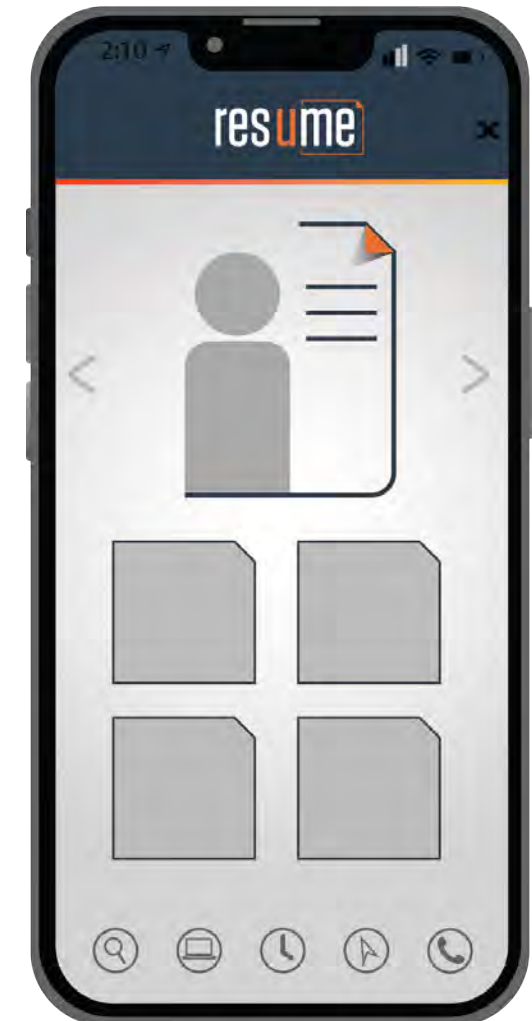
Artificial Intelligence through predisposed algorithms proves to be an effective tool in reducing the labor and cost associated with finding, screening, and, in some cases, assessing candidates in the hiring process. However, this claim is only accurate in that the implementation of AI works as an aid in the primary phases of application review. It serves to reduce the number of applicants to a manageable amount for human review. However, there are some drawbacks to using AI in the sorting of human beings. There is still not a sufficient consensus among experts as to the efficacy of AI to accurately assess the important hire-ability factor of a candidate's personality. The research shows that there exist concerns over the legality and ethical use of algorithms in the hiring process. The programs can create biased results even when not intended to do so, based on parameters generated through programming baselines. The AI is currently developing further

improvements on the subject of inference in efforts to mimic how the human brain creates patterns through natural language. The goal is to infer personality traits based solely on the content of a traditional resume. The patterns are generated only from the written text of the applicant. However, in the AI system, there exists no proven extraction of data that would give a hiring agent enough information to ascertain how the potential employee would complement the company culture. The argument is not necessarily against the use of AI to filter initial candidates, but that using the traditional resume as a baseline should be modernized. The gap remains in how to present and assess an applicant's personality in a traditional resume. The solution should work with AI but allow for a true human assessment that saves time and cost in the process, ultimately securing the best-skilled personality for the job.

CONCLUSION

The graduate student has identified through a thorough literature review, case studies, and visual analysis that there exists a specific problem with assessing one's personality through the traditional resume. This is a challenge to the employer that results in monetary losses to the company in the form of hiring personnel that does not fit the company culture and must be replaced. In the same manner, this can result in the applicant missing opportunities as they are passed over for positions based solely on the content of the traditional resume.

The problem of finding the most qualified and best personality for a given position is layered between job search websites, algorithms, manual social media searches, and the traditional resume. This is a fragmented approach that requires the hiring agent to use multiple forms of media with no real answer for the applicant's personality.



CHAPTER 3

The Visual Process

PROBLEM STATEMENT

Every business has its own unique culture, and the traditional resume fails to denote the personality and individualism of the applicant; which leads to wasted time interviewing the wrong applicants and missed opportunities to employ culturally beneficial employees.

There have been many efforts to improve the process of job placement for both the hiring company and individual job seeker. However, there continues to be a gap in evaluating the personality of a potential candidate as most systems are built on the basis of the traditional resume that manifests itself as a series of skill sets, experiences, and education. Many employers seek out alternative methods that require ample amounts of time to research and gain an understanding of a candidate’s personality prior to the interview process. Through a thorough understanding of what employers need to quickly assess not only the skills but the personality of a candidate one could hope to create a more holistic presentation of a job applicant in the form of a modern augmented resume.

TARGET AUDIENCE

The target audience for this solution is both the hiring agent and the job seeker with more emphasis place on the hiring agent. Both parties struggle with either presenting or understanding the important yet unrepresented personality of the job applicant on the traditional resume. Whether searching for a potential employee or a new position in the workforce, deciding on which platform to use can seem like tossing a message in a bottle into the ocean. With the majority of employers searching out social media sites and employees taking part in social media, creating an amalgamation of social media and job search applications could prove beneficial for all parties involved and better represent the personality of the individual.

Employers

The stake holders in the research are comprised of both large and small companies or organizations that are seeking new employees with an emphasis on applicant personality. The problem of not having ample information to assess the job candidate’s personality results in the selection of an employee that does not fit the company culture. At first glance this might not seem to be a major issue. However, hiring agents express that the candidate’s personality is a major contributing factor to both the hire-ability and the retention of a qualified employee.

Job Applicants

Allowing for a system that more accurately presents individual personality traits can empower the applicant to stand out and the company to find the right fit for the job opening, beyond just the necessary skill requirements.

Trade Institutions

The principal mission of these groups is personal growth in the professional arena with the intent of successful job placement. Job placement agencies, higher learning institutions, and trade organizations would all benefit from a more modern and personally comprehensive employee evaluation tool.

Societal Organizations

Government agencies such as the Department of Labor exist to, “To foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.” (“U.S. Department of Labor”) Organizations that seek the betterment of both the worker and the workforce could utilize the reformed resume platform to better evaluate the job market trends.

KEY COMPETITORS

In regard to the traditional resume there exist many online resume-building aids. Evanto®, Canva®, resume.io and myperfectreusme® are just a few of the sites that specialize in resume templates that simply allow the user to populate their pre-designed resumes with the user’s specific content. However, these services are not providing any innovation to the end function of the resume. They are simply addressing the aesthetics of a centuries-old format. Job search sites such as ziprecruiter® and indeed® are working to improve the filtering process for employers but appear to be singularly focused on keywords and box checking for skill sets as opposed to addressing the individuality of the applicants. Social media sites that focus on the professional network such as LinkedIn seem to be somewhat bridging the gap between what one would post on a more personal site such as Instagram and their professional network. Individuals are generating a personal brand consciously or unconsciously via social media sites that project their personality. The research shows that employers are already utilizing social media to get a general read on an applicant’s personality. This would suggest that LinkedIn and job search sites could in fact not be viewed as competitors but as beneficiaries of the augmented resume platform. The augmented resume could be an integrated tool to improve the service and results of these platforms already being used to present applicants to potential employers. While there are many apps and sites devoted to resume building, it would appear that the hybridization of an individual’s personality and skill sets that present the applicant in a holistic manner has yet to be developed. There seems to be little to no competitors but a multitude of beneficiaries.

Fig. 14



Fig. 15

Fig. 16



Fig.17



myperfectresume Fig. 18



Fig.19

PROPOSED SOLUTION

The graduate student suggests, through adequate research and prototyping, the development of a new platform for the creation, application, review, and assessment of a modern personal resume. The solution would be a digital app that allows the applicant to showcase and present themselves holistically to potential employers in a short amount of time. Likewise, the employer would be able to quickly sort and review the candidates based on all necessary skills and personalities. Visually the solution would be driven by quick bursts of information that exist as static or animated graphics allowing for a macro and micro view of each applicant.

DELIVERABLES

Brand Guide

- Product Name / Logo
- Color palette
- Brand Story



Working prototype

- | | | |
|---|--|--|
| <ul style="list-style-type: none">- App built and presented in Adobe XD.- Home Page- Login- Settings- Profile | <ul style="list-style-type: none">- Employer View<ul style="list-style-type: none">• Job Openings Posted• Matched Applicants• Resume Mood Boards• Yes / No / Maybe - “Stacks” | <ul style="list-style-type: none">- Employee View<ul style="list-style-type: none">• Status / Resume• Matched Job Openings• Jobs Applied For |
|---|--|--|

FUNCTIONALITY

The basic functionality of the application would be a resume presented in a mood board format. The necessary information would be represented by imagery as opposed to a bulleted list. This imagery would be selected by the applicant via a back-end template. Each image would represent the applicant’s education, current employment, lifestyle, skill sets, references, and more. The mood board could also be linked to the applicant’s social media of choice to provide a personal look into their life. Each image is an icon that can be interacted with or “clicked” to engage further for more information. This will allow the reviewer to get a quick overview of the applicant and dig a bit deeper as needed.

DESIGN CONSIDERATIONS

The interface would need to be as simple and clean as possible as to allow for the personality of the candidate to take the lead. Building framework that allows for both macro and then micro view of a candidate’s personality, skills, experiences, and education to be viewed and understood quickly while not becoming a sea of clutter will be a challenge. To be successful the entire process must be as enjoyable and informative as possible for the employer without wasting ample amounts of time.

DESIGN CONSTRAINTS

The proposed solution is to create a web based app or platform that would need to function on a minimum of Apple iOS and Android mobile devices. The platform would need to function similar to social media platforms in that their profile could be viewed and interacted with publicly but have the option to connect with employers and job candidates privately as well. Publicity and security would have to live in a well-balanced relationship.

Brand Development

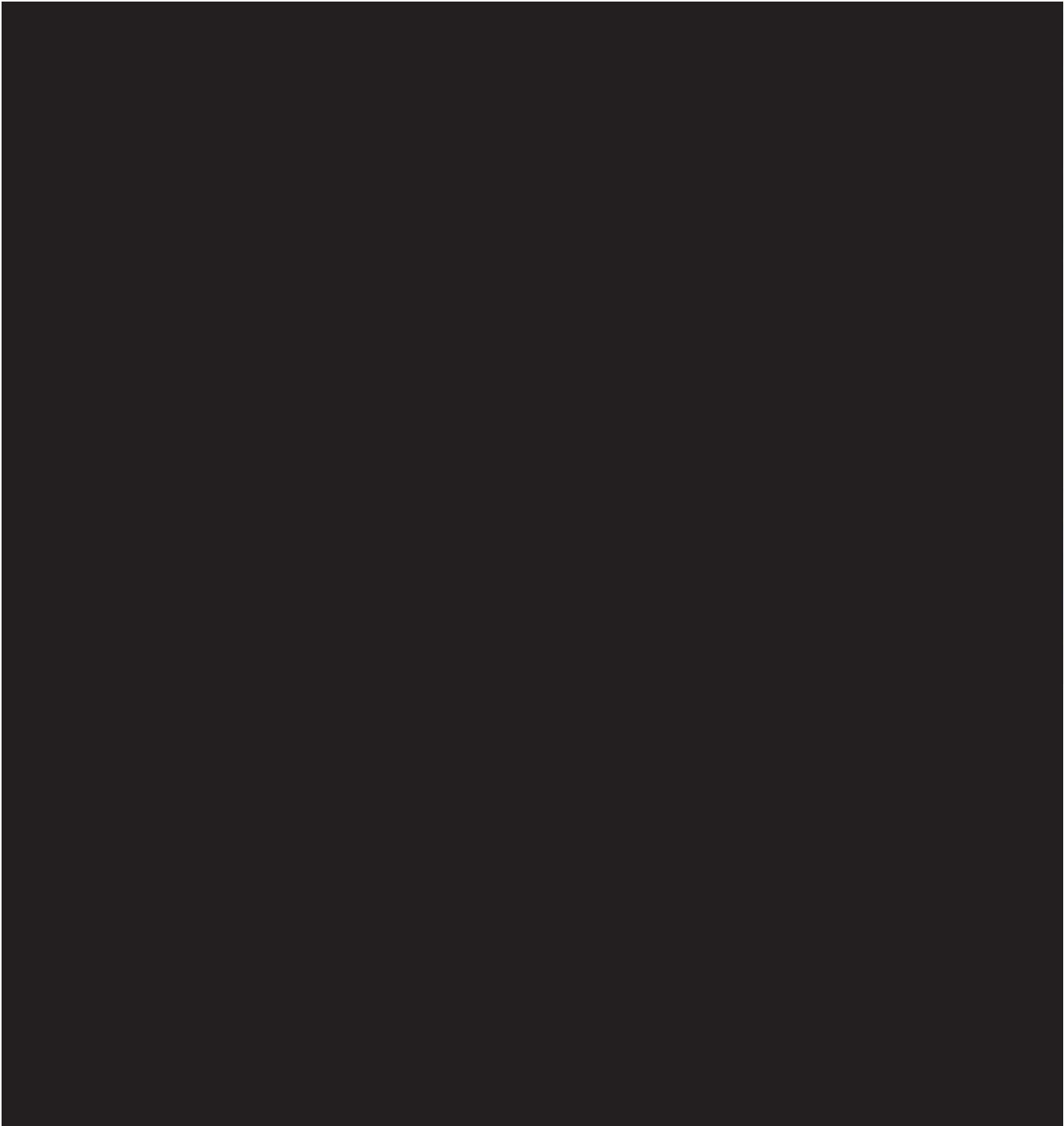


Communicating individuality within a simplified system

The creation of a systematic platform that strives to communicate individuality is perhaps paradoxical in nature. In order to modernize the traditional resume this issue must be addressed. The challenge is to design a functioning application that simplifies user experience while effectively communicating the uniqueness of the individual’s personality. Based on the research the algorithms employed to filter a resume through keyword metadata is effective in locating candidates based on skill-sets and carefully crafted word choices. However, once the filtering is complete, the modern resume speaks to the applicant holistically. Through the creation of mood boards the graduate student conducted a visual analysis of four different infographic styles. Through the observation of these selected mood boards the graduate student will determine the aesthetic direction of the application.

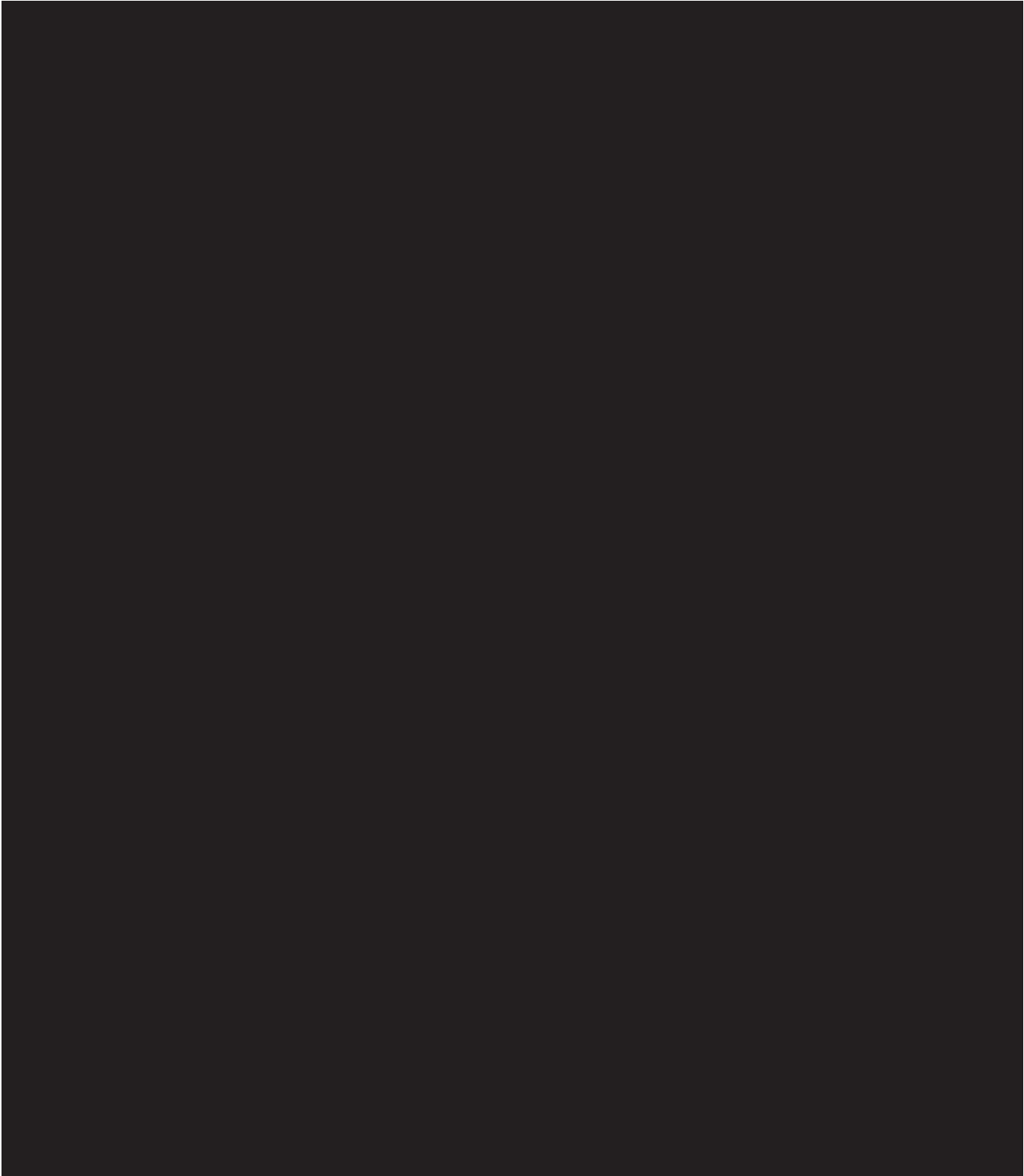


Mood Boards



Bold Infographic

The first mood board is comprised of a bold very technical design style. The designs are void of icons and rely on shape and color to quickly show the relation between the varying data. The design is a flat and clean approach that employs the use of minimalism to reduce the content into quickly processed information. With color playing a key role in this design style, the user would need to be able to alter the colors to align with their personal preferences.



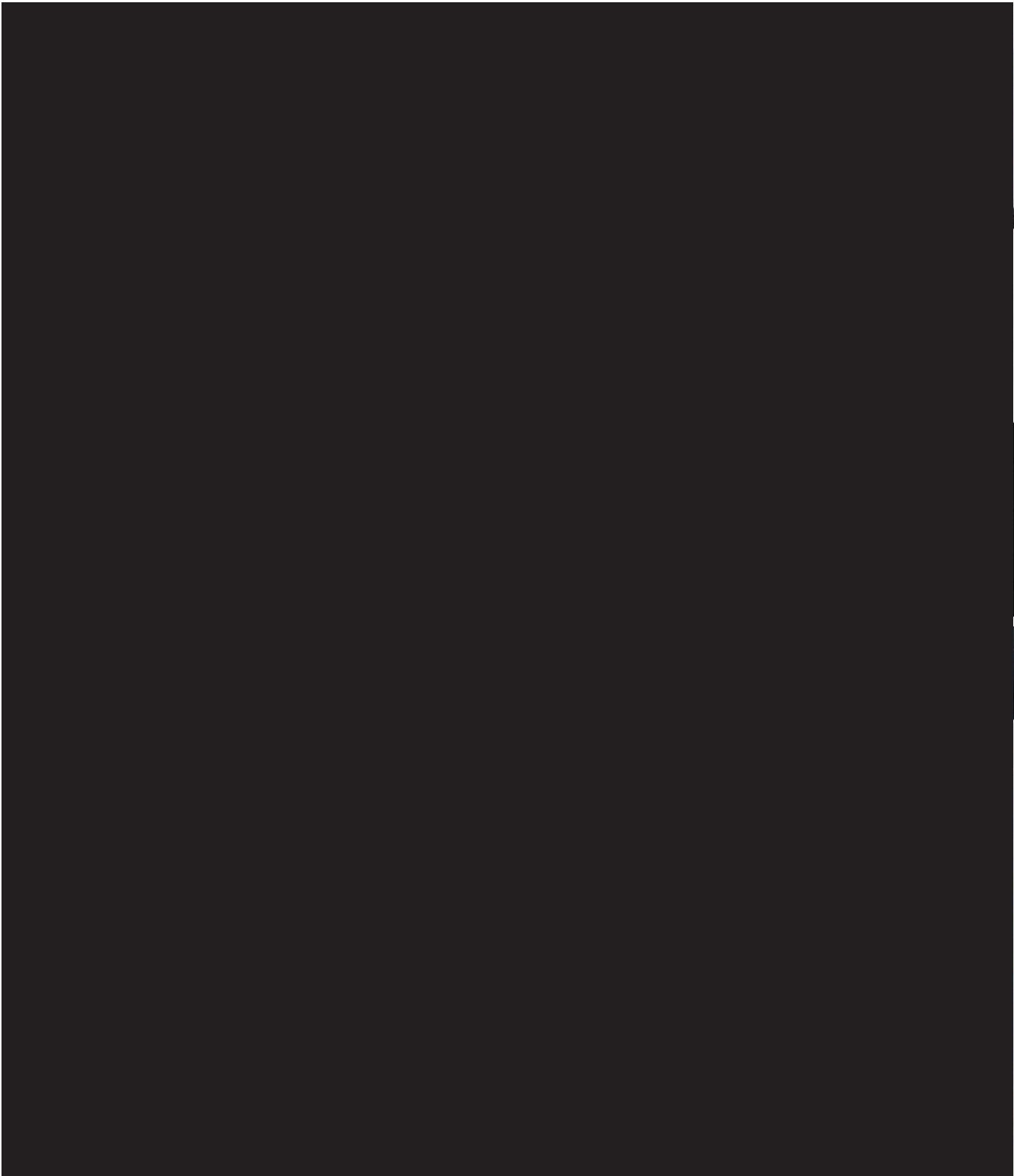
Layered Infographic

This style presents information in a similar manner as previous mood board however, it incorporates the use of icons and depth in lieu of the minimal flat aesthetic. This is achieved through the use of drop shadows and highlights to create the simulation of layered graphics.



Illustrated Resume

The illustrated resume is a loose and whimsical approach that could be beneficial to certain professions. Most certainly any creative industry professional but also professionals such as primary educators who work with young children might feel this style project their personality to a potential employer.



Modern Traditional

The aesthetic is modern while the format remains fairly traditional. The minimal use of color and typographical sensitivity lends itself organized legibility. While the emphasis is on the content there still exists choices that allow the personality of the applicant to show through. Large lifestyle photos and banner imagery gives a subtle nod the person behind the bulleted list.

Name Ideation

In order to create a name that captures both the professional nature of the traditional resume and the personal nature of a unique personality the graduate student generated a word list comprised of real and invented phrases. The list was created from research as well as stream-of-consciousness hybridization of terms. The purpose of the ideation was to find a combination of known terms that could be combined to quickly communicate the intentions of the application.

Resume

- ▶ Résumé • ResYouMe • CMe • CV-Me • SeeMe • Resumeet • New Way to Resume • Resumore • Realumé

Authenticity

- ▶ Personal • Real • Real Peeps • Real Me • Honest Me • Authentic • True • Reality • Real Deal

Plays on “Me”

- ▶ Me+ • Me-Pro • Pic Me • Hire Me • about mé • Bout Me • Bio Mé • Me-Story • Sum Me Up • ID Me • Me Stats • Me Life • Me Board

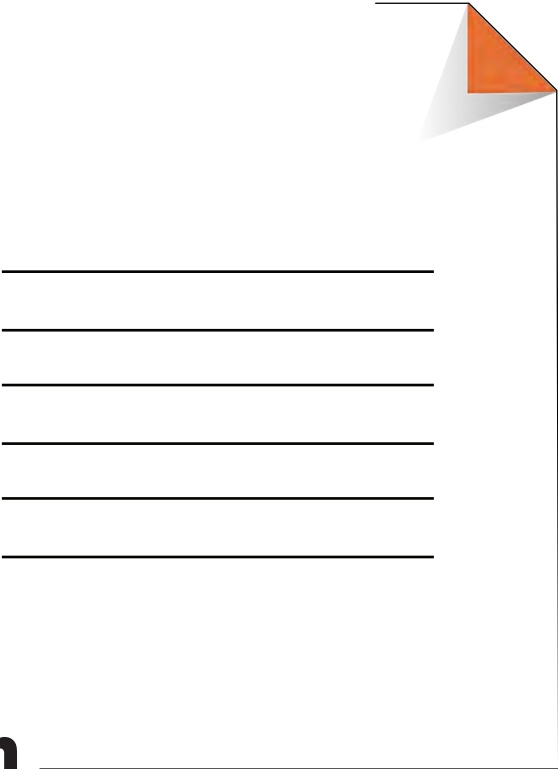
Additional Concepts

- ▶ Biographix • Imprint • Insta-Me • Who-Dat? • Who Dis? • Me-Source • Nutshell • Candid-mé • Appli-Can • Life Stats • KnowMé

Color Exploration

Through research and exploration of basic color theory, along with current industry standards, the graduate student selected an appropriate color palette to project professionalism and excitement. As noted in fig. 20, the dominant color for social media applications tends to exist within the blue color spectrum. This falls in line with the claim made from fig. 21 that blue is perceived to project a sentiment of “trust, dependability, and strength”(Color-Graph.png). The graduate student selected Pantone® 7546C, a deep, rich, sophisticated blue, to separate it from the pack of blue social media applications while still living in the color family.

Fig. 20



pantone
7546C

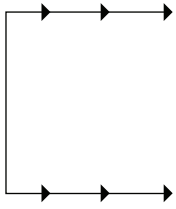
pantone
152C

The second color selected is Pantone® 152C, a warm and vibrant orange. This color was selected for its high contrast to Pantone® 7546C and its complementary nature. In addition to the chromatic relationship between the two colors, 152C, as noted in fig 21, is associated with, “Friendly, Cheerful, and Confidence” (Color-Graph.png). This color represents the personal side of the application. The color selections are visually contrasting, yet complementary and purposely embody the emotional spirit of the application that gives balance to both the professional and personal spirit of an individual.

Fig. 21

pantone
152C

pantone
7546C





Logo Thumbnails

Through the sketching of twenty thumbnails, the graduate student explored the merging of personality and the traditional resume. The rough illustrations sought to combine the quirky and sometimes wild human characteristics with the bulleted list most commonly associated with the traditional paper resume.



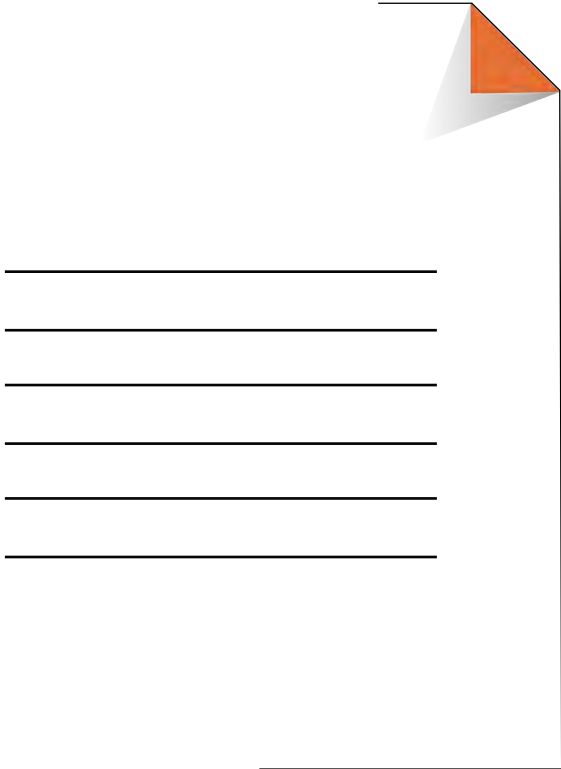
Logo Creation Mind Map

Utilizing the content from the name ideation, color selections, and thumbnail sketches the graduate student created a visual mind map to explore visual concepts of how all the design elements could work together effectively communicate the intended function of the application on both an intellectual and emotional level.



The phrases placed in the center circle act as the heart of the visual problem to solve. They are reminders to the soulful intention of the application. Pulling from all the research and ideation, the surrounding words and elements are logical derivatives that strive to capture the intent in a clean and concise manner. The ear-marked resume quickly emerged as an icon that was easily recognizable and coincided with the traditional nature of the application. Much like the use of the traditional Poloroid® camera is for Instagram®, the resume hearkens to the past technology while looking forward to the future in its simplified form.

Brand Guide



LOGOS

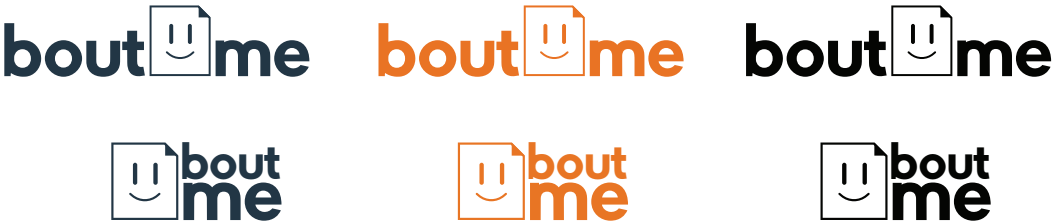
PRIMARY HORIZONTAL LOGO



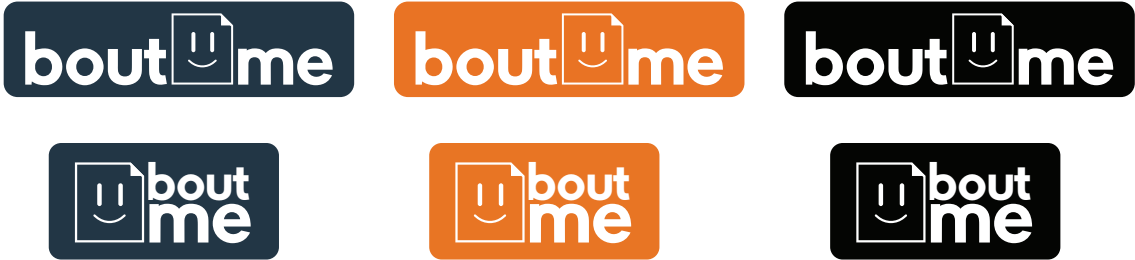
STACKED LOGO



ONE COLOR LOGO



ONE COLOR REVERSE OUT LOGO



ICON



Meet Rezzy, the Bout Me icon. Rezzy’s hard edges reflect his strong devotion to excellence and hard work. His only bent edge ,or “ear-mark”, is a badge of experience that marks him as a top candidate in any field. Inside the professional boarder we see Rezzy’s face composed of soft, rounded shapes. This is where we see Rezzy’s personality shine through. He is full of optimism, energy, and kindness. Rezzy is the perfect blend of skills and heart that employers everywhere need.

TWO COLOR ICONS



ONE COLOR ICONS



COLOR PALETTE

pantone

152C

pantone

7546C

pantone

CGray5

2 COLOR USAGE - 80%-20%



3 COLOR USAGE - 60%-30%-10%



COLOR CODES

PANTONE: 152C	PANTONE: 152C	PANTONE: 152C
RGB: 232 114 0	RGB: 232 114 0	RGB: 232 114 0
HEX: e87200	HEX: e87200	HEX: e87200
CMYK: 6, 66, 100, 0	CMYK: 6, 66, 100, 0	CMYK: 6, 66, 100, 0

FONT FAMILY

PRIMARY FONT / HEADLINES

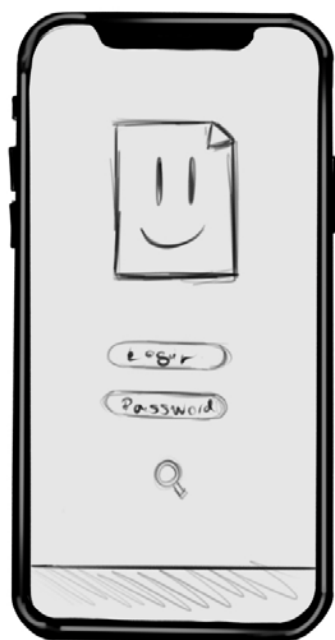
Rabid Highway II Regular
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

SECONDARY FONT - BODY COPY

Bahnschrift - Regular
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

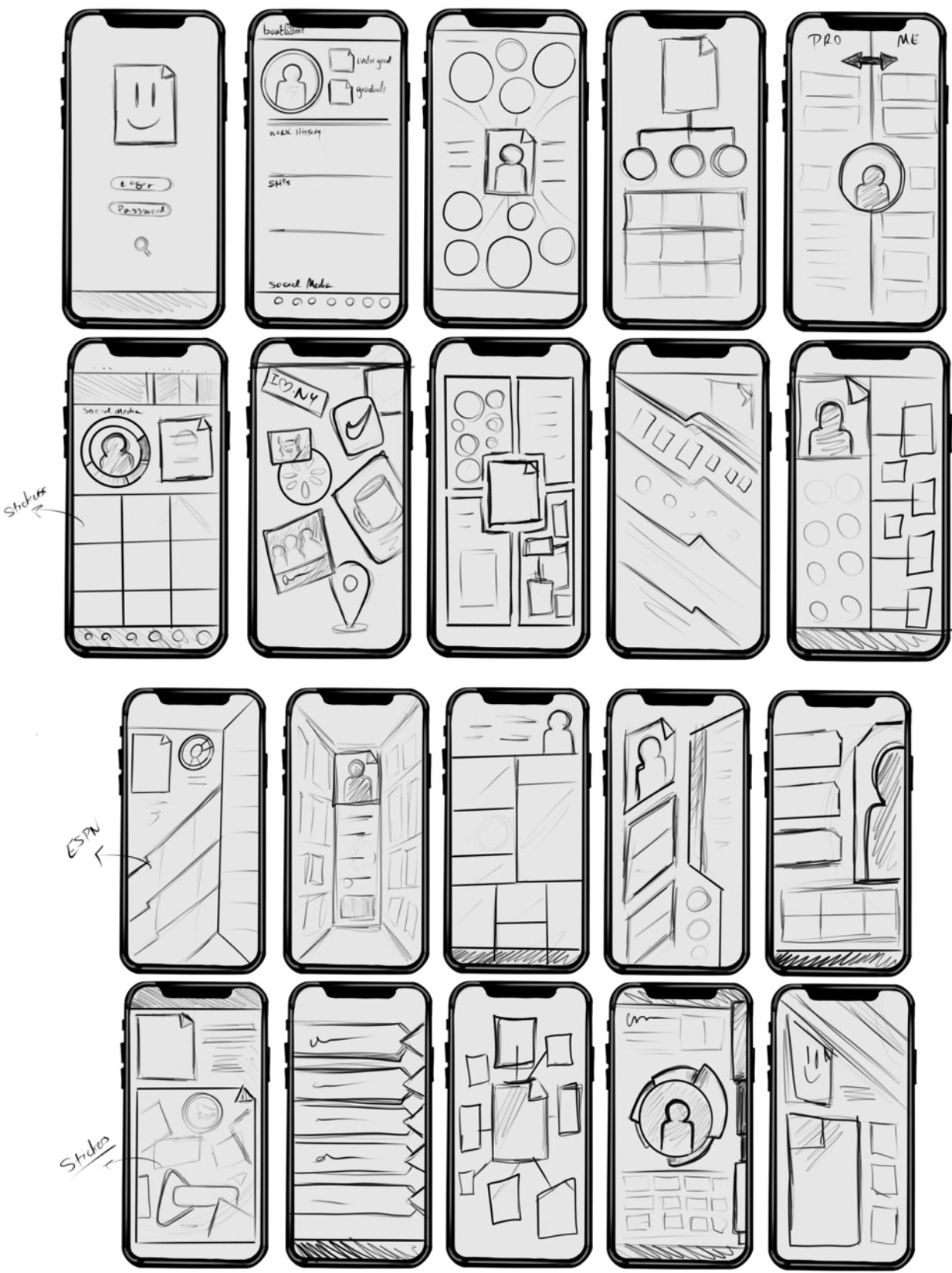
Interface Design

The process of designing the interface and functionality was done simultaneously as the form and function live together in a symbiotic relationship. The general aesthetic for the interface was built upon the brand guide. However, it was important to note that the interface needed to be subdued in regard to the personal brand of the applicant. The function was designed to be as simple as possible in order to make the experience enjoyable and useful for both the applicant and the employer.



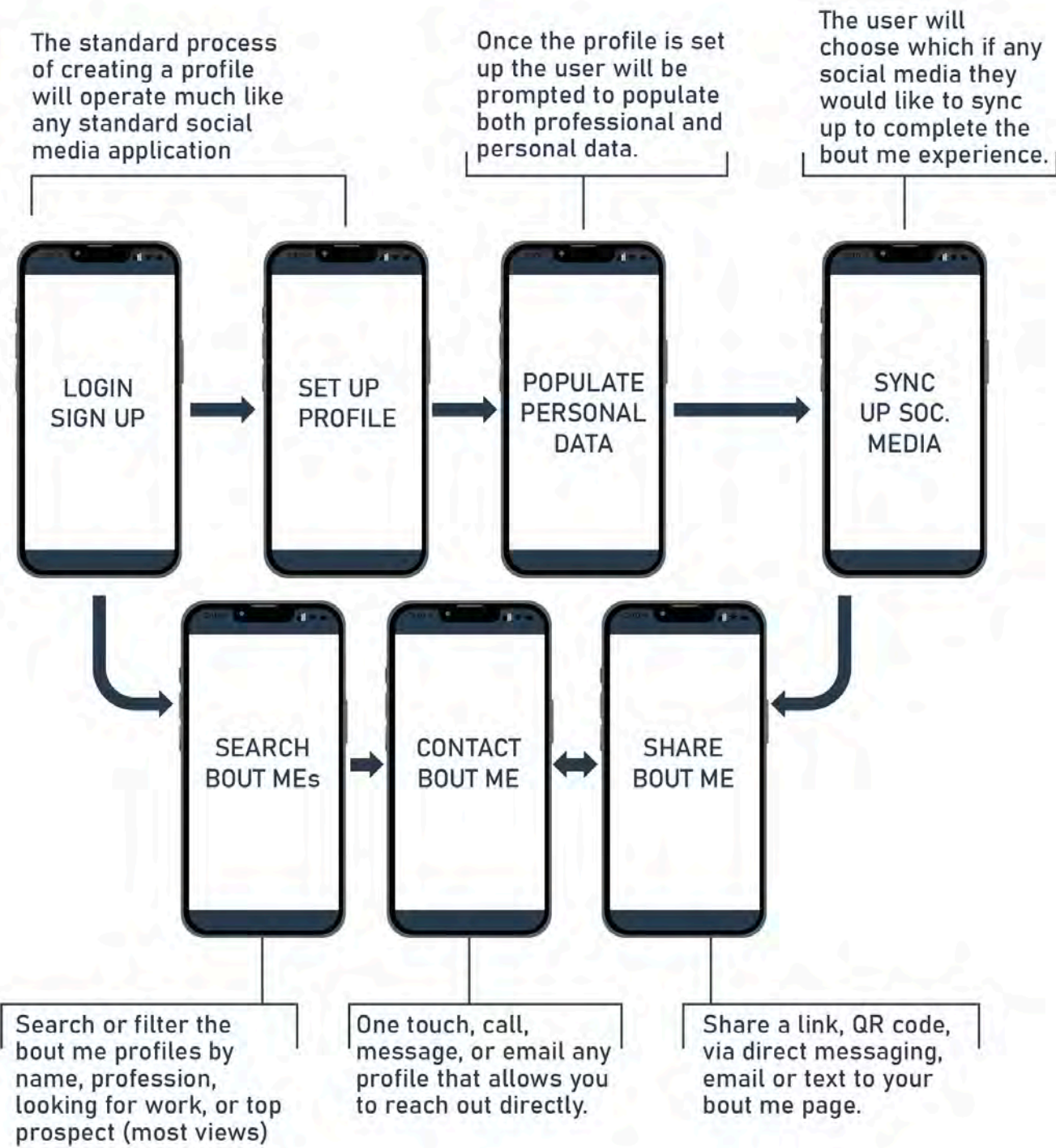
Interface Thumbnails

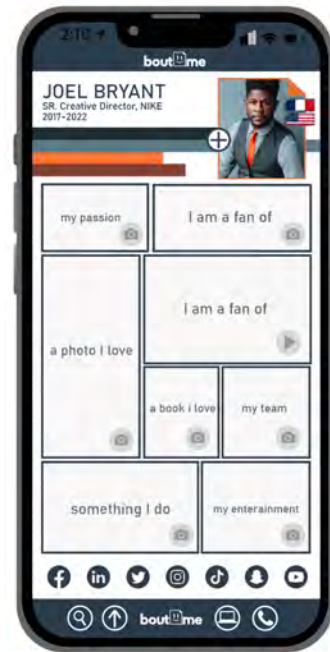
I sketched a series of thumbnails to determine how the general aesthetic could work with the functionality in generating a snapshot of an individual's professional and personal profile. The goal was to work through how the information could be presented to tell the story of who the applicant is in a clear and concise manner.



Basic Function Flow Chart

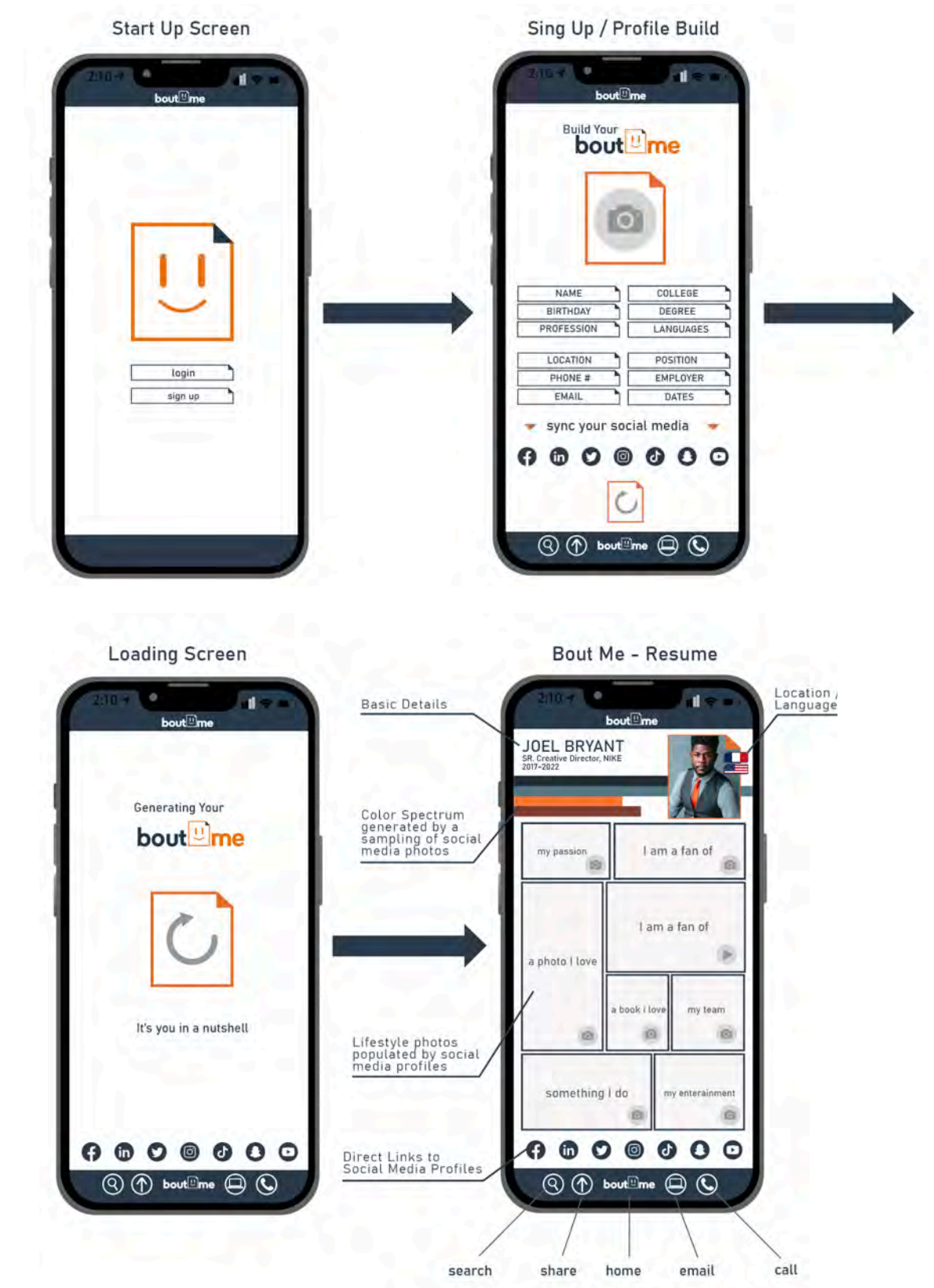
Before I worked through the details I laid out a basic flow chart for the user experience. In its most basic form, the application was laid out to operate similarly to any other social media platform. The user must first create a profile to begin the process of generating a Bout Me. In the process of setting up the profile, the user will manually enter basic data such as their name, profession, and education information. This data outlines the searchable information regarding their profession. They will also be asked to populate the personality mood board portion as well with general prompts. The function of syncing up their social media will allow potential employers to navigate directly to the selected social media site of the applicant.





General Aesthetic and Function

I developed the general aesthetic to be very minimal and clean so as to not overshadow the brand and personality of the individual. The first step as with many applications is to develop the user profile. This is particularly important as the primary purpose of the application is to showcase an individual. The simplicity of use and communication is paramount for this application. It should only take minutes to set up and be ready to use. On the profile page, there are only a few sections that must be populated manually. The remaining data and content already exist through the user's social media online presence. The hard work is done by the algorithms that source the content from the user's selected social media platforms to populate the visual resume page. The photos, icons, and videos are pulled from the most recent social media posts by the user. In addition, the algorithm will generate a color pallet from the imagery shown in the user's choice of posted photography. The entire experience was designed to project a candidate's personality through their online brand being generated by their social media posts.



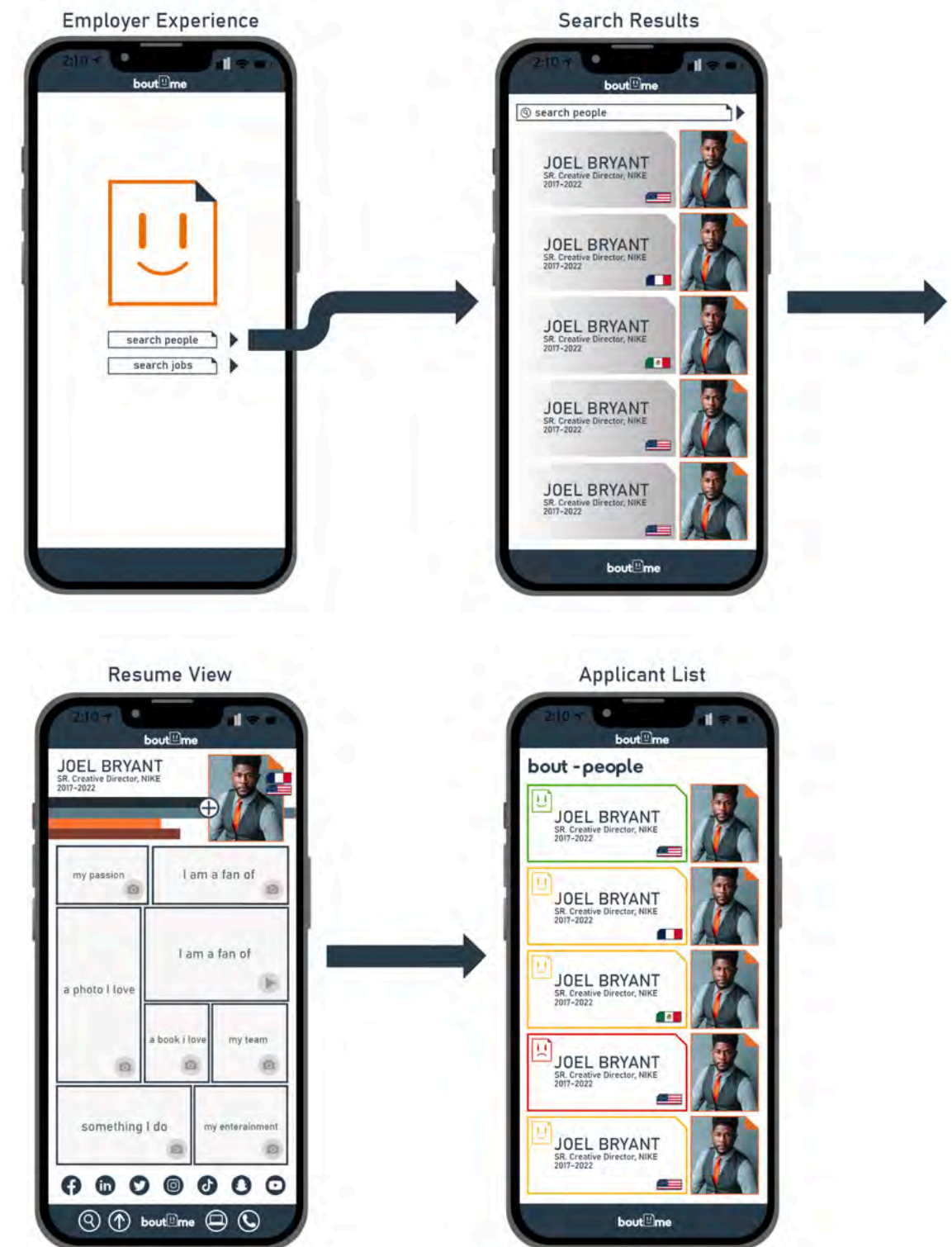
The Applicant Experience

Following the general aesthetic and setup experience I designed the experience for the job seeker. This experience leans heavily on finding employment. Through basic keyword searches such as “Jobs near me”, or “Jobs at” the applicant would be able to see all the available jobs posted on the application. The search results page is designed with large company icons and basic information. Once the user clicks on the desired job posting, they are taken to the job details. It is from this page that the applicant can apply by sending their Bout Me with one touch. The user will then be taken to a bout-jobs page that lists all the jobs to which the user has applied. The jobs are notated in a green happy resume icon for accepted, yellow for pending and a red sad face for rejected. These status updates are generated from the employer’s page as they choose to accept or reject each applicant for a given job.

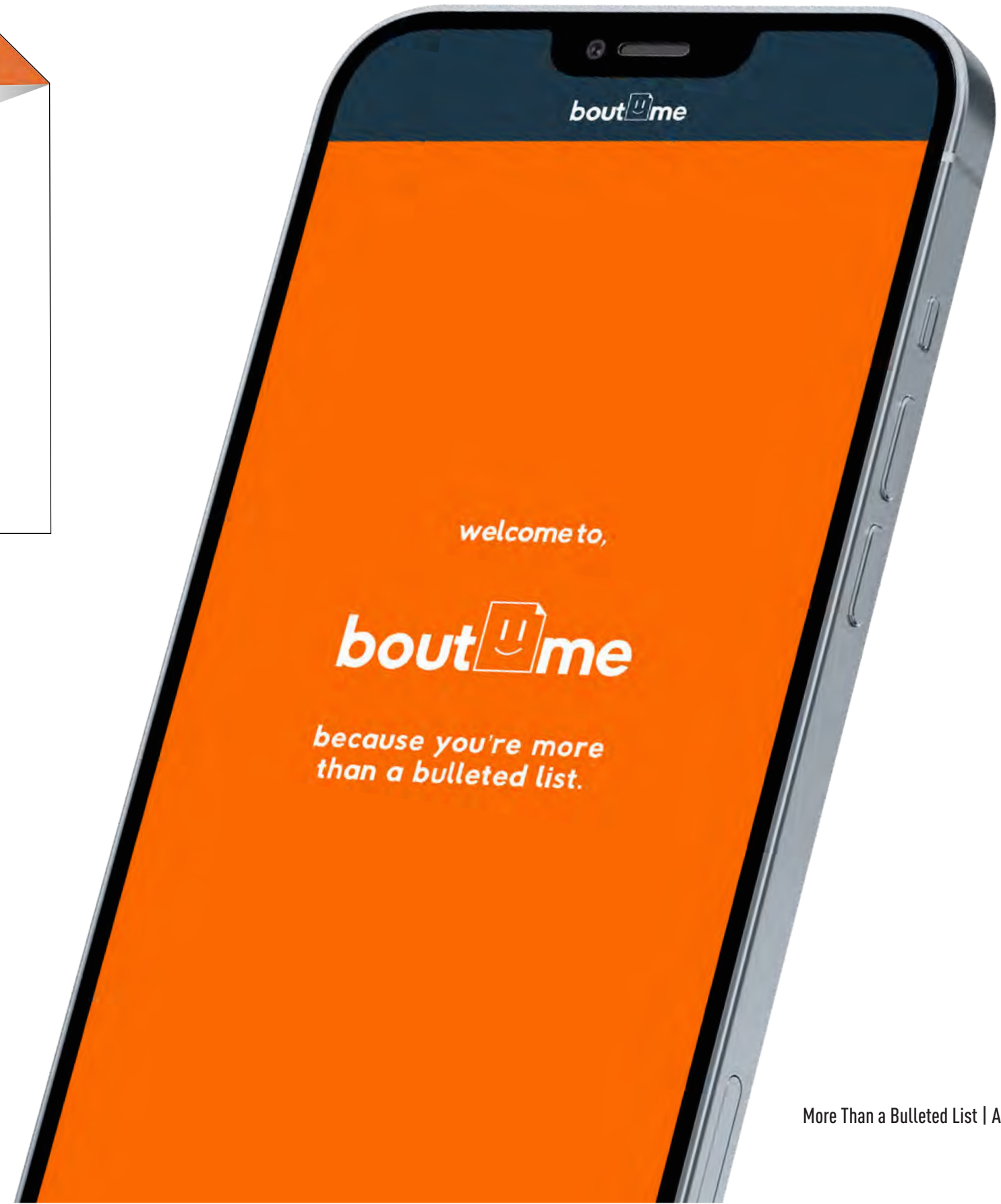


The Employer Experience

The employer experience is quite similar in the functionality except in lieu of viewing job postings they are searching for professionals. Through the search bar, the employer can search for job titles, specific degrees, skill sets, or even specific people by name. The results page is populated with a list of matching candidates that can be scrolled through. By selecting a candidate the user can then view their visual resume or bout me page. By clicking the “+” next to the profile photo the candidate is added to a cue of potential applicants. The user can then simply tap the candidate to accept, or reject and untapped candidates will remain yellow marking them as pending. The accepted candidates will see that they have been accepted and either party can reach out to set up an interview.



CHAPTER 4 *The Solution*



Intro

The research presents a strong case for the need to modernize the traditional resume. Presenting one's self as a mere list of achievements or skillsets void of any insight into one's personality is ineffective in finding the right fit for any individual or company. To combat this challenge, I designed and developed a working prototype of an application that I believe is a viable solution to this problem. The application is designed to provide a more human experience that allows both the hiring agent and the job applicant to gain a personalized understanding of each party.

Why An App?

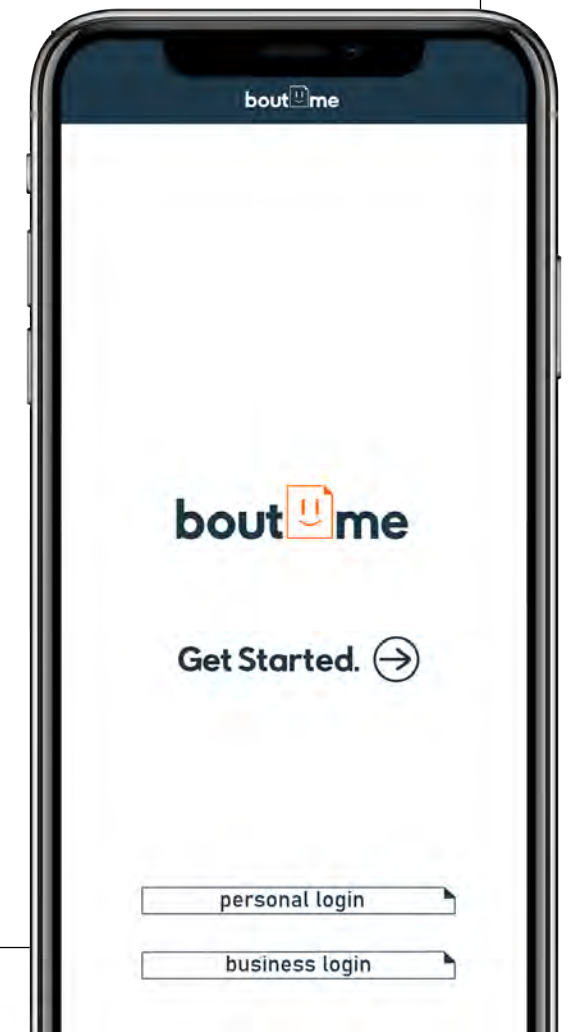
I chose to solve this problem through the use of a mobile application for several reasons. The portable mobile device, for better or worse, is the predominant vehicle by which we interact with the world around us. There is no real hurdle to jump, save a basic onboarding, to allow a company or individual to begin using a service in a matter of minutes. The speed and ease by which one can disseminate and implement a new service via the infrastructure of applications make the mobile application the obvious choice in resume modernization. What is more telling about humanity's embrace of the mobile application is that the top three globally downloaded apps were social media applications, "1. Instagram, 2. TikTok, and 3. Facebook", (Koetsier, 2022). According to an analysis from Kepios, "there are 4.70 billion social media users around the world in July 2022, equating to 59.0 percent of the total global population.", and "the latest figures indicate that well over 9 in 10 internet users now use social media each month" (Global Social Media Statistics — DataReportal – Global Digital Insights, 2022). This data proves that the medium of social media applications is widely embraced, but that humans seek to connect with other humans in this manner. It also provides a large amount of visual data on any particular user that tells their story better than a bulleted list.

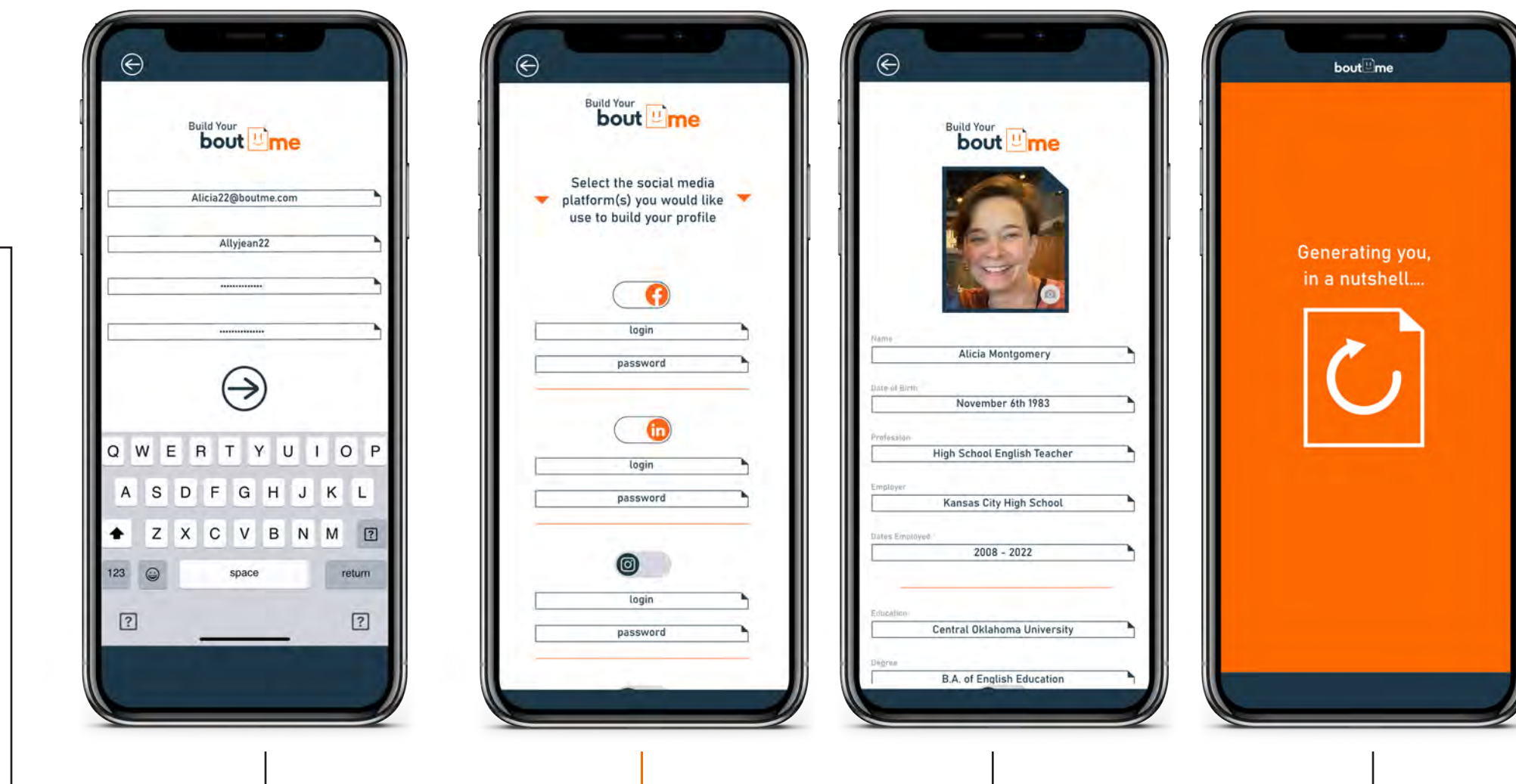
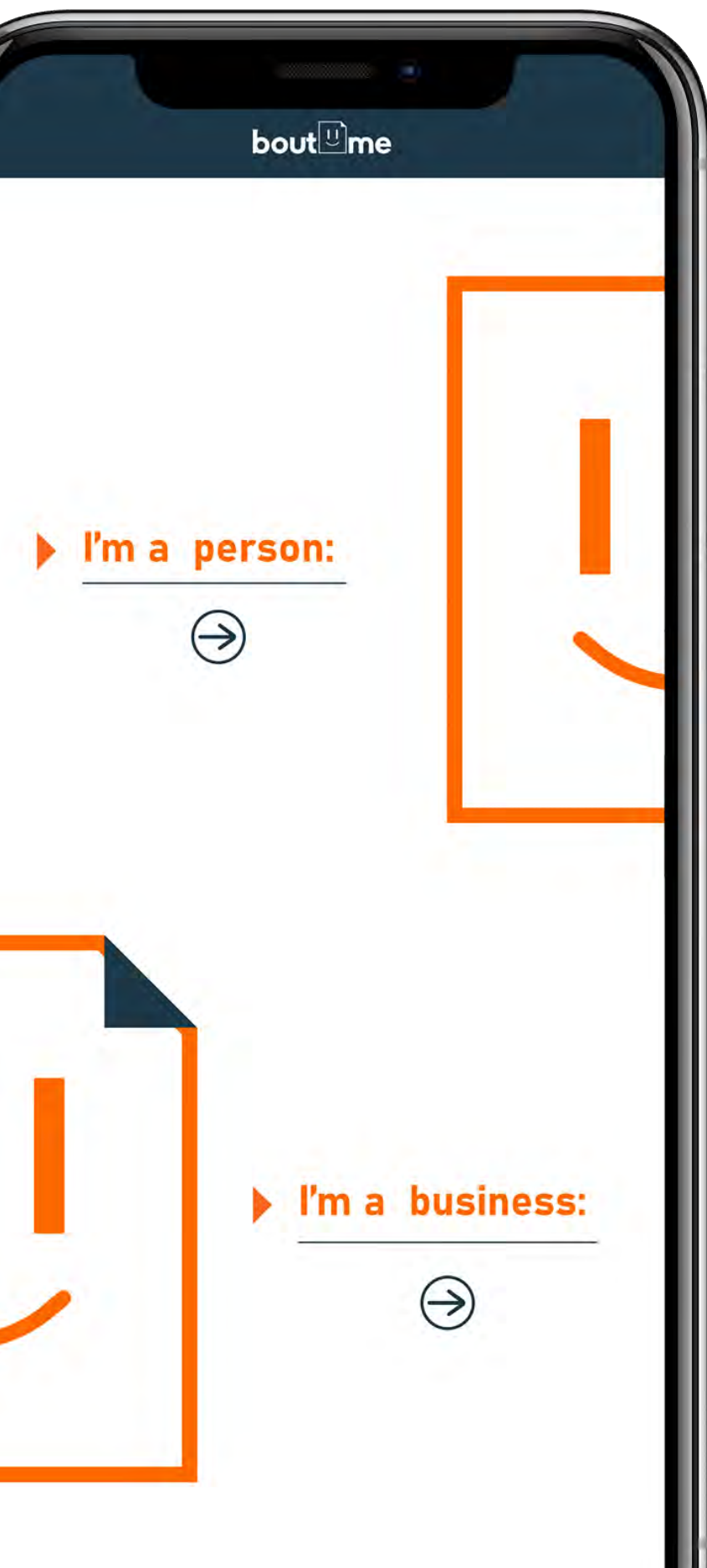
How It Functions

The application plays on the fact that many users are already very comfortable with social media platforms. It is designed to replace the resume but not job placement companies. The app generates a holistic snapshot of the applicant's personality or a company's culture. The experience is designed to be quick, easy, honest, real, effective, and informative. The interface is designed to be simple and intuitive. It is important that the user is not overwhelmed with too much or too little information. The data to be processed is primarily pictorial by design.

Getting Started

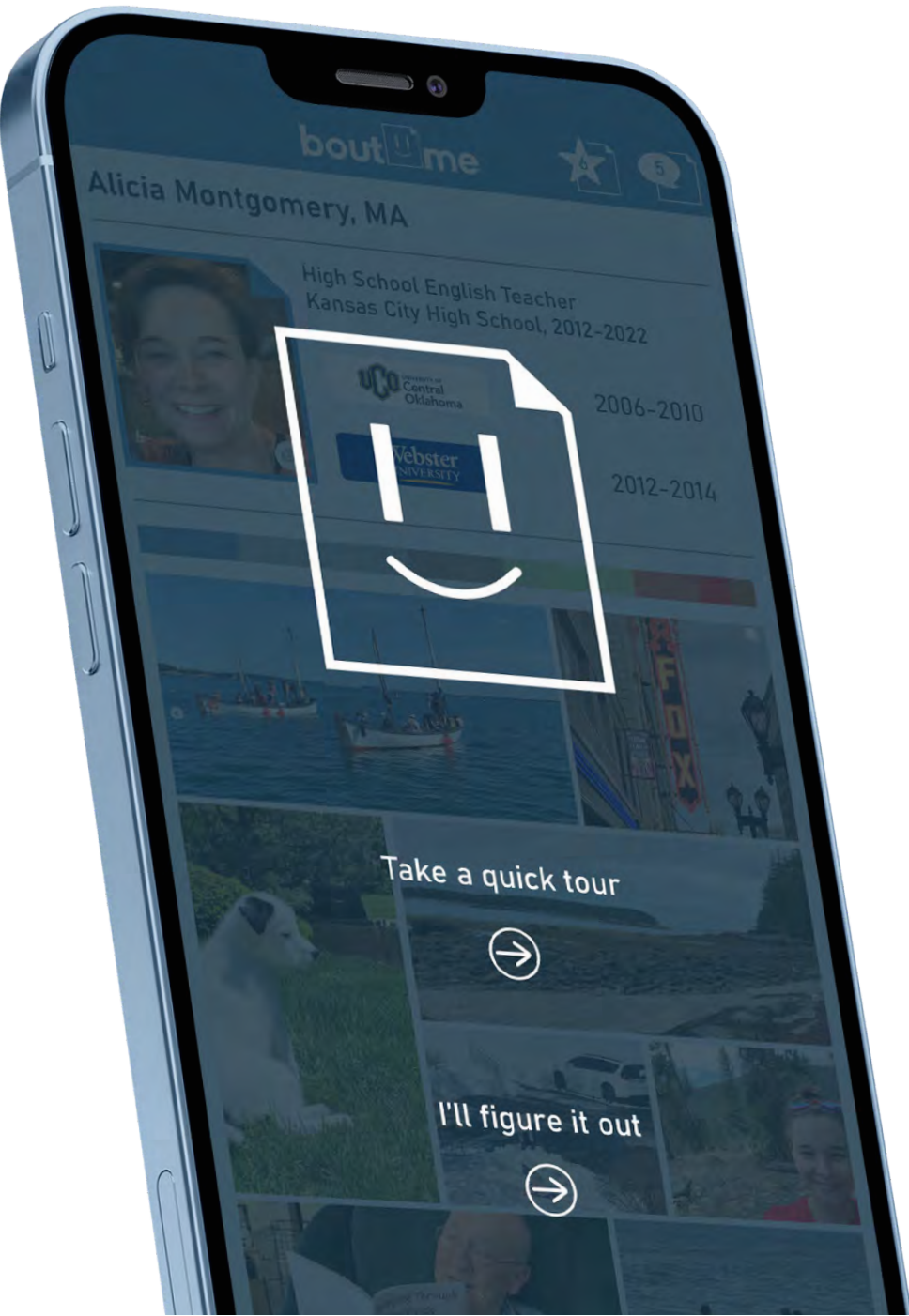
The user must first choose between signing up as a company or an individual. The path then is fairly standard as users must create a login and password to create their Bout Me profile. Next, the user will be asked to sync up their social media platforms to generate the content for their profile. The user can select one or all of the predetermined social media sites that they desire. For each site chosen the user must enter a login and password to log in and give permission to for Bout Me to access the necessary content. Another option is available that will allow the user to self-populate the content but choose the images that they feel tell their story. Regardless of the method chosen, the story of an individual is still told.





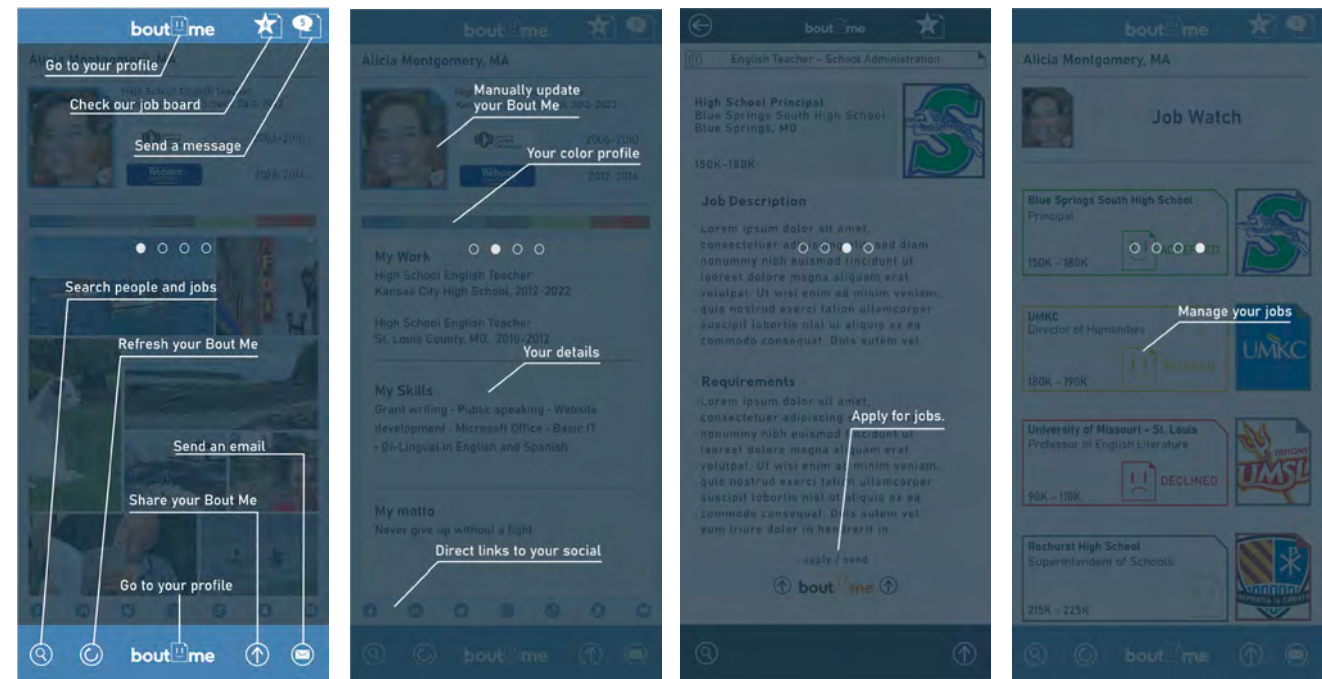
the user will be asked to sync-up their social media platforms to generate the content for their Bout Me profile.

Whether conscious or unconscious the selection of the content shows what the user values, enjoys, creates, how they escape, work, play, and more. The algorithm will also create a personal color profile based on the selected photos. This is a controlled method of creating uniqueness to each profile page. When MySpace and Facebook went up against each other in the early 2000s, Facebook took a clean, controlled, and simple approach while MySpace empowered the user to create a visual circus that was often overwhelming to the viewer. Bout Me is all about presenting an individual but is designed to create a controlled sense of one's personality within a system that allows familiarity with a standard interface. Once the synchronization or manual input is complete, a loading screen then appears with the words, "Creating You in A Nutshell". This is to reinforce the brand story that Bout Me is pulling together a "Nutshell" version of the user's online brand. What happens next is the modernization of the traditional resume.



A Quick Tour

Upon successfully creating the Bout Me profile, the user will have the option to take a quick tour of the interface in a four-page tutorial. On each screen call, outs explain the navigation and function of the user interface. Alternatively, there is an option entitled, “I’ll figure it out” for the user who simply likes to jump in and learn on the fly.



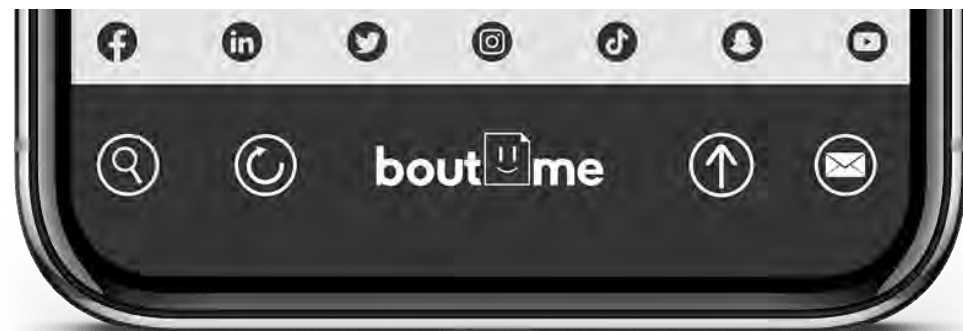


- Back
- Go To Job Board
- Add Job Posting
- Send Message

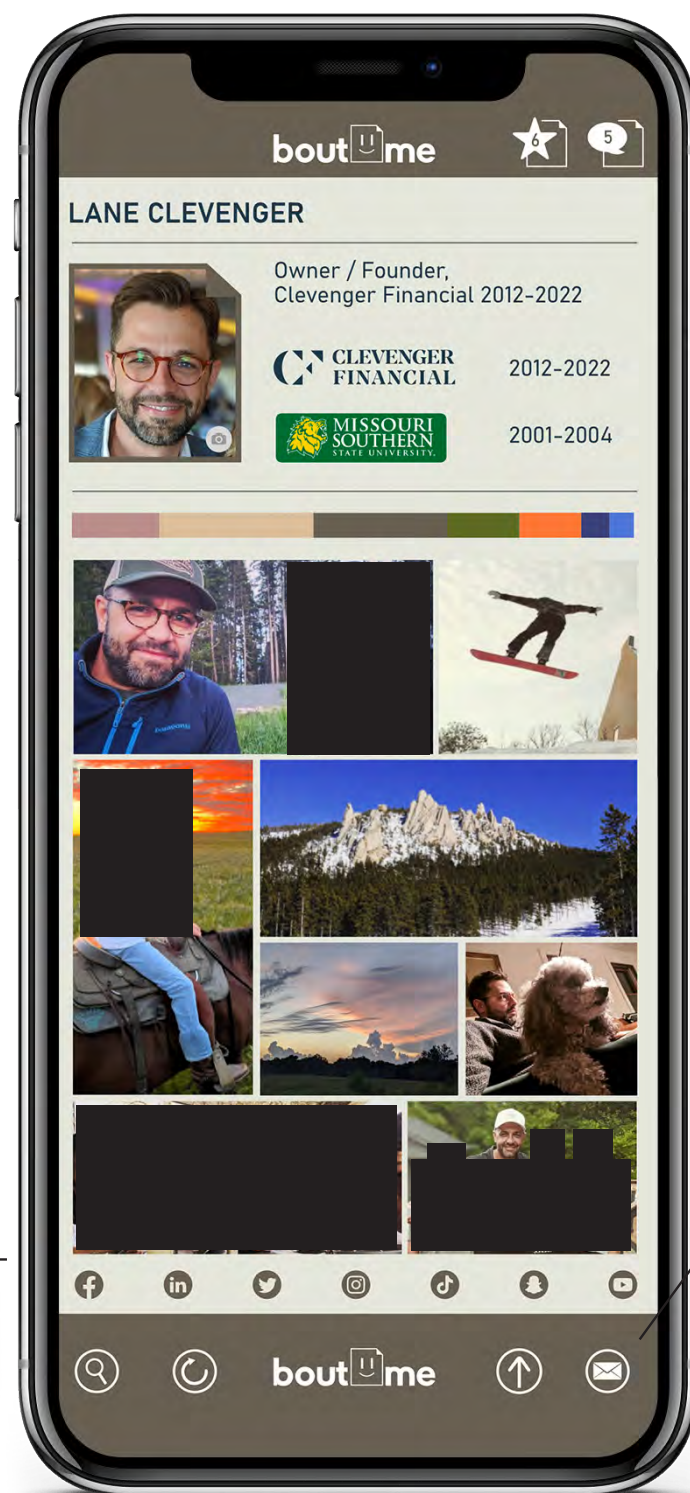
The Navigation

At the top and bottom center of the screen, the Bout Me logo acts as a home button to always navigate the user to their home profile. At the top right there exist the notification icons. The dog-eared resume with the star takes the user to their job board where they have either applied for jobs or posted them. The resume with the speech balloon shows in-app communication with potential employers or employees. Along the bottom of the screen are the search, refresh, share, and email icons. Once again keeping the app simple is paramount to encourage its use and remind the user of its simple purpose. The magnifying glass allows the user to search for jobs or talent. The refresh button allows anyone using the app to refresh any profile page at any time. The “up arrow opens the operating system’s built-in sharing screen where the user can share their profile with anyone they choose via several different sharing methods. The envelope allows the user to send a direct email to the individual or company that they are viewing at that moment.

boutme
Back to Profile



- Search
- Share
- Refresh Profile
- Send Email



profile picture

personal color spectrum

snap shot view of the person's personality

personal view

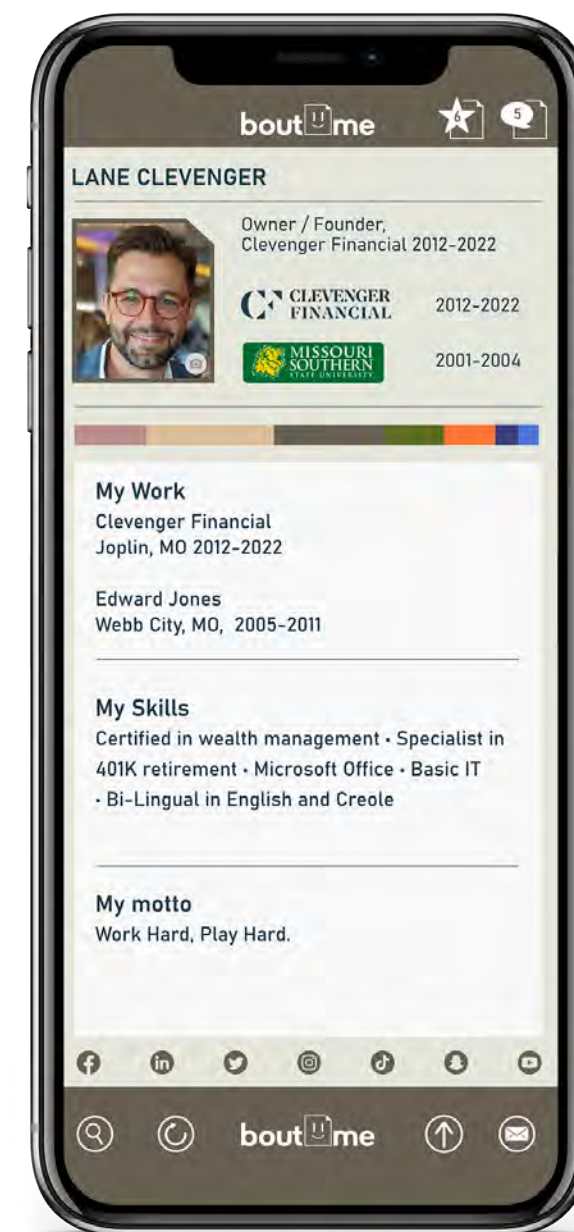
title - job

education

each profile is given a unique color palette based on a sampling of colors from the selected photos

The Profile

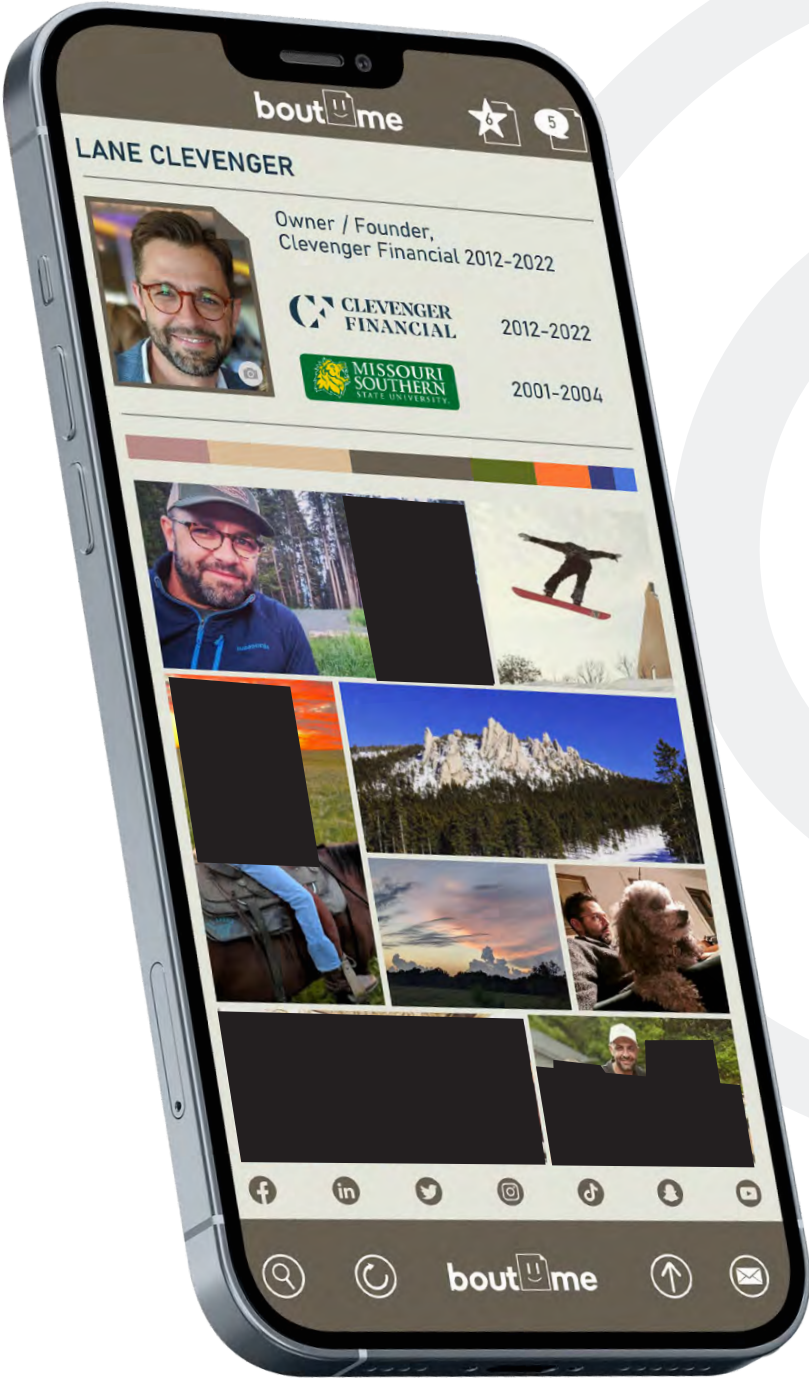
v

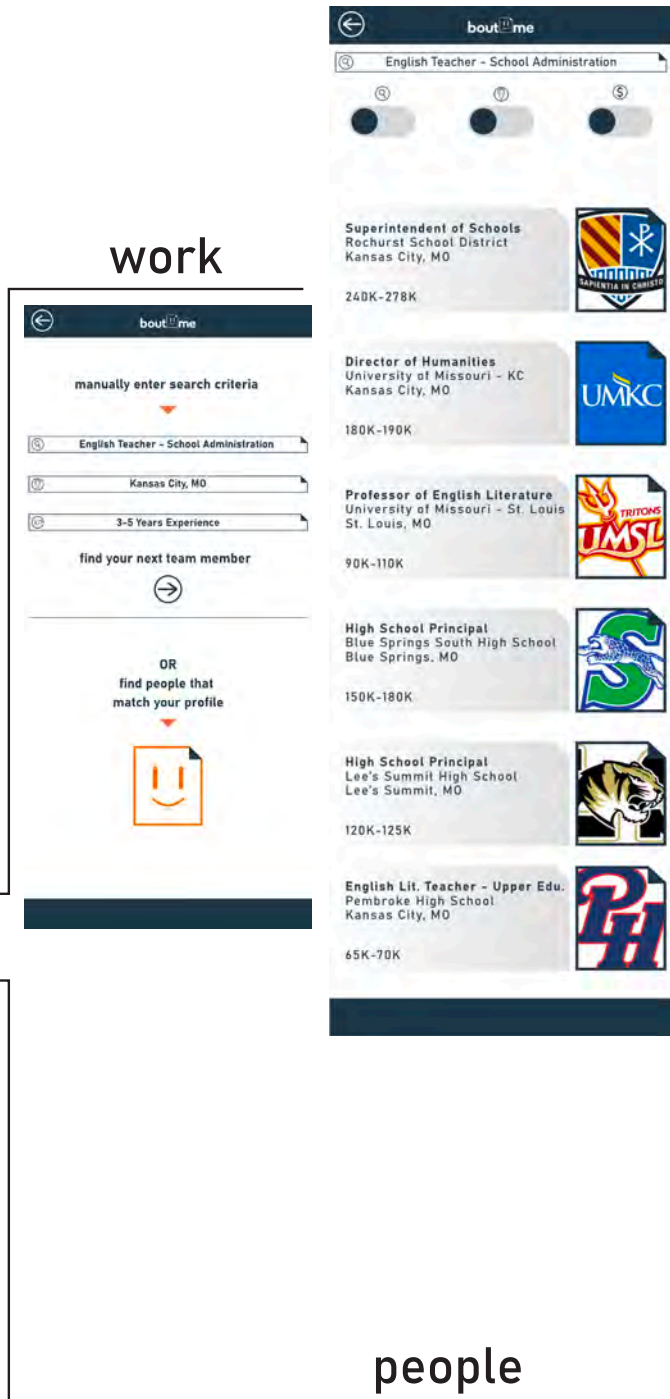
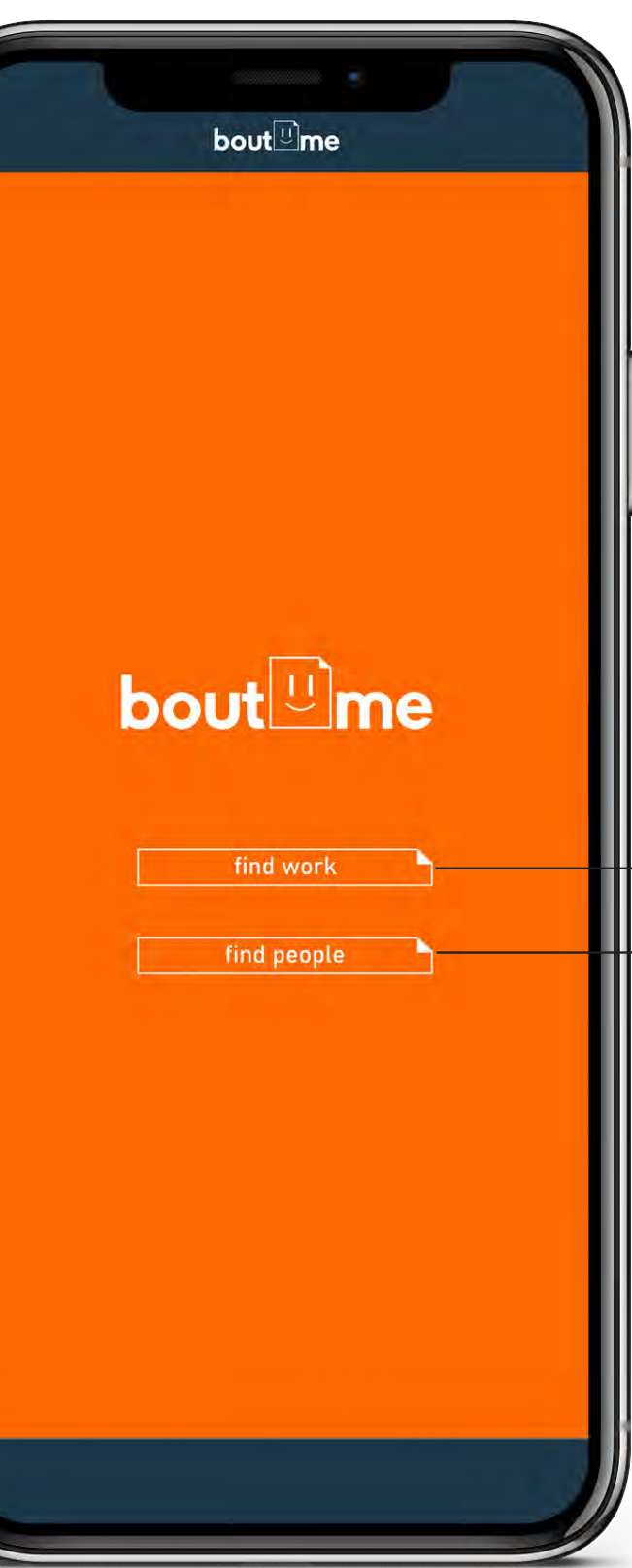


traditonal view

Refresh

If the profile is the heart, then the refresh is the lifeblood of Bout Me. The refresh function gives the ability for any user to refresh the profile page of a person or a company. The idea is that your Bout Me is a living document that evolves over time just like the users themselves.



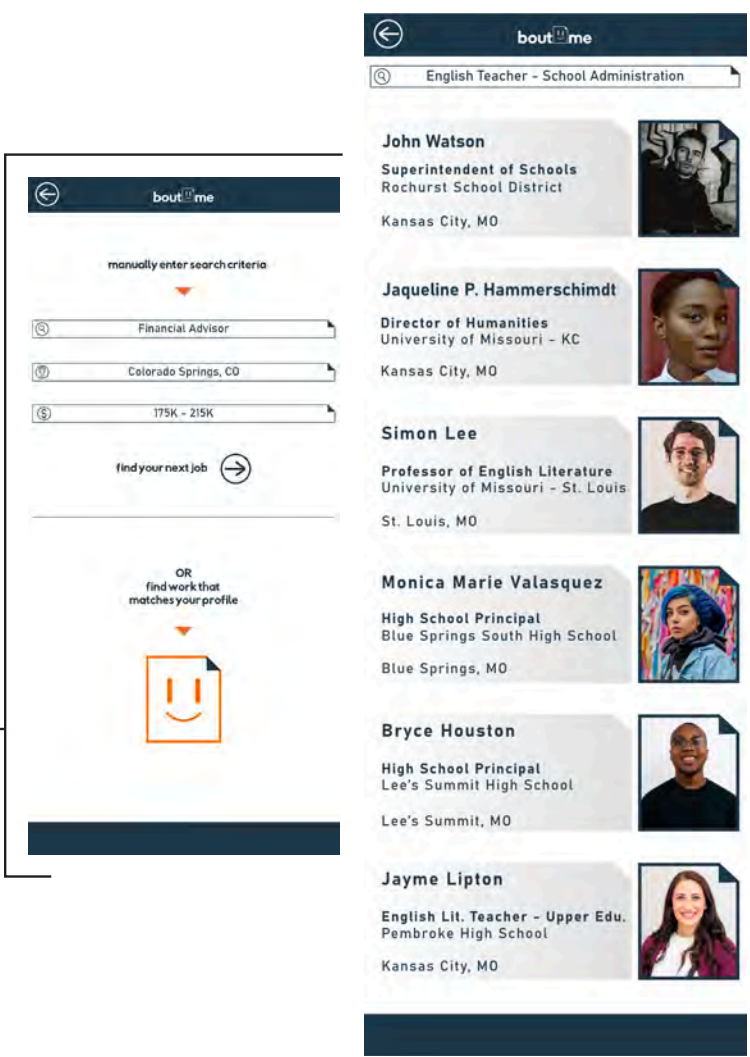


Search

For the person:
The search function will allow the individual the ability to search for jobs and apply to them directly from the app by sending their Bout Me, subsequently adding the job to their job board.

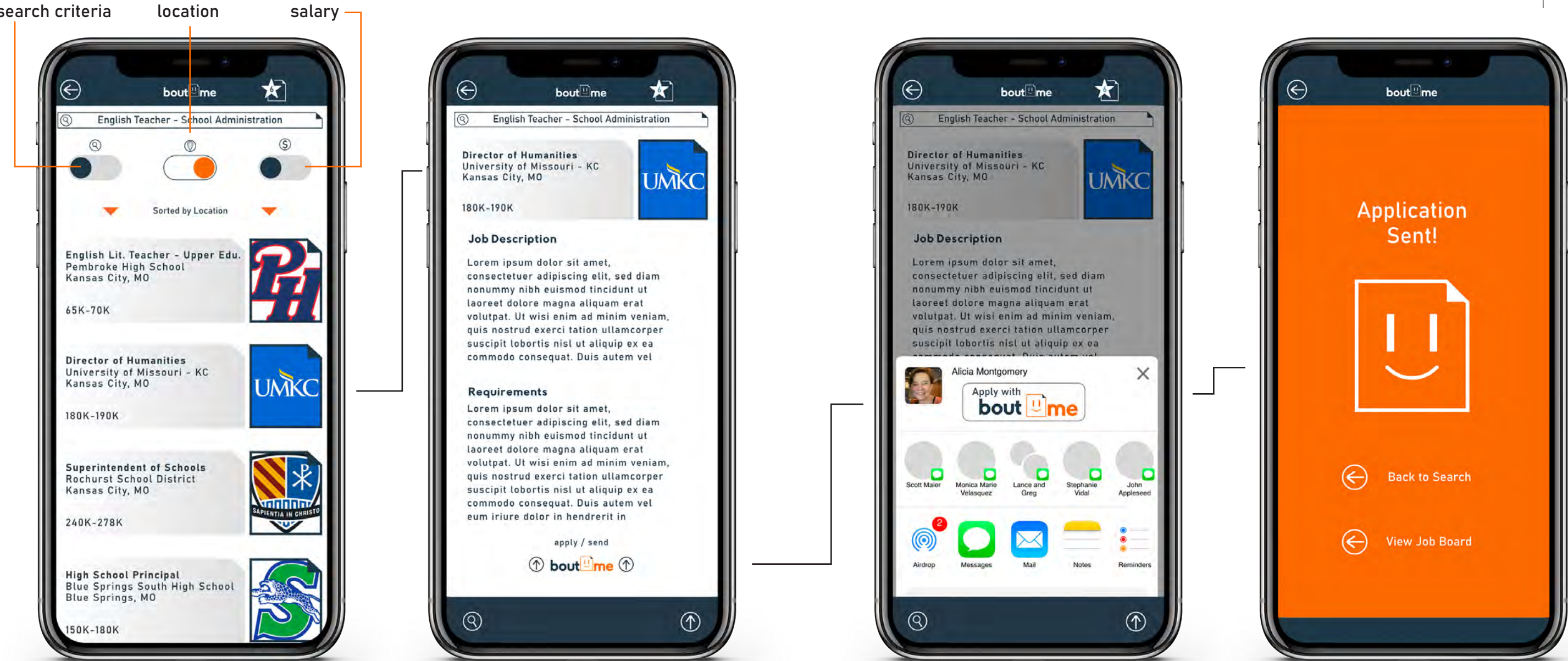
For the company:
The search function will allow the company to search out and recruit talent by communicating directly within the app and even sharing the company's Bout Me profile.

In either scenario, the user will also have the ability to search by matching their Bout Me profile with companies or people that share similar qualities.



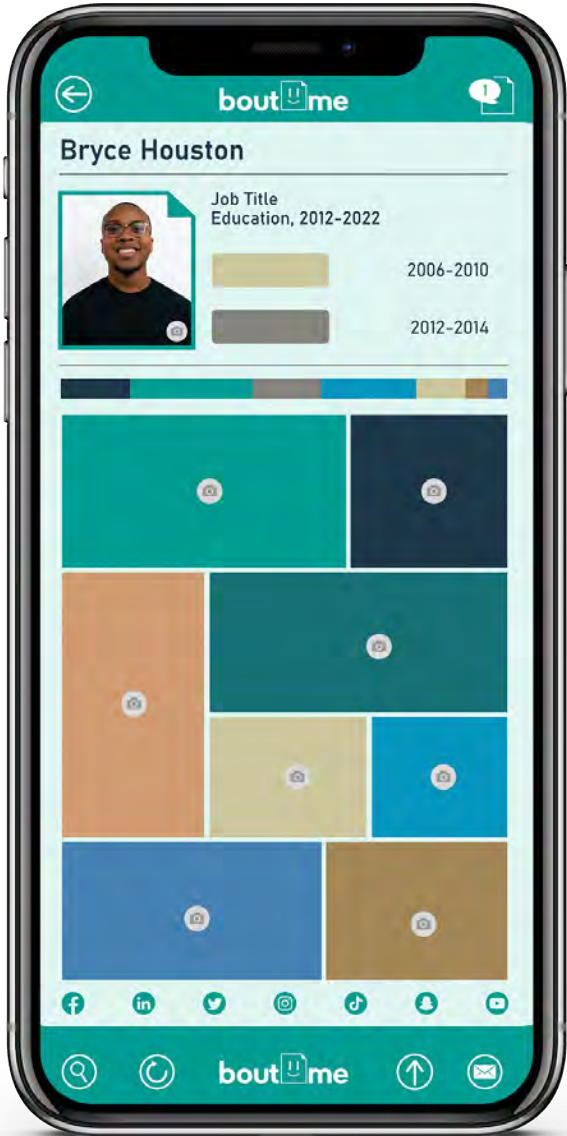
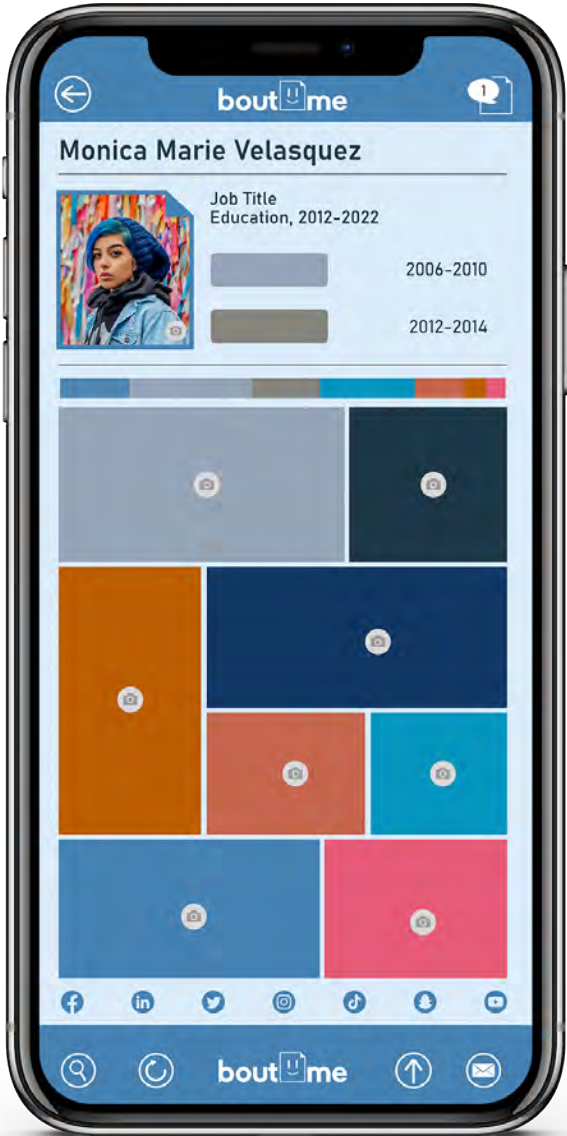
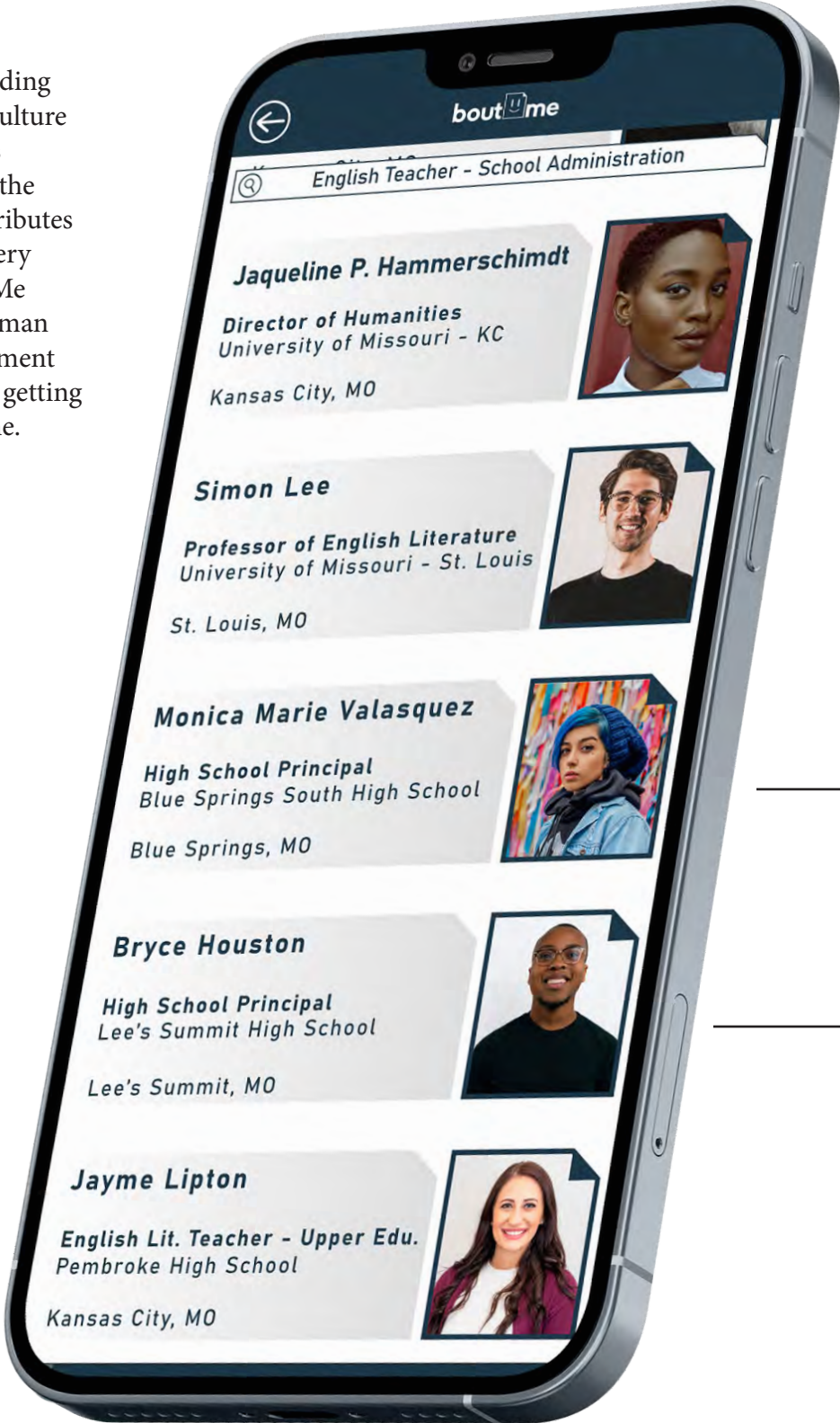
Finding and Applying for a Job

During the job search, the user will be able to sort the results by either what most closely matches the search criteria, location, or salary amount. By tapping on the job image the user will be directed to the specific job description. Once inside a job post, the user can apply immediately by simply tapping the Bout Me logo at the bottom. This will place them on the company's Job Board for review by the hiring party.



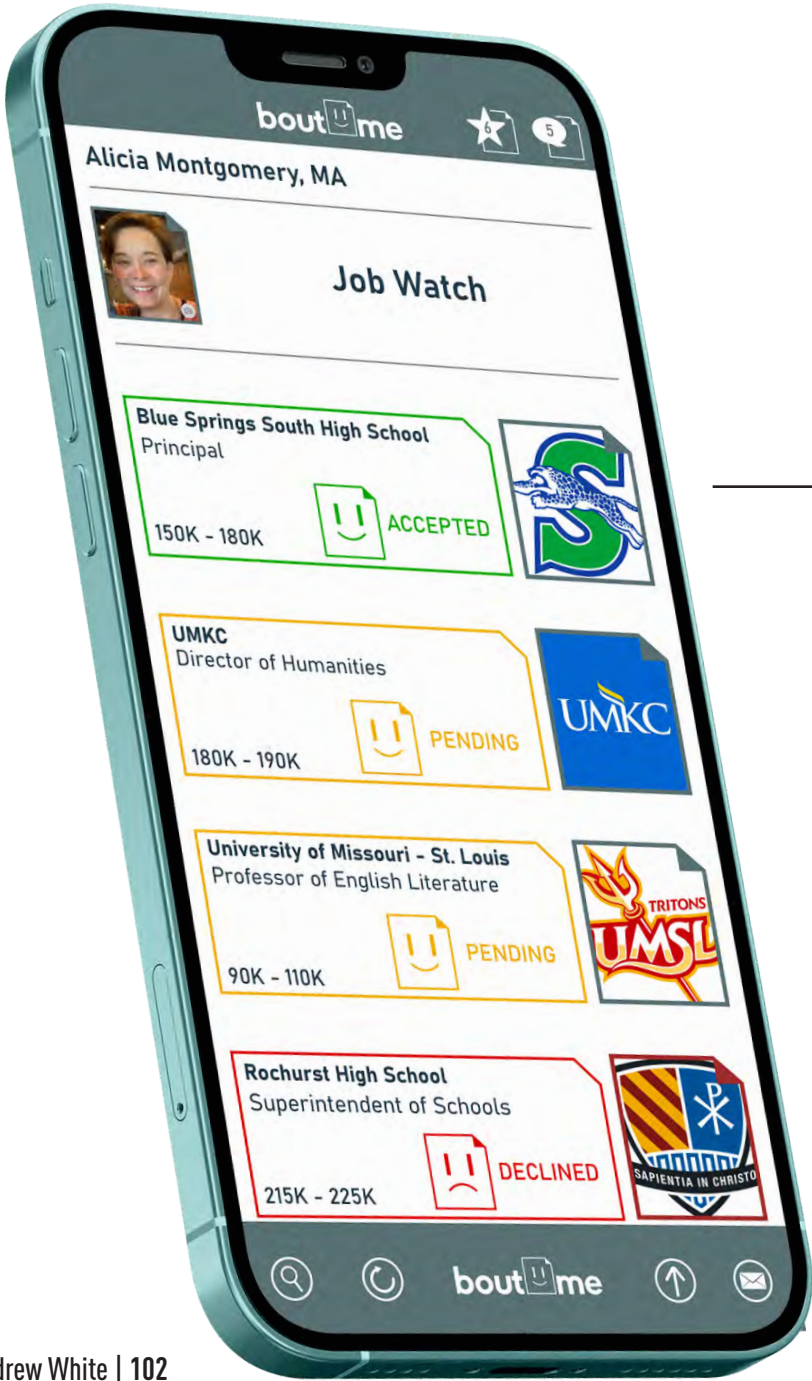
Finding a Person

The application centers around professional connections. So finding people that fit your company's culture and have the skills to perform is paramount. At a quick glance, the personality and professional attributes of the applicant tell the story every employer needs to know. Bout Me focuses on providing a more human and holistic approach to recruitment while saving hours and costs by getting to the right interview in less time.

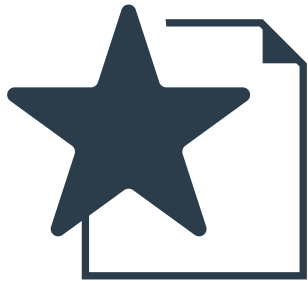
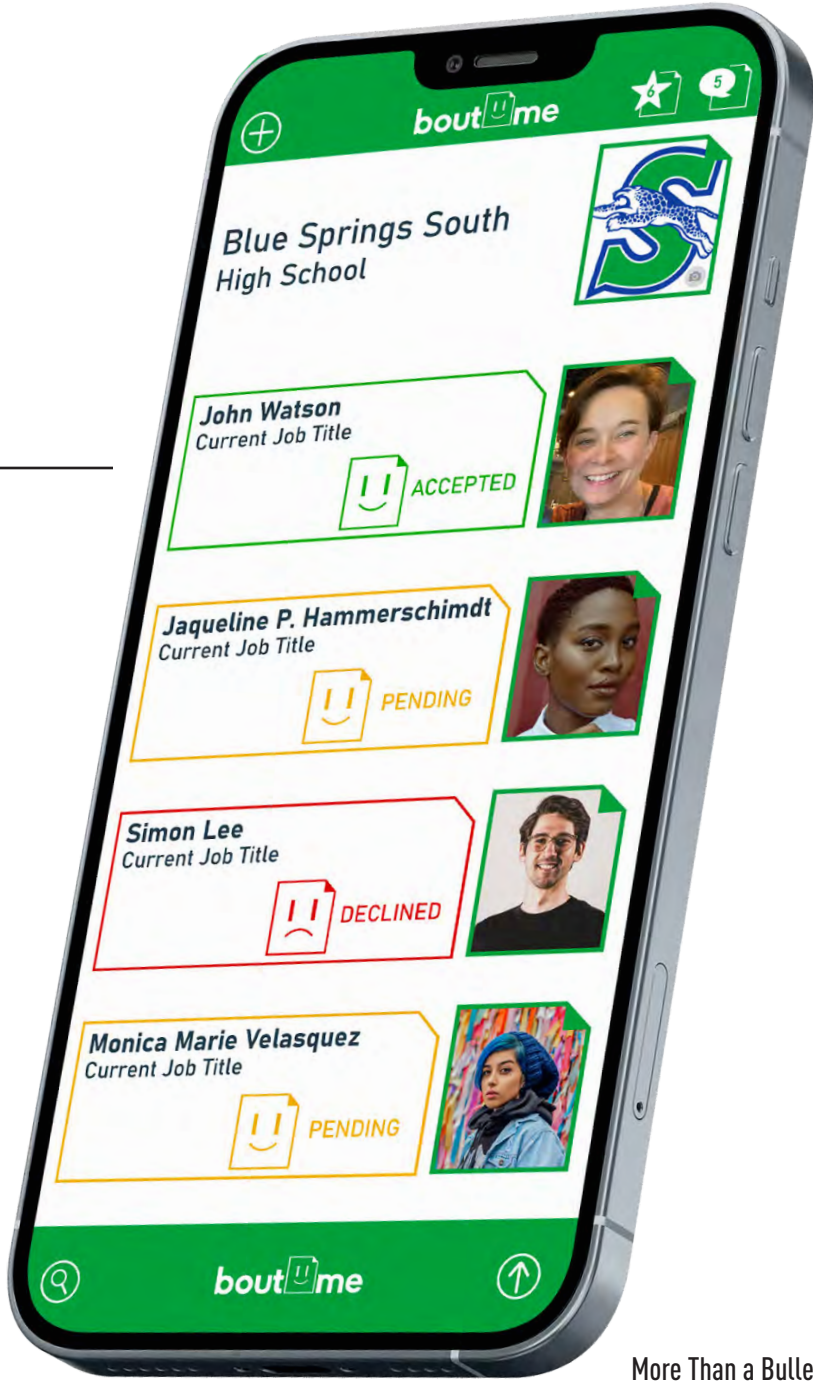


Job Board - Person

The job board acts as a two-way mirror of sorts in that the user and the hiring company can see the status updates of whether the candidate or company has been accepted, is pending a decision, or decided to not move forward. Once a job is closed or declined it will disappear from the job board after a week. Alternatively, the job can be deleted at any time by the applicant.

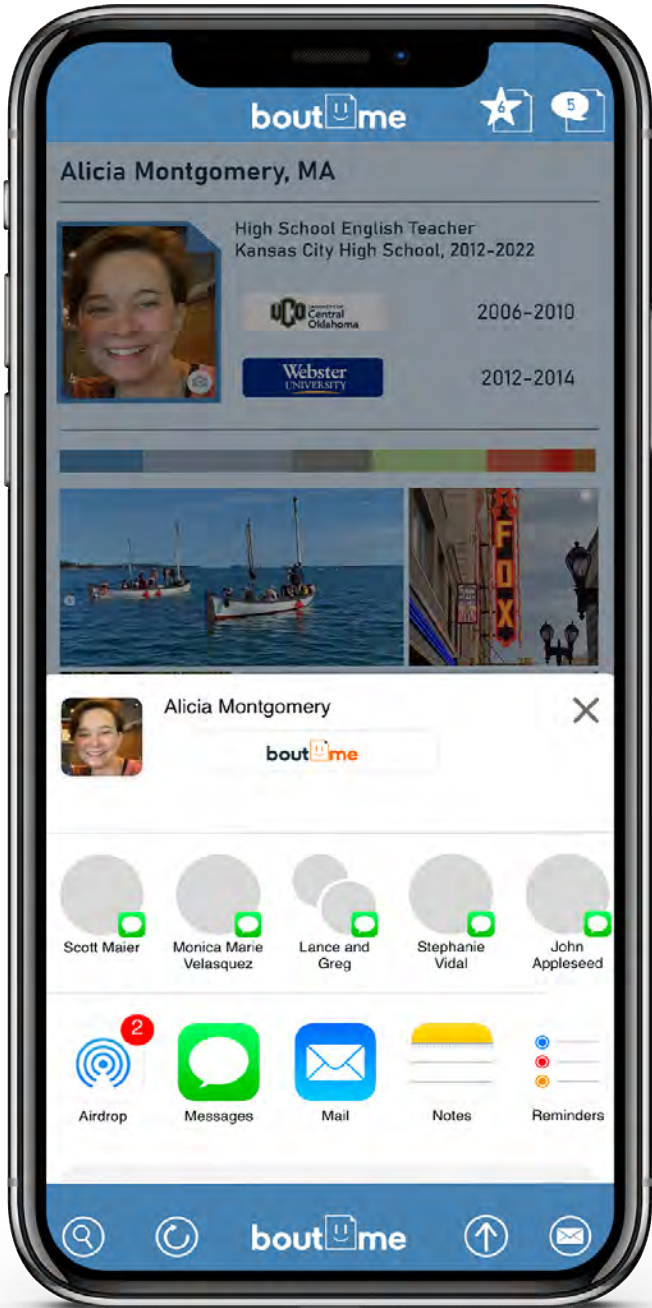


Job Board - Company



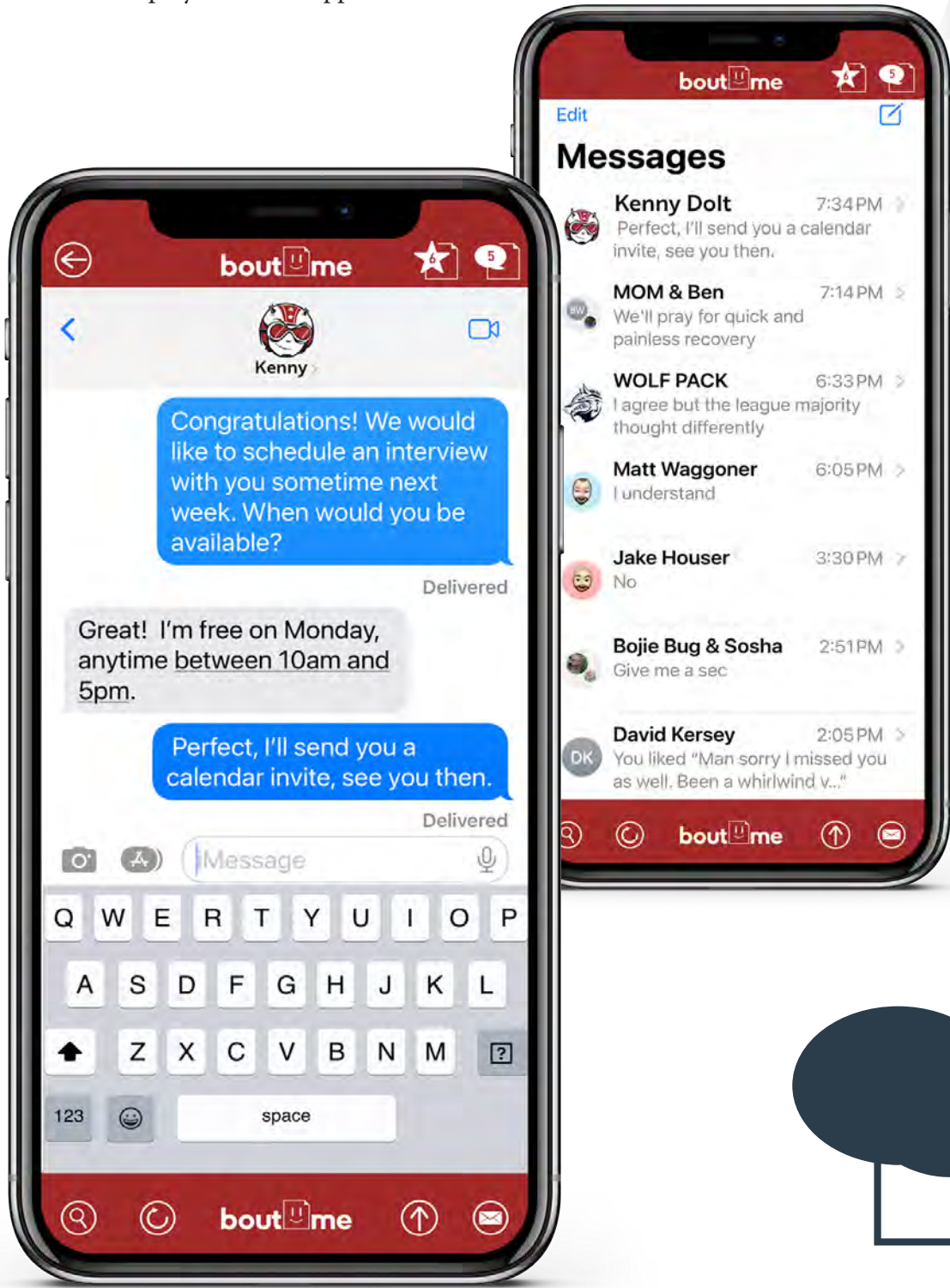
Share

The share function gives the user the basic ability to share their Bout Me link with anyone they want as long as that person or company has a Bout Me presence. Should a user want to share it with an individual that does not have a Bout Me account, that user would get a prompt to sign up to view the profile.



MESSAGE

Direct messages will exist as a direct back-and-forth between the employer and the applicant.



CHAPTER 5 *The Defense*

The New Way to Resume

In conclusion, the research shows that the traditional resume is an antiquated and almost obsolete method for finding employment or employees. The research began as an exploration into the validity and practical application of the traditional resume format, specifically in regard to assessing an applicant's personality. Historically the arguments about what to include and exclude on a traditional resume, even before artificial intelligence could be varied, to say the least. However, what is consistent is that the traditional resume generally leaves the employer wanting in the realm of useful decision-making information. According to Alexander Vassilev, the CEO of Wetransfer, "the cost of bad hires and the inefficiencies of resumes have pushed executive/senior hiring to move away from resumes at all. I cannot remember the last time I have reviewed a resume of an executive. A quick LinkedIn scan or a referral is usually the key to kick off a process, but almost always it moves to personality assessment. Getting such a hire wrong is incredibly costly and detrimental to a firm" Vassilev continues, "In my experience, past success is usually organization-specific and hard skills can usually be taught so those signals rarely correlate with success in a new company" (Vassilev). This new way to resume begins to solve the disconnect between traditional resumes and the real people behind them. The proliferation of social media applications and society's embrace of such platforms has altered not only the manner in which humanity connects personally but also professionally. The development of an online personal brand is being developed by social media users both consciously and unconsciously and in most cases is globally accessible. The research shows that employers are already accessing this information to better understand the applicant's personality. The development of the Bout Me application embraces this need to know more, quickly and funnels the information into one location. This allows a user to gain a quick snapshot of an individual's or company's personality or culture that could replace the traditional resume altogether.

What it's Not

Bout Me is designed to be closed and direct communication between an employer and an applicant. The premise is that the process of accepting or declining applicants and job offers is a personal matter for both parties. This is unique in that Bout Me is a window into a user's social media brand, not a social platform. Bout Me is not a public forum for the world to voice their opinions concerning a user's successes or rejections.

Further Development

One premise of the application is that it presents the resume as a living document that changes as frequently as the users update their social media. Just as humans are ever-growing and changing through the life experiences that shape them, so must the application. It is a common and accepted practice among application developers to publish early and often. This simply means that the early implementation of an application with frequent updates allows for market testing and feedback to better meet the needs of the public. The application is currently designed to be a stand-alone product independent of other social media platforms. This could be further developed to become a plugin for other job search sites in lieu of posting a traditional resume. The application should foster an environment that edifies humanity in the job search process. Some further development may need to be implemented to assure the proper and respectful use of the platform in the event of abusive behavior from any user.

Final Thoughts

Having been on both sides of this issue I feel that having the Bout Me application as either an applicant or hiring company would have made the process not only more effective but more enjoyable. Whether it be an interview or a client meeting, I have always felt that if I could just meet them I could truly gain an understanding of who they are. The hiring process is all about getting to know the applicant and the hiring company. This is important in that humanity was created to work. A job is not merely just a task for which you are compensated. It provides dignity in the way one provides for their family and others. The Hebrew word Avodah means both work and worship. Believing in this means that one is not defined by their profession but more so by how one conducts themselves in their profession. While we must conduct ourselves professionally, we are more than our profession, we are more than a bulleted list.

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Effective as of the date shown below, approval for past use and permission for present and future use is being granted to **Andrew White of Pea Ridge, Arkansas** to use a photo or other image of **Lane Clevenger**.

Permission is being given by the undersigned, **Lane Clevenger**, (the "Photographed Party*"), as more fully explained in this Consent and Release. The undersigned is an adult and fully authorized to sign this Consent and Release.

For valuable consideration, receipt of which is hereby acknowledged, the undersigned hereby grants to Andrew White its agents, employees, licensees, and successors in interest (collectively, the "Released Party") all ownership rights and the absolute and irrevocable right and permission to copyright, use and publish the photographed likeness of **Lane Clevenger**, (the "Likeness") that has been (or is being) obtained pursuant to this Consent and Release.

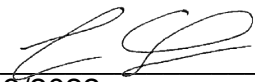
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THE UNDERSIGNED WARRANTS THAT THE UNDERSIGNED HAS READ THIS CONSENT AND RELEASE PRIOR TO THE SIGNING OF THIS DOCUMENT, THAT THE UNDERSIGNED UNDERSTANDS IT, AND THAT THE UNDERSIGNED FREELY ENTERS INTO THIS CONSENT AND RELEASE.

Signed by: **Lane Clevenger** of **Joplin, Missouri**

Signed: 
Date: 12/13/2022

CONSENT AND RELEASE FOR USE OF LIKENESS

Effective as of the date shown below, approval for past use and permission for present and future use is being granted to **Andrew White of Pea Ridge, Arkansas** to use a photo or other image of **Alicia Sorensen**.

Permission is being given by the undersigned, **Alicia Sorensen**, (the "Photographed Party"), as more fully explained in this Consent and Release. The undersigned is an adult and fully authorized to sign this Consent and Release.

For valuable consideration, receipt of which is hereby acknowledged, the undersigned hereby grants to Andrew White its agents, employees, licensees, and successors in interest (collectively, the "Released Party") all ownership rights and the absolute and irrevocable right and permission to copyright, use and publish the photographed likeness of **Alicia Sorensen**, (the "Likeness") that has been (or is being) obtained pursuant to this Consent and Release.

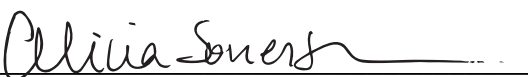
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THE UNDERSIGNED WARRANTS THAT THE UNDERSIGNED HAS READ THIS CONSENT AND RELEASE PRIOR TO THE SIGNING OF THIS DOCUMENT, THAT THE UNDERSIGNED UNDERSTANDS IT, AND THAT THE UNDERSIGNED FREELY ENTERS INTO THIS CONSENT AND RELEASE.

Signed by: **Alicia Sorensen** of **St. Louis, Missouri**

Signed: 

Date: 12 / 14 / 2022