

Job Search Manual

The following guide has been developed to educate candidates about the job search process. By preparing professional documents, assessing your abilities and job specifications, and marketing your qualifications appropriately, you will be well on your way to a position of interest to you. The sections of this manual include:

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Please contact the Career Development Center at any time to discuss your job search.

Career Development Center
Ashland University
254 Hawkins-Conard Student Center
401 College Avenue, Ashland, OH 44805
Phone: 419-289-5064 Fax: 419-289-5071
www.ashland.edu/cardev

Office Hours
Monday – Friday: 8:00 a.m. – 5:00 p.m.

How Can the Career Development Center Help?

The Career Development Center offers a variety of services to meet the needs of candidates in the job search process. These services include:

Career Consultation Services – The Career Development Center provides assistance in the areas of self-assessment, career exploration and decision making through individual appointments.

Job Search Assistance – Workshops and programs are scheduled throughout the academic year on topics including: resume and cover letter writing, interviewing techniques and job search strategies. See the Career Development Center's calendar of events for specific dates and times.

Resume and Cover Letter Assistance – Staff members are available to assist students in developing and enhancing their resume and cover letter to ensure these documents are marketing students in the best way possible.

Mock Interviews – Students have the opportunity to participate in mock interviews which are videotaped and reviewed for strengths and weaknesses. To schedule a mock interview, contact the Career Development Center.

AU Career Advisory Network (CAN) – Established during the 1989-1990 academic year, this network of alumni and friends is available for current students and alumni seeking career information and advice. To learn more about the Career Advisory Network or to request someone to network with, visit the CAN website at <http://www.ashland.edu/cardev>. The Career Advisory Network is located under Job Searching.

Career Resource Room – A variety of career information is available for student use. Materials are also available to assist students with resume writing, job search techniques and interview skills. Computers and printers for job search activities are located in the Resource Room for student and alumni use.

Alumni Services – Alumni are encouraged to take full advantage of the services provided by the Career Development Center.

Career Development Center Website – All students and alumni are encouraged to visit our site on a regular basis at www.ashland.edu/cardev.

Job Search Strategies – In addition to the services mentioned above, the Career Development Center provides a variety of job search strategies which can be of assistance to candidates. These services, which are detailed on page 36, include: eRecruiting; resume referral program; on-campus interviews; job fairs and vacancy bulletins.

Documents Needed When Searching For a Position

When applying for a position, you will typically need to submit a resume and cover letter. Be sure to understand each employer's procedure and follow it carefully. Once you have applied, you are encouraged to follow up with each employer to ensure that your materials have been received.

Resume – A resume is a marketing tool listing your qualifications for a position and is different from an application form. An application form is a standardized way for an employer to evaluate your qualifications, but a resume allows you to use your creativity in expressing your qualifications. So treat each as a separate document. For instance, when completing the experience section of an application, write out your experiences as requested. Do not say “see resume”. See pages 3-4 and 15 for complete information on how to write a resume.

Cover Letter – A cover letter is a professional business letter that accompanies your resume and introduces you to an employer. The letter indicates to the reader why you are writing and explains the qualifications you possess for that specific position; therefore, a cover letter should be individualized for each position. The job posting will usually tell you who specifically to address your cover letter to, or you can call the employer to get the name of the specific person. See page 28 for more information on how to develop a cover letter.

Letters of Reference - Letters of reference are documents written in support of your candidacy for employment. They are written by individuals such as employers, faculty members and advisors who are aware of your abilities. Letters from people who know you, but have not seen your work or academic abilities (i.e. character references) will not hold a lot of weight and the Career Development Center discourages you from using them as professional references. When asking for a written reference, allow at least two to four weeks for the individual to complete it. Typically, candidates maintain their own references. This means you would keep your own reference file and copy/distribute them according to the employer's instructions.

Many employers prefer a reference page (see page 5 in this Job Search Manual). The employer may then initiate contact with the individuals you have listed. It is extremely important that your reference page is accurate and that you have asked those on your reference page for permission to list them as references. We encourage you to submit a resume to each of the individuals listed on your reference page.

A minimum of three references are recommended. It is important that the reference reader “connects” the references with your prior experiences. For example, if one of your references has changed employers since they served as your supervisor – you should add:
Former Supervisor at _____ Company.

It is a nice gesture to keep those serving as your references informed about your job search. If nothing else, contact them when you accept a position and thank them for serving as your reference.

How to Write a Resume

A resume is a professional document that markets your qualifications to an employer. It is NOT a life history. Instead, it indicates your most important qualifications for employment. Your resume often influences an employer's first impression of you as a potential employee. Therefore, you should take great effort in making it the best document possible. It should be easy to read, neat, consistent and free from all typographical and grammatical errors. The sections of a resume are highlighted below:

HEADING

- ◆ Include your name, permanent address/phone/e-mail as well as your present address/phone/e-mail if applicable.
- ◆ Make your name large and bold; it is what should stand out in this section.
- ◆ Listen to your answering machine message to be sure it sounds professional, and make sure your e-mail address is also professional.
- ◆ Be sure everyone answering your phone does so appropriately and takes accurate messages.

OBJECTIVE

- ◆ Develop a clear, concise statement about the specific type of position you are seeking.
- ◆ Do not use personal pronouns (I, my) in your objective or any other section of your resume.

EDUCATION

- ◆ List degree, major, minor, school, city and state, graduation date, and GPA (if proud of it).
- ◆ List other institutions you have attended, including same information as listed above, if you received a degree.
- ◆ List multiple degrees in reverse chronological order (most recent information goes first).
- ◆ Do not list high school information.

CAREER RELATED EXPERIENCE

- ◆ List experiences you have had (i.e. internships and summer jobs) that relate directly to the career/position you are seeking. These activities promote your candidacy to be an employee and should stand out on a resume.
- ◆ Include title (i.e. Intern), organization, city, state, and dates.
- ◆ Under each experience, describe your duties using action words (see page 6 for a list of sample action words).
- ◆ Keep your verb tense consistent (past tense) throughout your description of duties.
- ◆ List experiences in reverse chronological order within each section (most recent information goes first).
- ◆ Be consistent in listing dates. You could use month and year or season and year (i.e. 1/01-5/01 or Spring 2001).

RELATED EXPERIENCE

- ◆ Follow the same format as your Career Related Experience section to list those experiences (paid or unpaid) which relate to your ability as an employee, yet may not be directly related to the career/position you are seeking.
- ◆ Be sure to include your duties under each position.

ADDITIONAL EXPERIENCE

- ◆ List positions you have held that do not relate to the position you are seeking, but show that you have held a job.
- ◆ Include the position title, organization, city, state, and dates.
- ◆ Do not include duties in this section, your titles should give enough of an explanation.

HONORS/ACTIVITIES

- ◆ List honors you have received while in college and/or campus or community organizations in which you have been involved.

COMPUTER SKILLS

- ◆ List computer skills you possess that would be important for you as a candidate, if applicable.

Formatting Tips

- ◆ Use the entire page to list your information.
- ◆ Create margins for your resume no smaller than ½ inch on all sides.
- ◆ Choose an easy to read font style (i.e. Times Roman, Arial, Arial Narrow) and size (10-12 pt. depending on font).
- ◆ Use bold, underline, capitalization, and italics appropriately to make important information stand out.
- ◆ Be sure your most important qualifications are on the first page and that your name and “Page 2” appear at the top of the second sheet if your information goes to a second page. A resume should not be longer than two pages and most organizations prefer a one-page resume for college students and new graduates.
- ◆ Be sure to spell check your resume and proofread it carefully prior to submitting it.
- ◆ Place your resume on quality resume paper.

Use the template on page 7 to assist you in developing your resume (undergraduates) for a position. Realize that this template is a guide, and your resume should take on a different format and content depending upon your individual circumstances. **DO NOT format your resume to look exactly like this template.** Instead, personalize your format and content so it displays your information appropriately, depending on your individual needs. Many examples of resume styles are available in the Career Development Center.

References
for
Complete name (as it appears on your resume)

Name
Title
Organization
Street address
City, State 00000
000-000-0000

Name
Title
Organization
Street address
City, State 00000
000-000-0000

Name
Title
Organization
Street address
City, State 00000
000-000-0000

Name
Title
Organization
Street address
City, State 00000
000-000-0000

Name
Title
Organization
Street address
City, State 00000
000-000-0000

Action Words

The following action words can be helpful in describing your experiences and marketing your qualifications effectively in a resume.

Achieved	Eliminated	Operated
Acted	Enabled	Organized
Adapted	Encountered	Oversaw
Administered	Encouraged	Participated
Advanced	Established	Performed
Advised	Evaluated	Planned
Analyzed	Examined	Prepared
Approved	Executed	Presented
Arbitrated	Expanded	Processed
Assessed	Explained	Produced
Assisted	Facilitated	Promoted
Attained	Found	Provided
Authored	Focused	Published
Balanced	Formulated	Received
Chaired	Generated	Recommended
Clarified	Grouped	Recorded
Coached	Guided	Recruited
Collected	Identified	Reduced
Communicated	Illustrated	Referred
Completed	Implemented	Represented
Composed	Improved	Researched
Computed	Incorporated	Reviewed
Consulted	Increased	Revised
Contributed	Informed	Revitalized
Controlled	Initiated	Rewarded
Coordinated	Integrated	Scheduled
Corresponded	Interpreted	Screened
Counseled	Interviewed	Selected
Created	Introduced	Served
Critiqued	Investigated	Solved
Designed	Involved	Studied
Developed	Led	Summarized
Devised	Maintained	Supervised
Diagnosed	Managed	Taught
Directed	Mediated	Tested
Discovered	Moderated	Trained
Distributed	Monitored	Translated
Drafted	Motivated	Utilized
Edited	Observed	Worked
Educated	Obtained	Wrote

Resume Template for New Candidates

NAME

Permanent Address • Phone Number • Email
(if applicable) Present Address • Phone Number • Email

OBJECTIVE

State specific position you are seeking and/or what you contribute.

EDUCATION

Bachelor of _____ Graduation Date:
Major: Minor: **(if applicable)**
Ashland University, Ashland, OH GPA:

CAREER-RELATED EXPERIENCE

Job Title Dates
Organization, City, State
• (list as many duties of position as appropriate-start each duty with an action word)
•
•
•

Job Title Dates
Organization, City, State
• (list as many duties of position as appropriate-start each duty with an action word)
•
•
•

Job Title Dates
Organization, City, State
• (list as many duties of position as appropriate-start each duty with an action word)
•
•
•

RELATED EXPERIENCE

Title, Organization, City, State Dates
• (list as many duties of position as appropriate-start each duty with an action word)

Title, Organization, City, State Dates
• (list as many duties of position as appropriate-start each duty with an action word)

Title, Organization, City, State Dates
• (list as many duties of position as appropriate-start each duty with an action word)

ADDITIONAL EXPERIENCE

Title, Organization, City, State Dates
Title, Organization, City, State Dates
Title, Organization, City, State Dates

HONORS/ ACTIVITIES

(List honors received and organizations you belong to, including offices held-if applicable)

COMPUTER SKILLS

(List programs you know how to use – if applicable)

Tips for an Electronic Resume

Scannable Resumes

Today's employers often require resumes that can be "scanned" into a computer database for tracking. Creating a computer-friendly resume is a necessity as growing numbers of corporations, recruiting firms and public employment services are turning to computers to process the volume of resumes they receive. Through the scanning of resumes, organizations are able to process, track, identify, sort and store applicants' credentials and recognize those most qualified for open positions. Many experts predict that automated resumes will lead to a paperless workplace, minimizing filing and resume loss.

TIPS FOR MAXIMIZING SCANNABILITY AND "HITS"

- Keep the format simple; do not use fancy graphics.
- Use font sizes 10-14 points.
- Always use white or light-colored 8.5 x 11 paper printed on one side.
- Avoid italics or underlined passages; bold face and capitals are fine.
- If your resume is more than one page, place your name at the top of each page, on its own line.
- List each phone number on its own line.
- Use common headings such as Objective, Summary of Qualifications, Education, Employment, Experience, Skills, Accomplishments, Professional Affiliations, Publications, Papers, Licenses, Certifications, Computer Skills, and Languages.
- Include specific computer skills such as Microsoft Office, WordPerfect, and Windows 98/NT.
- Use concrete terms such as "managed six staff accountants" rather than, "was responsible for financial reporting."
- Use buzzwords of the industry and vary them with synonyms so that the scanner will pick them up. Computers may search the resume for **Key Words** they have been programmed to find, so keep content full of **nouns** that identify **knowledge** and **skills** (languages, computer software, accounts payable, editing, phlebotomy, etc.) Focus on marketable key words common to your area of study or work.
- List accomplishments and results rather than duties and responsibilities.

Resumes By Email

- Prepare ahead: Your paper resume should be carefully written, edited, and proofread. Save it on a disk. Sometimes modifying your resume is necessary due to space constraints.
- Graphics: Graphic techniques like boxes can be problematic for email. You are better advised to avoid them.
- Send a cover letter at all times, if possible.

A note of caution on attachments: It is best to import the text file of your resume into the message you are sending itself. Sending a file attachment is okay, but if you send it as a word processing attachment, you may encounter some problems. The employer may not have the same kind of software or won't open the file because they want to avoid viruses.

Job Application Templates

Templates are preset forms on a website that will allow you to plug in information that the employer is specifically seeking.

- Follow the prompt and instructions. Unfortunately this restricts your creativity and may force you into a style, let's say chronological, which is not your preference.
- Leave a space before entering text when you see a colon (:).
- Use a comment section within the template as a cover letter submittal although you most likely will not need a cover letter.

Stick to the text of your paper resume as much as possible. This will save you from giving spontaneous responses you haven't considered or redrafting your resume for every template.

Cover Letters via the Internet

A well-written and well-produced cover letter should accompany every resume that is being emailed to a prospective employer. Cover letters are one-page statements of your job objectives. They market your knowledge, skills, and experience. The purpose of the cover letter is to establish you as a high value potential employee. You want to generate the employer's interest in meeting you. This is your chance to introduce yourself and sell your combination of qualifications. Your letter should communicate how you are a good match for an employer and a good fit for the desired position.

Erin O'Neill

Present Address

Ashland University
 Box 0000
 Ashland, Ohio 44805
 (419) 000-0000

Permanent Address

1246 Triple Crown Drive
 Ashland, Ohio 44805
 (000) 000-0000

- Objective** An internship in the financial services industry.
- Education** Bachelor of Science in Business Administration, May 2002
 Business Management/Finance Major
 Ashland University Ashland, Ohio
 G.P.A. 3.0/4.0
- Experience**
- Administrative Assistant**, Tesar Industrial Contractors, Cleveland, Ohio 7/00-8/00
- Executed tasks related to accounts receivable and employee payroll
 - Developed spread sheets for equipment inventory
- Summer Intern**, Third Federal Savings and Loan, Fairlawn, Ohio 5/00-7/00
- Assisted customers with individual banking needs
 - Served as customer service representative
- Head Cashier**, Pet Supplies Plus, Medina, Ohio 8/96-5/98
- Supervised employees and reconciled registers
 - Purchased merchandise for store and assisted with inventory control
- Skills Profile**
- ◆ Experience with customers
 - ◆ Able to work with a variety of people
 - ◆ Problem solving
 - ◆ Handle multitude of tasks at once
 - ◆ Self managing
 - ◆ Managerial ability
 - ◆ Organizational skills
 - ◆ Takes initiative
- Philanthropy**
- Into the Streets – A Day of Service**, Ashland, Ohio 4/00
- Ran 5K race and helped elderly with miscellaneous tasks
- Swim for Diabetes**, Ashland, Ohio 3/00
- Swam 40 laps for pledged donations
- Multiple Sclerosis Society**, Cleveland, Ohio 11/97
- Walked nine miles to raise money for Multiple Sclerosis
- American Lung Association**, Cleveland, Ohio 8/96
- Performed dance routines with Jazzercise group at Brown's Stadium
- Computer Skills** Proficient in Microsoft Windows 95, Windows 98, Microsoft Word 97, Microsoft Excel 97, Computer Ease, and Access.
- Activities and Honors**
- Alpha Phi Sorority: Director of Administration, Assistant Treasurer, and on Executive Council
 - Jazzercise registration assistant
 - Presidential Sports Award

Leslie Evans

7645 Fairway Blvd
Ashland, Ohio 44805

(419) 000-0000
levans@ashland.edu

SUMMARY

Conscientious and self-motivated professional who learns quickly and gets along with others. Excellent problem solving, decision-making and leadership skills. A reliable, dependable team player who thrives on new and creative challenges.

EDUCATION

Bachelor of Arts in Communications and Journalism
Ashland University, Ashland, Ohio
GPA – 3.81/4.0
Anticipated Graduation May, 2002

PROFESSIONAL EXPERIENCE

OHIO CENTRAL SAVINGS – Dublin, Ohio

1998-Present

Member Service Representative (MSR)

- Assisted customers in opening and closing accounts including IRA's, CD's, savings and checking.
- Took loan applications for purchases between \$500 to \$25,000 and processed them in the system.
- Handled all customer service needs, including personal and telephone inquiries.
- Responsible for cash drawer containing an average of \$5,000.
- Balanced daily deposits, withdrawals and cash advances.
- Activated and deleted Jeanie (ATM) cards and Debit Mastermoney (MCC) cards.
- Processed incoming and outgoing mail on a daily basis.
- Assisted management with closure of death accounts.

ACTIVITIES/ACCOMPLISHMENTS

Employee of the Quarter, Ohio Central Savings	Summer, 2000
Women's Varsity Soccer, Ashland University	1998-Present
Great Lakes Intercollegiate Conference All-Academic Team	1998-2000
Eagle Scholar, Ashland University	1998-2000
Dean's List, Ashland University	1998-2000
Logos Honor Society, Ashland University	Winter, 1999
Psi Chi – Psychology Honor Society, Ashland University	Spring, 2000
Who's Who of American Collegiate Universities	Spring, 2000

Matthew D. Zoak

5040 Oakdale Rd., Ashland, OH 44805 (419)000-0000

- Objective** To manage a diverse investment portfolio in a large financial institution environment while analyzing securities to make decisions for clients
- Education** Bachelor of Science in Business Administration
Ashland University, Ashland, OH
Major: Finance *Minor:* Management Information Systems
G.P.A. 3.8/4.0 • Graduation May 2001
- Internships**
- OfficeMax Corporate Office • Summer of 2000
Shaker Heights, OH
Position: Logistics Systems
Duties: Integration testing for SAP computer system, maintained issues log for SAP
- OfficeMax Corporate Office • Summer of 1999
Position: Accounts Payable – Vendor Correspondence
Duties: Settled account disputes with vendors, involved with settlement of multi-million dollar lawsuits with two major vendors
- National City Bank • Summer of 1998
Cleveland, OH
Position: Customer Service Representative (Teller)
Duties: All regular teller functions – Deposits, withdrawals, checking accounts, savings accounts, money market accounts, certificate of deposit accounts, and individual retirement accounts for individuals and corporate customers
- Employment**
- OfficeMax Corporation • Winter Break of 1998/1999
Mayfield Hts., OH
Position: Electronics Floor Salesman
- Catalano's Stop-N-Shop • June 1995 – August 1997
Highland Hts., OH
Positions: Cashier & Customer Service & Driver
Duties: Cashier functions and driver/set-up for catering service
- Blue Streak Summer Camps • Summers of 1993, 1994, 1997
Chagrin Falls, OH
Position: Camp Counselor
- Honors/Activities**
- National Business Honor Society
Ashland University's Epsilon Beta chapter of the Delta Mu Delta Business Honorary Series 7 certification upon graduation
Dean's List at Ashland University
"The National Dean's List" – Honoring America's outstanding college students
National Honor Society
Certificate of Honor: Excellence in Scholarship
Certificate of Academic Excellence
State Board of Education Award of Merit & Certificate of Recognition: Honors
- Computer Skills**
- Microsoft Word
 - Microsoft Access
 - C++ Programming
 - SAP
 - Microsoft Excel
 - Microsoft PowerPoint
 - Cobol Programming
 - Windows 95/98
- Activities**
- Vice-President of Public Relations for Ashland's Finance & Investment Club (FMA), Managing the technology sector of a \$270,000 portfolio for Ashland University, Member of the APICS Organization, Volunteer worker at the Cleveland Food Bank, Note-taker for disabled college student, Intramural basketball, Adventure Club, Interested in piano, new technology, and politics.

Francis Mullens

Campus: Ashland University Box 0000 – Ashland, Ohio 44805 – Phone 419-207-0000 – Email fmullens@ashland.edu
Home: 239 TR 142 – Ashland, Ohio 44681 – Phone 419-000-0000 – Email mullens@yahoo.com

OBJECTIVE

Full time accounting position

EDUCUATION

Bachelor of Science in Business Administration December 2000

Major: **Accounting/Finance**

Ashland University, Ashland, Ohio GPA 3.82

Associate of Applied Science in Accounting & Finance May 1998

Stark State College, Canton, Ohio GPA 3.79

RELATED WORK EXPERIENCE

Intern, American Express Tax & Business Services May 2000-August 2000

- Prepared corporate, not-for-profit, and personal property tax returns.
- Assisted in defined benefit plan, manufacturing, and not-for-profit audits.
- Consolidated parent and subsidiary companies for tax purposes.
- Assisted in group projects.

Intern, Meaden & Moore LLP January 2000-May 2000

- Prepared personal and corporate tax returns.
- Assisted with audit related tasks.
- Developed formulas to transfer journal entries from Excel to Quick Books.
- Prepared personal property tax returns.

Intern, Scott Fetzer Company May 1999-August 1999

- Assisted internal auditing department in a subsidiary division audit.
- Prepared account and bank reconciliations.
- Completed state tax returns in coordination with tax department.
- Assisted in audit of defined benefit plans.
- Developed formulas to transfer computer records from Lotus to Excel.

Intern, North Canton Transfer November 1997-May 1998

- Organized month end financial statements for subsidiary company
- Prepared personal property returns
- Calculated IFTA tax returns
- Computed bank reconciliations
- Assisted in group projects

AWARDS & ACTIVITIES

Who's Who Among Students in American Universities and Colleges

Ashland Transfer Presidential Scholarship

Delta Mu Delta National Business Honor Society, Ashland University

VITA (Volunteer Income Tax Assistance)

COMPUTER SKILLS

Go Tax	Fast Tax
Go Audit	JD Edwards
Microsoft Office	Lotus
Quick Books	Creative Systems

Resumes for MBA and Experienced Candidates

Possessing an MBA academically qualifies you for an executive position; be it the CEO, National Director, Regional Manager, or Senior Administrator. As such, realize that you must market and present yourself as an experienced professional. Below are some general guidelines for developing a resume; however, at higher professional levels, a resume is typically one part of a multiple phase evaluation process. For instance, many professional recruiters or screeners will administer IQ, Achievement, Personality, or Industry-Specific test batteries to prospective candidates; in addition, a professional vita or portfolio may be required. Given your professional direction, you may wish to personally contact the Career Development Center for individual consultation.

- A Professional Summary Statement usually replaces a Professional Objective. It should be a maximum of four lines:
 - Line 1 – Your Experience
 - Line 2 – Your Specialty
 - Line 3 – Your Level of Experience
 - Line 4 – The Specialty Area You are Moving Toward
- Skill Set usually indicates the skills required for your specific field. This replaces a qualifications summary.
- Selective Work History or Selective Employment History can replace a complete Work History or Employment History. Limit this to a maximum of four employers.

EDUCATION

- Place your graduate education on your resume in the Education section.
- List the degree you will be receiving, or received, your graduation date and the school you attended.
- Use reverse chronological order to list this information; your graduate education should be above your undergraduate.
- Other heading possibilities: Continuing Education, or Professional Development/Associations, Key Word Section
- Other Suggestions: Watch the ratio of white space to type to ensure readability. Bullets are often omitted at the MBA level.

Use the resumes on pages 16-27 to assist you in developing your MBA resume. Realize that the resumes have been included to give you a visual example of the MBA resume development process. Your resume may take on a different format and content depending upon your individual circumstances. You are encouraged to personalize your format and content so it displays your information appropriately, depending on your individual needs. Many examples of resume styles are available in the Career Development Center.

John Smith

169 Village Gate Blvd.
Snow, OH 11111
222-222-2222
jsmith@aol.com

Career Summary

20 + years of knowledge and expertise in the healthcare industry in the areas of sales, marketing, manufacturing and technical support.

Career Objective

To utilize my knowledge, technical expertise and business skills to manage and grow a sales territory for a company offering the latest in technology solutions to healthcare professionals. High brand recognition and industry acceptance with continual product development and introduction is important.

Work Experience

April 2001 to April 2002 Fusion Sales Partners Baltimore, MD

VIP Sales Generalist

Sell GE medical equipment in sales territory comprised of hospitals 100 beds or less, imaging centers and clinics in Ohio and Indiana. Represent full line of product offerings from portable x-ray units to CT and MRI. Trained for 7 weeks at GE headquarters to learn basics of products and sales leadership techniques.

January 2000- April 2001 NCD Medical, Inc. Eastlake, OH

Sales Associate

Sell all types of remanufactured medical imaging equipment to rural hospitals and clinics in a 12 state territory.

January 1999-January 2000 Mutual of Omaha Cleveland, OH

Sales Representative

Sold life, health and long term care insurance policies to individuals and small businesses.

March 1997-October 1998 Picker International (Marconi/Philips) Cleveland, OH

Product Manager – Chemistry

P&L responsibility for Picker’s self-manufactured chemistry line used in the medical markets. Also for the company’s silver recovery systems and remanufactured film processors. Source for technical expertise for sales and service organizations. Developed programs to increase sales and market share.

May 1996-March 1997

The Sutherland Group

Pittsford, NY

Inside Sales

Team leader for inside sales team that called on customers mainly in the Northeast area of the U.S. for Xerox Corporation. Product offerings were fax machines, printers and low-end copiers.

May 1979-December 1995

Eastman Kodak Company

Rochester, NY

Imaging Specialist

Provided imaging solutions for customers, sales and service personnel having issues with Kodak Healthcare Imaging products worldwide including medical x-ray films, chemistry, film processors, film handling systems and laser printers. Member of several new product film development teams involved in bringing new x-ray products to market. Represented Kodak at numerous trade shows including RSNA and AHRA.

Formal Education

Ashland University

1970-74

Ashland, OH

Bachelor's Degree

BA in Broadcast Journalism

Rush-Henrietta School System

Henrietta, NY

Grades 1-12

Career Enhancement Training

Strategic Account Management

Consultative Selling

SPIN Selling

Level 1 & 2 X-Ray RAD, R&F and Vascular Training (at GE Training Center)

Level 1 & 2 CT and MRI Training (at GE Training Center)

New Hire Laptop Skills for Sales (at GE Training Center)

Powerpoint

Excel

Word

Fundamentals of Medical Diagnostic Imaging

Principles of Laser Cameras and Films

Resume in Progress Stage 2

John Smith
169 Village Gate Blvd.
Snow, OH 11111

Phone: 222-222-2222
Email: jsmith@aol.com

PROFESSIONAL SUMMARY STATEMENT

Twenty-three years of healthcare industry experience in the areas of sales, marketing, technical support and manufacturing. Specializing the last three years in the sale of medical capital equipment. BA level of education. Moving towards technical sales account management role in PACS or high-end diagnostic imaging products.

CAREER HIGHLIGHTS

Fusion Sales Partners, Baltimore, MD 2001-2002
GE Medical Capital Equipment Sales

Managed 50 accounts in a new sales territory promoting GE Medical equipment to accounts of 100 beds or less hospitals, imaging centers and clinics in Ohio and Indiana.

Assessed short term and long-range needs of customer base.

Successfully cultivated and nurtured relationships with key decision-makers

Utilized sales and technical resources available to help generate product acceptance by customers.

Interfaced with field service organization on customer's behalf regarding site preparation and installation requirements of equipment.

ACCOMPLISHMENTS

- \$350,000 sale of multi-slice CT scanner to rural Indiana hospital
- \$100,000 worth of sales of portable x-ray and mammography units
- \$350,000 realized in additional revenue throughout the territory as a result of new and renewal service contracts.
- Uncovered potential for ~ \$10 Million of new and/or replacement needs for the next 3 years for equipment, PACS and service.

NCD Medical Corporation, Eastlake, OH 1999-2001
Sales representative for remanufactured medical x-ray equipment

Sold customer-preferred vendor's remanufactured medical equipment and accessories to rural hospitals and clinics in 12 states.

ACCOMPLISHMENTS

- \$100,000 in sales of OEC 9000 C-Arm and GE R&F room to rural Kansas hospital
- \$50,000 for (6) motorized film viewers sold to facilities in New York, Connecticut and Tennessee
- \$40,000 in revenue realized from sales of (3) portable x-ray units in other states.

Picker International (Marconi/Philips), Cleveland, OH
Product Manager for self-manufactured chemistry line

1997-1998

Managed P&L for self-manufactured chemistry line, silver recovery systems and remanufactured processors

Provided technical expertise for chemistry, OSHA and FDA issues for sales / service organizations.

Developed programs to increase sales and market share.

Made recommendations and approved product pricing changes.

Represented company at medical trade shows

ACCOMPLISHMENTS

- \$200,000 savings realized by improving manufacturing production efficiencies
- 22-25% increase in market share growth through sales initiatives and customer acceptance.
- \$ 2 MM additional in Chemistry sales realized through the acquisition of (3) competitive x-ray dealerships.

Eastman Kodak Company, Rochester, NY
X-ray Imaging Specialist

1979-1995

Provided imaging solutions for customers, sales and service personnel experiencing problems with Kodak x-ray films, chemistry, film processors and laser printers worldwide.

Oversaw trade trials of new Kodak films at customer sites.

Developed and maintained competitive film and chemistry matrix for use by sales representatives.

Acted as liaison between marketing and manufacturing on customer's behalf.

ACCOMPLISHMENTS

- Member of film development teams that introduced two new mammography and laser films to the marketplace as a result of customer feedback.
- Prevented market recalls of mammography films by identifying cause of customer complaints as manufacturing caused artifacts.
- Successfully demonstrated new laser film product to UCLA Medical Center recapturing business lost to Fuji Medical Systems.

Education

Bachelor of Arts

Ashland University, Ashland, Ohio

Career Enhancement Training

Strategic Account Management

Consultative Selling

SPIN Selling

Laptop skills for sales (GE)

Level 1 & 2 x-ray RAD, R & F and vascular training (GE)

Level 1 & 2 CT and MRI training (GE)

Fundamentals of medical diagnostic imaging

Principles of laser cameras and films

Microsoft Word, Excel and PowerPoint

Resume in Progress Stage 3 Combination Resume

John Smith
169 Village Gate Blvd.
Snow, OH 11111

Phone: 222-222-2222
Email: jsmith@aol.com

PROFESSIONAL SUMMARY STATEMENT

Twenty-three years of healthcare industry experience in the areas of sales, marketing, technical support and manufacturing. Specializing the last three years in the sale of medical capital equipment. BA level of education. Moving towards technical sales account management role in PACS or high-end diagnostic imaging products.

SKILL SET

Sales

Managed 50 accounts in a new territory comprised of 100 bed or less hospitals, imaging centers and clinics in Ohio and Indiana.
Assessed needs of customer based for next three years uncovering potential for \$10 million in new and/or replacement medical equipment business.
Secured new business resulting in over \$800,000.00 in equipment sales and service contracts.
Trained in theory of and demonstrating uses for x-ray, ultrasound, nuclear medicine, CT and MR.
Experienced in sales presentations and training sessions.
Utilized sales and technical resources available to help generate product acceptance by customers.
Successfully cultivated and nurtured relationships with key decision-makers.
Interfaced with field service organization on customer's behalf regarding site preparation and installation requirements of equipment.
Helped customer determine best financing options of equipment through consultative selling.

Management

Managed P & L responsibility for chemistry, silver recovery systems and remanufactured film processors for the medical market.
Developed programs to increase sales and market share.
Conducted training seminars of products for customers, sales and service personnel.
Reported sales and forecast figures to upper management regularly.
Successfully reduced manufacturing costs and improved efficiency while increasing profitability.
Acted as technical consultant to employees and customers involving products, OSHA and FDA issues.
Implemented competitive products matrix for use by sales and service personnel.
Made recommendations and approved product pricing changes.
Completed continuing education seminars and training.
Developed and enhanced communications skills, leadership and team-building strategies.
Represented management at various medical trade shows.

Customer Service

Provided product sales literature upon request for customers and sales representatives.
Made product improvement recommendations to marketing/manufacturing based on customer feedback.
Member of new product firm development teams responsible for running trade trials at customer sites.
Developed competitive film/chemistry matrix for field sales and service use.
Reported customer satisfaction data to marketing managers and manufacturing monthly.
Acted as liaison between marketing and manufacturing on customer behalf.

Leadership

Consultative customer focused sales approach.
Ability to communicate technical information to all levels of responsibility
Team player able to also be self managing
Empower others to develop personal and professional success; supportive.
Utilize all resources available to me for success; priority setting
Demonstrate follow through; whatever it takes.
Excellent organizational skills
Problem solver, risk taker, ethical, open minded
Ability to implement, delegate and train.

Selective Work History

Fusion Sales Partners, Baltimore, MD GE Medical Capital Equipment Sales, OH/IN	2001-2002
NCD Medical Corporation, Eastlake, OH Sales representative for remanufactured medical x-ray equipment	2000-2001
Picker International (Marconi/Philips), Cleveland, OH Product Manager for self-manufactured chemistry line	1997-1998
Eastman Kodak Company, Rochester, NY X-ray Imaging Specialist	1979-1995

Education

Bachelor of Arts
Ashland University, Ashland, Ohio

Career Enhancement Training

Strategic Account Management
Consultative Selling
SPIN Selling
Laptop skills for sales (GE)
Level 1 & 2 x-ray RAD, R & F and vascular training (GE)
Level 1 & 2 CT and MRI training (GE)
Fundamentals of medical diagnostic imaging
Principles of laser cameras and films
Microsoft Word
Microsoft Excel
Microsoft PowerPoint

Resume in Progress Stage 4

John Smith
169 Village Gate Blvd.
Snow, OH 11111

Phone: 222-222-2222
Email: jsmith@aol.com

PROFESSIONAL SUMMARY STATEMENT

Twenty-three years of healthcare industry experience in the areas of sales, marketing, technical support and manufacturing. Specializing the last three years in the sale of medical capital equipment. BA level of education. Moving towards technical sales account management role in PACS or high-end diagnostic imaging products.

CAREER HIGHLIGHTS

Fusion Sales Partners, Baltimore, MD 2001-2002
GE Medical Capital Equipment Sales, OH/IN

RESPONSIBILITIES

Managed 50 accounts in a new sales territory promoting GE Medical equipment to accounts of 100 beds or less hospitals, imaging centers and clinics in Ohio and Indiana.
Assessed short term and long-range needs of customer base.
Successfully cultivated and nurtured relationships with key decision-makers
Utilized sales and technical resources available to help generate product acceptance by customers.
Interfaced with field service organization on customer's behalf regarding site preparation and installation requirements of equipment.

ACCOMPLISHMENTS

Sale of multi-slice CT scanner to rural Indiana hospital for ~ \$350,000
Sales of portable x-ray and mammography units for another ~ \$100,000
Realized additional ~ \$350,000 in revenue throughout the territory as a result of new and renewal service contracts.
Uncovered potential for ~ \$10 Million of new and/or replacement needs for the next 3 years for equipment, PACS and service.

NCD Medical Corporation, Eastlake, OH 1999-2001
Sales representative for remanufactured medical x-ray equipment

RESPONSIBILITIES

Sold customer-preferred vendor's medical equipment and accessories to rural hospitals and clinics in 12 states.

ACCOMPLISHMENTS

Sale of OEC 9000 C-Arm and GE R&F room to rural Kansas hospital for ~ \$100,000
Sold (6) motorized film viewers to facilities in New York, Connecticut and Tennessee for \$50,000
An additional \$40,000 in revenue realized from sales of (3) portable x-ray units in other states.

Picker International (Marconi/Philips), Cleveland, OH 1997-1998
Product Manager for self-manufactured chemistry line

RESPONSIBILITIES

P&L for self-manufactured chemistry line, silver recovery systems and remanufactured processors
Source for technical expertise for sales and service organizations.
Developed programs to increase sales and market share.
Made recommendations and approved product pricing changes.
Represented company at medical trade shows

ACCOMPLISHMENTS

Decreased manufacturing costs by improving production efficiencies resulting in a \$200,000 savings.
Increased market share growth from 22-25% through sales initiatives and customer acceptance.
Generated an additional \$ 2 Million in Chemistry sales through acquisition of (3) competitive x-ray dealerships.

Eastman Kodak Company, Rochester, NY
X-ray Imaging Specialist

1979-1995

RESPONSIBILITIES

Provided imaging solutions for customers, sales and service personnel experiencing problems with Kodak x-ray films, chemistry, film processors and laser printers worldwide.
Oversaw trade trials of new Kodak films at customer sites.
Developed and maintained competitive film and chemistry matrix for use by sales representatives.
Acted as liaison between marketing and manufacturing on customer's behalf.

ACCOMPLISHMENTS

Member of film development teams that introduced two new mammography and laser films to the marketplace as a result of customer feedback.

Prevented market recalls of mammography films by identifying cause of customer complaints as manufacturing caused artifacts.

Successfully demonstrated new laser film product to UCLA Medical Center recapturing business lost to Fuji Medical Systems.

Education

Bachelor of Arts
Ashland University, Ashland, Ohio

Career Enhancement Training

Strategic Account Management
Consultative Selling
SPIN Selling
Laptop skills for sales (GE)
Level 1 & 2 x-ray RAD, R & F and vascular training (GE)
Level 1 & 2 CT and MRI training (GE)
Fundamentals of medical diagnostic imaging
Principles of laser cameras and films
Microsoft Word
Microsoft Excel
Microsoft PowerPoint

JOHN SMITH

169 Village Gate Blvd.
Snow, OH 11111

Phone: 222-222-2222
Email: jsmith@aol.com

PROFESSIONAL SUMMARY STATEMENT

Twenty-three years of healthcare industry experience in the areas of sales, marketing, technical support and manufacturing. Specializing the last three years in the sale of medical capital equipment. BA level of education. Moving towards technical sales account management role in PACS or high-end diagnostic imaging products.

CAREER HIGHLIGHTS

VIP Sales Generalist

Fusion Sales Partners, Baltimore, MD

2001-2002

Managed 50 accounts in a new sales territory promoting GE Medical Capital Equipment to accounts of 100 beds or less hospitals, imaging centers and clinics in Ohio and Indiana. Assessed short term and long-range needs of customer base. Successfully cultivated and nurtured relationships with key decision-makers. Utilized sales and technical resources available to help generate product acceptance by customers. Interfaced with field service organization on customer's behalf regarding site preparation and installation requirements of equipment.

- \$350,000 sale of multi-slice CT scanner to rural Indiana hospital
- \$100,000 worth of sales of portable x-ray and mammography units
- \$350,000 realized in additional revenue throughout the territory as a result of new and renewal service contracts
- Uncovered potential for ~ \$10 Million of new and/or replacement needs for the next 3 years for equipment, PACS and service

Sales Associate

NCD Medical Corporation, Eastlake, OH

1999-2001

Sold customer-preferred vendor's remanufactured medical x-ray equipment and accessories to rural hospitals and clinics in 12 states.

- \$100,000 in sales of OEC 9000 C-Arm and GE R&F room to rural Kansas hospital
- \$50,000 for (6) motorized film viewers sold to facilities in New York, Connecticut and Tennessee
- \$40,000 in revenue realized from sales of (3) portable x-ray units in other states

Product Manager

Picker International (Marconi/Philips), Cleveland, OH

1997-1998

Managed P&L for self-manufactured chemistry line, silver recovery systems and remanufactured processors. Provided technical expertise for chemistry, OSHA and FDA issues for sales / service organizations. Developed programs to increase sales and market share. Made recommendations and approved product pricing changes. Represented company at medical trade shows

- \$200,000 savings realized by improving manufacturing production efficiencies
- 22-25% increase in market share growth through sales initiatives and customer acceptance.
- \$ 2 MM additional in Chemistry sales realized through the acquisition of (3) competitive x-ray dealerships.

X-ray Imaging Specialist

Eastman Kodak Company, Rochester, NY

1979-1995

Provided imaging solutions for customers, sales and service personnel experiencing problems with Kodak x-ray films, chemistry, film processors and laser printers worldwide. Oversaw trade trials of new Kodak films at customer sites. Developed and maintained competitive film and chemistry matrix for use by sales representatives. Acted as liaison between marketing and manufacturing on customer's behalf.

- Member of film development teams that introduced two new mammography and laser films to the marketplace as a result of customer feedback.
- Prevented market recalls of mammography films by identifying cause of customer complaints as manufacturing caused artifacts.
- Successfully demonstrated new laser film product to UCLA Medical Center recapturing business lost to Fuji Medical Systems.

EDUCATION

Bachelor of Arts

Ashland University, Ashland, OH

CAREER ENHANCEMENT TRAINING

Strategic Account Management

Consultative Selling

SPIN Selling

Laptop skills for sales (GE)

Level 1 & 2 x-ray RAD, R & F and vascular training (GE)

Level 1 & 2 CT and MRI training (GE)

Fundamentals of medical diagnostic imaging

Principles of laser cameras and films

Microsoft Word, Excel and PowerPoint

JOHN SMITH

169 Village Gate Blvd.
Snow, OH 11111

Phone: 222-222-2222
Email: jsmith@aol.com

PROFESSIONAL SUMMARY STATEMENT

Healthcare Sales • Marketing • Technical Support

Twenty-three years of healthcare industry experience in the areas of sales, marketing, technical support and manufacturing. Specializing the last three years in the sale of medical capital equipment. BA level of education. Moving towards technical sales account management role in PACS or high-end diagnostic imaging products.

CAREER HIGHLIGHTS

VIP Sales Generalist

Fusion Sales Partners, Baltimore, MD

2001-2002

Managed 50 accounts in a new sales territory promoting GE Medical Capital Equipment to accounts of 100 beds or less hospitals, imaging centers and clinics in Ohio and Indiana. Assessed short term and long-range needs of customer base. Successfully cultivated and nurtured relationships with key decision-makers. Utilized sales and technical resources available to help generate product acceptance by customers. Interfaced with field service organization on customer's behalf regarding site preparation and installation requirements of equipment.

Delivered more than \$800,000 in new business for territory, including:

- \$350,000 sale of multi-slice CT scanner to rural Indiana hospital
- \$100,000 in sales of portable x-ray and mammography units
- \$350,000 realized in additional revenue throughout the territory as a result of new and renewal service contracts
- Uncovered potential for ~ \$10 Million of new and/or replacement needs for the next 3 years for equipment, PACS and service

Sales Associate

NCD Medical Corporation, Eastlake, OH

1999-2001

Sold customer-preferred vendor's remanufactured medical x-ray equipment and accessories to rural hospitals and clinics in 12 states.

- \$100,000 in sales of OEC 9000 C-Arm and GE R&F room to rural Kansas hospital
- \$50,000 for (6) motorized film viewers sold to facilities in New York, Connecticut and Tennessee
- \$40,000 in revenue realized from sales of (3) portable x-ray units in other states

(continued)

JOHN SMITH

Phone: 222-222-2222

Page 2

Email: jsmith@aol.com

CAREER HIGHLIGHTS (CONTINUED)

Product Manager

Picker International (Marconi/Philips), Cleveland, OH

1997-1998

Managed P&L for self-manufactured chemistry line, silver recovery systems and remanufactured processors. Provided technical expertise for chemistry, OSHA and FDA issues for sales/service organizations. Developed programs to increase sales and market share. Made recommendations and approved product pricing changes. Represented company at medical trade shows

- \$200,000 savings realized by improving manufacturing production efficiencies
- 22-25% increase in market share growth through sales initiatives and customer acceptance.
- \$2MM additional in Chemistry sales realized through the acquisition of (3) competitive x-ray dealerships.

X-ray Imaging Specialist

Eastman Kodak Company, Rochester, NY

1979-1995

Provided imaging solutions for customers, sales and service personnel experiencing problems with Kodak x-ray films, chemistry, film processors and laser printers worldwide. Oversaw trade trials of new Kodak films at customer sites. Developed and maintained competitive film and chemistry matrix for use by sales representatives. Acted as liaison between marketing and manufacturing on customer's behalf.

- Launched two new mammography and laser film products as member of film development team.
- Prevented market recalls of mammography films by identifying cause of customer complaints as manufacturing caused artifacts.
- Recaptured UCLA Medical Center business (laser film product) that was previously lost to a competitor.

EDUCATION

Bachelor of Arts

Ashland University, Ashland, OH

CAREER ENHANCEMENT TRAINING

Strategic Account Management

Consultative Selling

SPIN Selling

Laptop skills for sales (GE)

Level 1 & 2 x-ray RAD, R & F and vascular training (GE)

Level 1 & 2 CT and MRI training (GE)

Fundamentals of medical diagnostic imaging

Principles of laser cameras and films

Microsoft Word, Excel and PowerPoint

How to Write a Cover Letter

A cover letter is a professional business letter which accompanies your resume any time you mail or hand-deliver your resume to a potential employer. The only time a cover letter does not accompany a resume is when you attend a job fair or you are bringing your resume to an interview. While a resume states the facts about your education and experiences, a cover letter introduces you to an employer and discusses your qualifications for a position. You should spend a significant amount of time writing your cover letter. Print your cover letter on the same professional quality paper as you did your resume.

Use the following template to understand more about the format and content of a cover letter.

your street address
your city, state, zip code

today's date

name of person
title
organization
street address
city, state, zip code

Dear (name of person):

1st Paragraph

- State why you are writing (to apply for a specific position)
- Tell how you learned of the position (what source do you have for knowing about the position)
- Discuss why you want to work for that organization and why you would be able to make a contribution (show you have done research about the organization and understand why it would be a good place to work)

2nd Paragraph

- Cite your qualifications for the position (Answer this question - What education, experience, skills and qualities do you have that are needed for the position? Incorporate those ideas into this paragraph and back them up with examples, but don't repeat your resume; instead, refer to the qualifications you possess which will entice the reader to want to look at your resume.)

3rd Paragraph

- State what documents are enclosed with the letter (i.e. resume, references)
- Ask for an interview
- Give a plan of action as to the next step (will you call them and follow up or should they call you?)

Sincerely,

Your Name Signed

Your Name Typed

Enclosure(s)

Matthew D. Zoak

5040 Oakdale Rd., Ashland, OH 44805

November 9, 2000

Mr. Steve Houseman, Human Resources
Fidelity Investments
82 Devonshire Street
Boston, MA 02109

Dear Mr. Houseman:

I am writing in reference to the portfolio administrator position posted on Fidelity's web page. The position interests me because of Fidelity's outstanding reputation as a powerhouse in the financial service industry. Fidelity leads the industry with breakthrough innovations in sophisticated technology, product development, and diversification.

My background and professional approach to business will provide your company with highly productive performance. Having three positive internship experiences at National City Bank and OfficeMax Corporation, I understand the level of professionalism and communication that is required for a successful working experience. I am presently managing the technology sector of a \$270,000 portfolio for Ashland University. I am confident that my combination of **practical work experience** and **solid educational experience** has prepared me to make an immediate **contribution to Fidelity Investments**. The "**hands on**" approach that Fidelity Investments provides will give me the experience needed to grow my individual skills.

This spring, I will complete my Bachelor's of Science degree in Business Administration with a focus in Finance; therefore, I will be available for work beginning May 17, 2001. Please consider me a candidate for the portfolio administrator position at Fidelity Investments. I am looking forward to hearing from you as soon as possible. You can reach me at home (216) 382-2029 or at my direct Ashland University number (419) 207-9143. I appreciate your time in reviewing my resume.

Sincerely,

(Signature)

Matthew D. Zoak

Enclosure

Caitlin Stevens
Box 000 Ashland University
Ashland, OH 44805

November 10, 2000

Director of Human Resources
Cleveland Indians
2401 Ontario St.
Cleveland, OH 44115

Dear Director of Human Resources:

I am writing in reference to the summer internships that you have available. I am interested in the Public Relation/Media Relations area and feel the Cleveland Indians would be a great place to learn and gain experience.

As a junior at Ashland University, I have a major in public communications and minors in marketing and electronic media production. Through my studies, I have gained the knowledge applicable for this type of internship. This past summer I had the opportunity to intern with the Cleveland Crunch in the public relations area and learned a great deal about the position as well as what it is like to work with a professional sports team.

With the Crunch I was given a lot of responsibility and was able to refine my written and verbal skills. I was involved in making the 2000-01 media guide and in charge of coordinating celebrity softball games with local media. I was also involved in donation requests and player appearances. I had the opportunity to meet with local newspaper sports reporters to collaborate on camper profiles during the Crunch summer camps. In addition, I currently work as a student assistant in the Public Relations office at Ashland University. Aside from writing press releases and tracking volunteers, I also interact with students, employers, and campus leaders.

Enclosed is a copy of my resume. If you have any questions regarding my experiences, please feel free to call me at (419) 207-4856. I am very interested in becoming a member of the Cleveland Indians organization. I will be calling to follow up on this letter next Friday. Thank you for your consideration.

Sincerely,

(Signature)

Caitlin Stevens

Enclosure

Simon Johnson

333 Tree Trunk Drive Ashland, OH 44805 419-222-2222

December 6, 2001

Ms. Melinda Walters
Senior Professional Employment Representative
Employment Services Department
Hardliner Company
1111 One Eleven Drive
Canton, OH 44706

Dear Ms. Walters:

During the summer of 2001, I was employed at the Golden Box Distribution Office of the Twinkle Company. While there, my supervisor, Ms. Clara Smith, talked to me about your college relations program. This May, following my graduation from Ashland University, I would like to pursue an accounting position with the Hardliner Company.

Through my previous employment with Twinkle, I have learned how a corporation similar to yours is organized. Skills and knowledge were gained that will prove beneficial. The enclosed resume outlines my education and experience which will help me make a real contribution to The Hardliner Company.

I would like the opportunity to discuss my qualifications for an accounting position with you. I will contact you the week of December 10, in order to discuss the possibility of an interview. If you have any questions before then, you may reach me at 419-222-2222.

Thank you for your time and consideration.

Sincerely,

(Signature)

Simon Johnson

**Cover Letter Sample
Note: The preferred**

**method is to write to
a specific person-
not a title**

7645 Fairway Blvd.
Ashland, OH 44805

November 10, 2000

Human Resource Department
State Science and Technology Institute
5039 Pine Creek Drive
Westerville, OH 43081

Dear Human Resource Manager:

I am writing in response to the communications director position listed in the Columbus Dispatch. This position interests me greatly because I agree with your company objective. I believe, as do you, that it is very important to increase the use of technology by society. I want to help aid this goal by assisting your company in spreading cyberspace to the southern states by linking more households to the Internet. Computers are the wave of the future, and people should be educated on how to use them.

As a Communications/Journalism major, I had many opportunities to perfect my writing and verbal skills through courses such as business communications, technical writing, feature writing and numerous speech classes. During my summer job in 1999, I implemented many programs to help the daily routines of Ohio Central Savings. I handled all the customers' service needs as well as helped with special projects such as the deletion and re-issuance of ATM cards for the new millennium. I also worked on promotional materials. Both my college and work experience have given me the skills that are necessary for being an excellent communications director.

Enclosed is my resume, which highlights my educational background and work experiences, as well as my accomplishments. If you have any questions regarding my experiences, please call me at 419-000-0000. I am very excited about becoming a part of your team, and furthering the education of technology to others. I will be calling to follow up on this letter next Friday. Thank you for your consideration.

Sincerely,

(Signature)

Leslie Evans

Portfolios

During the interview process, you may want to use a portfolio to demonstrate your abilities as an employee. Use your portfolio appropriately as an enhancement to your interview, not in place of articulating well-constructed interview answers. The typical time to utilize your portfolio is when you are using an example in your interview answer and information about that example is in your portfolio. You could say for instance: "I have an example of my marketing plan in my portfolio". If the chance to utilize your portfolio does not happen during the interview, you can also say at the end of the interview: "I brought my portfolio with me. Would you like to review it?" Do not be offended if the interviewer declines your offer. Some employers are interested in seeing an applicant's portfolio and others aren't. If you have one though, it shows you are well prepared and proud of the work you have accomplished. To develop a portfolio, follow these guidelines regarding format and content.

PORTFOLIO FORMAT

- Use a binder no more than 1.5 inches
- Use plastic sheet protectors for everything you include in your portfolio
- use appropriate holders for technology (i.e. disks, CD Roms, video tapes) so they will stay in place
- Consider developing a professional cover for your portfolio
- Create a table of contents and use labeled dividers for each section
- Keep the originals of everything separate from your portfolio
- Ensure your portfolio is professional, neat, organized, easy to read, error free, and focused to the job

PORTFOLIO CONTENT

A portfolio is typically made up of two sections, a personal section and an examples section.

Personal Section (should include):

Resume
Letters of Reference
Internship Evaluations
Transcripts

Examples Section

This section should change depending upon the type of position for which you are interviewing. Use samples of your work which relate to the specific position.

Informational interviewing is the process of gathering information through personal contacts. If you are looking to break into a career field, change jobs or careers, or move to a new geographical area, informational interviewing may be very helpful to you. It is different from networking because with an informational interview, you are only seeking information and advice, not a job.

The following rules will guide you in setting up and conducting informational interviews:

1. Be looking for information. The purpose of informational interviewing is to help you decide what you want to do. It is not a way to get a job interview.
2. Talk to people who are doing the type of work that you might like to do. At some point you may be referred to the "person in charge," but do not start at the level.
3. Be sure you have located what is available in print about a particular career field, company, organization, or business before you begin interviewing others for information. Libraries, public relation officers, personnel directors, Chambers of Commerce, and occupational organizations and associations are sources which provide information.
4. Always ask for an appointment. State specifically what you are interested in: learning more about a particular job, career field, industry or business. Ask for 20 to 30 minutes of the person's time, and be sure to keep the meeting within that time frame.
5. Ask if you may use an individual's name when contacting the person he or she recommends as a source of further information - if applicable.
6. Write down the information you received, the name of the person with whom you spoke, and the date of your conversation for your records. Later, you can compare information received from different sources.
7. Send a thank-you note after the informational interview.

The specific questions you ask during an informational interview will depend upon what type of information is most important to you. Questions may center around job flexibility, work environment, advancement, and job security. The following are possible questions to ask.

1. What is a typical day like?
2. What do you like least about your job? Most about your job?
3. What types of changes are occurring in your field?
4. What is a typical career path in your field?
5. How did you get into this type of work? What is your background?
6. What types of skills and/or training are needed for your job?
7. What is the organizational structure of this company?
8. What type of advancement opportunities are available? Is promotion from within stressed?
9. Does this company utilize interns/co-op students?
10. How do salaries in this field compare with other fields?
11. With whom do you suggest I talk for further information?
12. What suggestions do you have for anyone who is interested in getting into this type of work?
13. I have a copy of my resume. Do you have any suggestions for improving it?

Job Search Strategies

Before you begin the job search process, you should take some time to determine the strategies which will work for you. If you are geographically limited, you need to decide your geographic preferences and then work within those parameters using the appropriate job search methods to their full potential. Strategies to use could include:

DIRECT CONTACT

You can send a resume and cover letter specifically to the employer where you would like to work. Within two weeks of sending in your application materials, call the employer to follow up and ensure that all of your materials have been received and your application file is complete. Inquire about their interview process and express your interest in being interviewed.

NETWORKING

You may learn of positions which are available by talking with people in the work force that interests you. Once you know of open positions, send your resume and cover letter to the employer. You can mention in your cover letter the specific person who informed you of the available position. Be sure to follow up appropriately once you have sent in your application materials.

JOB FAIRS

Job fairs are an excellent way to meet numerous employers all in the same day. The Career Development Center co-sponsors three job fairs each spring for non-education majors. Visit the Career Development Center website for detailed information about these events and to learn about registration procedures. If you are looking to move to another state, you may want to see what job fairs are held in that state. See page 37 to learn about how to make the most of a job fair.

ON-CAMPUS INTERVIEWS

Some recruiters may schedule a day to visit campus and interview prospective employees. Visit the CDC website often to view the employers who are coming to campus and determine if you would want to interview with any of them. These interviews take place in the Career Development Center and are an excellent way to meet employers without ever having to leave campus.

eRecruiting

eRecruiting is a web-based resume referral system that is free of charge to AU students and alumni. dRecruiting allows candidates to establish an account and upload their resume (as a Microsoft Word document) so your resume can be referred to employers seeking qualified candidates for positions.

VACANCY BULLETINS

Every week, a vacancy bulletin for business, arts, sciences and seminary is posted to the Career Development Center website: <http://www.ashland.edu/cardev/cdc/cardev/jobsearch/eaglescout/index.html> listing current openings. In addition, by being registered with eRecruiting, you will have access to additional openings.

INTERNET

The Internet can provide a great deal of information for job seekers. Many websites exist which list positions. In addition, you can post your resume to some websites. Employers may utilize the Internet as a method of application. It is also helpful to use the Internet to conduct research on employers.

Job Fairs

Many employers participate in job fairs because they are an economical way to meet many potential employees in a short amount of time. Remember these tips about attending a job fair:

- Find out as much as you can about the job fair before the day of the event to determine if it is worth your while to attend. Try to learn:
 - What organizations will be there, and what positions will they be hiring for?
 - Does it cost anything to attend?
 - What is the format for the day?
 - Do you have to be pre-registered to attend?
 - What time does the event begin and end?
 - Is it an open or closed job fair? (scheduled interviews, open fair, etc.)
 - Open – anyone can attend
 - Closed – only students of universities sponsoring the event are invited to attend
- If you must pre-register in order to attend the job fair, follow the procedures carefully and have all information in by the deadline.
- Bring plenty of copies of your resume on professional resume paper. A cover letter is not necessary when attending a job fair.
- Dress professionally. See page 39 to learn more about how to dress for an interview.
- Wear comfortable (but professional) shoes. You will be doing a lot of walking and standing.
- Rehearse a 1-2 minute introduction that you can say when greeting each employer, include your major, experience and career goals.
- When you arrive at the fair, take a few moments to familiarize yourself with the layout and plan a strategy.
- Greet each employer with a smile and firm handshake.
- Bring food with you that can be left in the car. Some job fairs are held in places where food may not be available.
- Keep your energy and enthusiasm up the entire day. The last employer you meet may have the job you want most.
- Ask for a business card, and if not available, get the name of the person you spoke with.
- Make notes after talking with each employer. You will collect a lot of information and you need to keep it all organized.
- Follow up after the job fair with each employer you are still interested in by sending a cover letter and resume, as well as any supporting documents requested.

Interview Skills

In its simplest form, the interview is an exchange of information. Your mission in an interview is to impress prospective employers with information about yourself, your skills, experience, goals and objectives with the hope of being offered a position. Thus, the interview should be approached with enthusiasm and confidence, for it is your opportunity to take charge and market yourself.

PREPARATION FOR THE INTERVIEW

A. Assess Yourself

- ◆ Review strengths, skills, goals, interests, reasons for past decisions, background, etc.
- ◆ Be able to state these clearly, concisely and positively
- ◆ Determine examples from your education and experiences that you want to use to back up your qualifications.
- ◆ Anticipate questions you may be asked, then formulate and practice your answers (but do not memorize them). Sample questions can be found starting on page 47.
- ◆ Reduce anxiety by practicing responses to questions.

B. Assess the Organization

- ◆ Research the organization to know as much as possible about the employer and the position. This information may be found in the CDC Resource Room, through review of the employer's website, by contacting the Chamber of Commerce where the employer is located and/or by asking the employer directly for information.
- ◆ Know what the organization is looking for in a candidate and address your background to this.
- ◆ Know some or all of the following things about the employer:
 1. Number of employees
 2. Mission of the organization
 3. Information about the community in which the organization is located
 4. Recent items in the news about the organization
 5. Annual report information
- ◆ Develop in-depth, insightful questions to ask the interviewer after researching the organization. (At least 6 to 8 questions). See page 49 for sample questions.

C. Prepare Materials To Bring Including:

- ◆ Extra copies of your resume and reference letters/list of references
- ◆ Portfolio (see page 33 for information on how to develop a portfolio)
- ◆ Questions to ask the interviewer (s)

D. Know Your Destination

- ◆ Drive the route to the interview site the day before, if possible, so you know how long it takes.
- ◆ Plan extra time on the day of the interview for traffic jams, rush hour traffic, detours, etc.

E. Plan To Arrive On Time

- ◆ Employers use "being on time" as a measure of how well a person will perform on the job, so arrive early for the interview (10-15 minutes). While waiting to be interviewed, observe the work environment to see how staff members interact. You can also read publications about the organization found in the waiting area or review your notes for the interview. It is not appropriate to read a novel or pleasure magazine while awaiting an interview.

F. Determine Your Professional Outfit

Wear a professional business suit to an interview. While you may not wear a suit to work every day, wearing a suit for an interview shows you know how to dress as a professional and that you

want to present yourself as a professional. Use the following guidelines to help you prepare your interview attire and make the best possible impression:

Tips for Women:

- ◆ Choose a suit conservative in color (blue, black, grey or brown is best).
- ◆ Wear suit skirts at knee level or longer.
- ◆ Choose a closed-toe and closed-heel shoe which coordinates with your suit and has a mid-size heel.
- ◆ Wear a blouse with a conservative neck line.
- ◆ Wear pantyhose at all times (even in the summer). The color should coordinate with your suit or be neutral.
- ◆ Keep hair, makeup and accessories professional. Everything in moderation.

Tips for Men:

- ◆ Choose a suit conservative in color (blue, black, grey or brown is best).
- ◆ Wear a white or light colored shirt.
- ◆ Choose a professional tie which coordinates with your suit.
- ◆ Wear shoes that are black or brown and coordinate with your suit color.
- ◆ Wear a belt that is the same color as your shoes.
- ◆ Choose socks that match shoe color.

Additional Tips:

- ◆ Be sure your clothes are clean and pressed.
- ◆ Consider not wearing perfume or aftershave; both are discouraged.
- ◆ Make sure your shoes are polished.
- ◆ Avoid clothing and accessories which are casual or faddish. While open-toed sandals may be the “in” thing to wear for women, they are not professional and should not be worn to an interview.
- ◆ Do not smoke prior to or during an interview.
- ◆ Do not drink alcohol at least 24 hours prior to an interview.
- ◆ Look in the mirror when dressed, and ask yourself “Do I look like a professional?” If your answer is yes, then you are ready to interview. If your answer is no, re-think what you are going to wear and talk with professionals in the field or the Career Development Center who can assist you with your professional image.

DURING THE INTERVIEW

A. Possess a Positive Attitude

- ◆ Realize that your interview begins when you park your car and doesn't end until you pull out of the parking lot. A positive and professional attitude is imperative the entire time you are there.
- ◆ Greet everyone you meet with a smile and a firm handshake.
- ◆ Use positive words to express your qualifications when answering questions.
- ◆ Smile and show enthusiasm throughout the interview.

B. The Critical First Ten Seconds

The first impression you make in an interview is critical. You need to display confidence, professionalism, and poise. An interviewer will remember if the first impression you made was a positive one. Keep the following items in mind in order to make a positive first impression:

- ◆ Have a firm handshake.
- ◆ Make appropriate eye contact.
- ◆ Dress and act like a professional.
- ◆ Use appropriate grammar.
- ◆ Sit upright in the chair.
- ◆ Do not chew gum.
- ◆ Look interested in what the interviewer is saying.
- ◆ Show enthusiasm for the position and an interest in the organization.
- ◆ Be respectful of everyone you meet and appreciative of receiving an interview.

C. Verbal Communication

When answering questions, be sure to use examples whenever possible. By using examples, an interviewer will know what experiences you have had in the past and what skills you will bring to a new job. Examples can be taken from classroom, leadership, work, service, and life experiences.

Proper grammar is a must during interviews. Avoid slang and fillers such as "like", "um" and "you know".

It is appropriate to take a moment to think about and formulate your answer to an interview question once it has been asked. It is better to have a moment of silence than to start talking and realize you are off on a tangent and can't recover from it.

Employers expect job applicants to be nervous, but that is not an excuse for being an ineffective communicator. By practicing answers to interview questions, you will be well prepared to answer interview questions appropriately.

D. Nonverbal Communication

Be sure your nonverbal communication is appropriate during the interview. Sit up straight, smile, have a firm handshake, and make good eye contact. Don't fidget during an interview or gesture too much, because it will be distracting to the interviewer.

E. Inappropriate Questions

From time to time, you may be asked a question during an interview which is, at the least, inappropriate, and at the most, illegal. This usually happens when the interviewer is inexperienced. Questions about your age, personal life, family, and financial situation have no place in an interview. If questions about these areas are brought up in a way or situation which makes you feel uncomfortable, try asking the interviewer what his/her intention is in asking the question in order to understand and address the purpose of the question.

F. Salary

Candidates should wait to talk about salary until it is brought up by the interviewer. This topic is usually discussed later in the interviewing process. If you bring up salary, it shows you are more interested in compensation for a position than the position itself.

G. Closing

Have questions ready to ask the interviewer when given the opportunity. The interviewer will usually provide a summary or other indication that the interview is drawing to a close. If you are still interested in the position, be sure to state this before leaving the interview. Also, find out who will make the next move and when it will take place. Don't forget to thank the interviewer for his/her time.

AFTER THE INTERVIEW

A. Thank You Letter

Send a professional thank you letter as soon as possible. Include any additional documents needed by the employer.

B. Review Performance

Remember to review your performance to determine how well you did and if you need to brush up on your interview skills.

C. Follow Up

Be sure to follow up appropriately after the interview is over. At the end of the interview, ask when you will be hearing from the employer. If that time has passed, you can call to reiterate your interest and ask the status of the position.

Tips for Successful Interviewing

Follow these general guidelines for successful interviews. Keep in mind that these tips relate to projecting a positive image and first impression. Employers see many of them overlooked.

1. Be on time. That means 10 to 15 minutes early.
2. Know the interviewer's name and how to pronounce it. Use the interviewer's name in the interview. You can obtain this information by calling and asking the secretary beforehand.
3. Bring a spare copy of your resume. This demonstrates preparation on your part and serves as a stimulus for interview questions.
4. Spend some time developing rapport. Get comfortable with the interviewer. If he/she likes you, the rest of the interview will go well.
5. Pay attention to your nonverbal communication. Take note of your physical posture and position. Maintain eye contact, but don't stare. Attempt to be at a reasonable distance from the interviewer.
6. Don't be embarrassed by nervousness. Nervousness can be a good sign. It shows that you are taking the interview seriously. However, nervous movements should be avoided.
7. Be yourself. Don't try to entertain the interviewer.
8. Give honest, sincere answers.
9. Follow the interviewer's lead. Do not try to take over the interview. Stick to the subject at hand, but do not dwell too long on any one point.
10. Be prepared for personal questions, even some inappropriate ones. Some interviewers may not be aware of what they can and cannot ask legally. You can respond to an inappropriate question by asking, "why is it important to know that as part of the hiring criteria?"
11. Pay attention. It is embarrassing if you have to ask what was said.
12. Be sure you understand the question. Feel free to ask for clarification or restate the question in your own words.
13. Emphasize the positive. Your answers should not contain negative words such as can't, don't, or wouldn't. Have self-confidence, but avoid arrogance or cockiness.
14. Do not interrupt the interviewer.
15. Wait for the interviewer to bring up salary.
16. Pay attention to the timing of answers. Time is occasionally needed to think and reflect – for both the candidate and interviewer.

17. Emphasize what you can do more than what you are interested in. Focus on your knowledge base and skills.
18. Take a pen and paper, but do not take notes during the interview. It is a good idea to jot down notes immediately following the interview.
19. Be consistent and avoid debate. It is amazing how arguing with the interviewer can shorten the interview and decrease the chances of getting the job.
20. Never slight a current or former employee, colleague, teacher, institution, or friend. If there were problems with previous experiences, try to word answers in a positive rather than negative way. If you slight someone in an interview, the employer assumes you may do the same to his/her organization.
21. If you catch yourself making an error or contradiction, correct yourself. It is better to stumble (and appear honest) than to get caught later.
22. Be as specific as possible when explaining your skills and experience. Use practical examples to show skill development and emphasize your abilities.
23. Watch your grammar. Employers are interested in candidates who can express themselves articulately and properly.
24. Do not expect an offer on the spot. Offers usually follow the interview, sometimes a few weeks later. If you would be offered the position on the spot, it is appropriate for you to ask for some time to consider your decision.
25. In closing, ask for permission to follow up. Ask about next steps in the selection process. Should you call them or will they write or call on a certain day/week.
26. Follow-up. Send a personal thank you letter which reaffirms your interest and gives you the opportunity to reiterate your qualifications for the position and state a skill or experience that you may have neglected to mention in the interview.

How to Answer Interview Questions

When answering interview questions, keep in mind that how you answer an interview question can be just as important as what you say. Be sure you are answering questions with confidence and that you have prepared for the interview ahead of time. Keep these ideas in mind when answering interview questions:

KEEP INFORMATION PROFESSIONAL

Make sure all of the information you are sharing relates to your qualifications as an employee. Avoid sharing personal information in an interview because employers aren't able to ask personal questions, and personal information should not have a bearing on whether or not you should be hired. Keep your information focused on your education, experience, skills and qualities which make you a good candidate.

EXAMPLE QUESTION: Tell me about yourself.

What to say: "I recently graduated from Ashland University with a major in marketing. Through my education I participated in a variety of internships which allowed me to apply the theoretical knowledge I learned as a student within a practical setting. In addition to my internship, I have been an office assistant for 4 years and was an Orientation Team member for 3 years at the University. Now that I have graduated, I am very excited about beginning my career as a marketing assistant."

What not to say: "I am 34 years old and am married with two children. We live in Medina and have two dogs."

BE SURE INTERVIEW ANSWERS ARE APPROPRIATE IN LENGTH

There are no specific guidelines as to how long an interview answer should be. It all depends on the question being asked. Be sure you are answering the question fully and backing up what you say with examples. Don't just give general information, and don't go off on a tangent. Learn how to find a balance and watch the interviewer for clues that you should wrap up and answer.

EXAMPLE QUESTION: Tell me about your internship experience.

What to say: "My internship was an incredible experience for me! I was at XYZ Store, and I was responsible for customer satisfaction. I was able to develop a survey that focused on group research. I also conducted one-on-one interviews. My confidence in interacting with customers grew a great deal as I was able to implement several strategies which resulted in positive customer feedback. The best part about my internship was seeing I was making a difference. I could really see that I made an impact within the organization."

What not to say (too short): "It was a good experience. I was at XYZ Store and was responsible for customer satisfaction."

What not to say (too long): "On the first day I went to XYZ Store." (And then go into a day by day description of what happened during your internship.)

USE EXAMPLES FROM YOUR PAST EXPERIENCES

The best way for an employer to know if you can do the job he/she is hiring for is to hear about examples from your experiences. These examples show an employer the type of employee you are. Examples can come from classroom, work, and/or leadership experiences. Be sure to vary your examples.

EXAMPLE QUESTION: What are your strengths?

What to say: “One of my biggest strengths is my ability to organize. I am a full-time student and athlete, while maintaining a 3.8 GPA and being a Resident Assistant. As a student, my ability to be organized allowed me to plan out each day and carry out my many responsibilities effectively. My interpersonal skills are also a strength. As an intern, I was able to develop and carry out my own project schedule. This program allowed me to contribute my strengths to benefit the organization.”

What not to say: “I am creative, flexible, organized, professional, and I care about my job.”

BE POSITIVE IN YOUR ANSWERS

Anytime an interviewer asks a negative question, make sure you are answering the question in a positive way. Many people will also volunteer negative information even when the question asked is not negative. Avoid using any negative words when answering any interview question.

EXAMPLE QUESTION: How do you like to be supervised?

What to say: “I appreciate when my supervisor lets me know my specific duties and his/her expectations of me. I would then want to have the ability to carry out my duties in the way I see best, being able to go back to my supervisor with questions when I have them.”

What not to say: “I don’t like it when someone is always checking up on me. That really bothers me because I know I am a good manager.”

BE PREPARED

You must spend a great deal of time preparing for what you will say in an interview so your interview answers will flow easily. Don’t assume that because you are talking about yourself that you will know the answers. You need to know how to market yourself during an interview, not just talk about yourself. Nervousness also plays a key factor during an interview. When people get nervous, they have the tendency to forget what they were going to say if it has not been well rehearsed. If you spend a great deal of time preparing for how to answer interview questions and the examples you will use prior to the interview, you will only need to recall this information instead of trying to create new answers to questions.

EXAMPLE QUESTION: What are your career goals?

What to say: “I am looking forward to being hired by an accounting firm and starting my career. I would also like to contribute to the organization as an accountant. In the future I would like to start my graduate work and receive a master’s degree so that I can reach my long term career goal of becoming a managing partner.”

What not to say: “Ah, um...I want to work for an organization, that ah...um...has a good reputation and then I can ah...um...you know...work there for awhile.”

Behavioral Based Interviews

Many employers are taking a more focused approach to interviewing called Behavioral Based Interviewing (BBI). BBI is based on the premise that **past performance is the best predictor of future performance**. In this form of interviewing, candidates are asked to share specific examples of their skills rather than stating hypothetically how they would handle a given situation. Candidates share examples of skills gained through internships, volunteer experiences, part-time jobs, and student activities.

Traditional interviewing often involves answering hypothetical questions. In Behavioral Based Interviewing, candidates communicate to employers what they have successfully completed in the past.

Traditional question

“How would you present a marketing plan in a creative manner?”

Rephrased in BBI terms

“Describe the most creative presentation you have had to give.”

Use the PAR Model to answer BBI Questions. Discuss:

- 1) **P**roblem or task for which you were responsible
- 2) **A**ction you took to solve the problem or complete the task
- 3) **R**esults of your actions

Example of a Behavior Based Interview Question and Answer using PAR Model:

“Tell us about a problem you observed in your training program and how you went about solving it.”

Problem: While conducting a training session at XYZ Company, I noticed that nearly two thirds of the employees were doing well and the other one third struggled with the concepts on the first examination.

Action: After carefully analyzing the questions missed, I noticed a pattern of losing points on material that was basic memorization. I began offering a weekly 30 minute study session in which the group discussed the concepts and quizzed one another.

Results: Those who attended the sessions showed a 73% increase in scores. I learned that some employees need additional interaction and the opportunity to discuss the material with their peers. I plan to utilize this technique as a trainer in the future if I see similar patterns.

When answering Behavior Based Interview questions remember to:

- ◆ Use specific examples of skills and accomplishments from a variety of areas including: Internship, work, leadership, service and life experiences.
- ◆ Rehearse your answers, so they are familiar to you, but do not have them memorized.
- ◆ Phrase answers positively; avoid using words such as not, can't, don't and won't.

Top 50 Interview Questions Asked of College Seniors

Various questions on this Top 50 list contain examples of how interviewers could state them in Behavioral Based Interviewing (BBI) terms.

1. What are your long range and short range goals and objectives, when and why did you establish these goals, and how are you preparing yourself to achieve them?

BBI

- ◆ Give me an example of an important goal which you set in the past and tell me about your success in reaching it.

2. What specific goals, other than those related to your occupation, have you established for yourself for the next 10 years.
3. What do you see yourself doing five years from now?
4. What do you really want to do in life?
5. What are your long range career objectives?
6. How do you plan to achieve your career goals?
7. What are the most important rewards you expect to receive in your career?
8. What do you expect to be earning in five years?
9. Why did you choose the career for which you are preparing?
10. Which is more important to you, the money or the type of job?
11. What do you consider to be your greatest strengths and weaknesses?

BBI

- ◆ Tell me about a time you feel you gave exceptional customer service.
- ◆ Tell me about a time in which you had to use your written communication skills in order to get an important point across.

12. How would you describe yourself?
13. How do you think a friend or professor who knows you well would describe you?
14. What motivates you to put forth your greatest effort?
15. How has your college experience prepared you for your career?
16. Why should I hire you?
17. What qualifications do you have that make you think that you will be successful in business?
18. How do you determine or evaluate success?
19. What do you think it takes to be successful in a company like ours?
20. In what ways do you think you can make a contribution to our company?

BBI

- ◆ Describe a situation where you had to resolve a problem at work and explain how you resolved it.

21. What qualities should a successful manager possess?
22. Describe the relationship that should exist between a supervisor and a supervisee.
23. What two or three accomplishments have given you the most satisfaction? Why?

24. Describe your most rewarding college experience.
25. If you were hiring a graduate for this position, what qualities would you look for?
26. Why did you select your college or university?
27. What led you to choose your field or major of study?
28. What college subjects did you like best? Why?
29. What college subjects did you like least? Why?
30. If you could do so, how would you plan your academic study differently? Why?
31. What changes would you make in your college or university? Why?
32. Do you have plans for continued study? An advanced degree?
33. Do you think that your grades are a good indication of your academic achievement?
34. What have you learned from participation in extracurricular activities?

BBI

- ◆ Describe a leadership position you have held in college or in the community.
- ◆ Tell me about an experience you have working in a team environment.

35. In what kind of work environment are you most comfortable?
36. How do you work under pressure?
37. In what part-time or summer jobs have you been most interested? Why?
38. How would describe the ideal job for you following graduation?
39. Why did you decide to seek a position with this company?
40. What do you know about our company?
41. What two or three things are most important to you in your job?
42. Are you seeking employment in a company of certain size? Why?
43. What criteria are you using to evaluate the company for which you hope to work?
44. Do you have a geographic preference? Why?
45. Are you willing to relocate?
46. Are you willing to travel?
47. Are you willing to spend at least six months as a trainee?
48. Why do you think you might like to live in the community in which our company is located?
49. What have you learned from your mistakes?
50. What major problem have you encountered, and how did you deal with it?

BBI

- ◆ Describe a situation when you've been faced with multiple, conflicting priorities. How did you determine what was important? How did you go about organizing your work?

Possible Questions to Ask During an Interview

You should bring a list of questions with you to your interview. Be sure they are typed or written out neatly. While you want to bring a pen and paper with you to an interview, you should not write during an interview. Instead, pay close attention to the interviewer and the answers he/she is giving.

EXAMPLE QUESTIONS TO ASK DURING AN INTERVIEW

What kind of person do you hope to hire for this position?

What expectations do you have for a new person in this position?

What is the last person in this position doing now?

Please explain the training program you have for new employees.

What are the greatest rewards and challenges working for this organization?

Where is the organization heading in the next 3-5 years?

What professional development opportunities exist for employees?

What type of relationship exists between the organization and the community?

Additional questions to clarify information you read during your research about the organization.

Last question to ask if not clarified for you: What is the next step in the hiring process?

QUESTIONS NOT TO ASK

How much will I make?

How many personal/sick days will I receive?

Do you offer tuition reimbursement?

Do you have a retirement plan?

Any negative question

Organizations Do Not Want to Hire a Candidate That Has:

1. A poor personal appearance.
2. An overbearing, over aggressive, conceited “superiority complex”, know-it-all attitude.
3. An inability to express information clearly – poor voice, diction, or grammar.
4. Failed to participate in activities.
5. An overemphasis on money.
6. A poor scholastic record.
7. A tendency to make excuses – be evasive – hedge on unfavorable factors in record.
8. Condemned past employers.
9. A marked dislike for school work.
10. Failed to make eye contact with interviewer.
11. A limp handshake.
12. An appearance of indecision.
13. A sloppy application form.
14. A desire to merely shop around.
15. A desire for a short-term job.
16. Little sense of humor.
17. A habit of emphasizing whom he/she knows.
18. No interest in organization.
19. A cynical attitude.
20. Low moral standards.
21. A sense of laziness.
22. An intolerant attitude – strong prejudices.
23. Narrow interests.
24. No interest in community activities.
25. An inability to take criticism.
26. Radical ideas.
27. Arrived late to interview.
28. Failed to express appreciation for the interviewer’s time.
29. Asked no questions about the job.
30. A lack of:
 - Planning for career – no purpose
 - Interest and enthusiasm – passive, indifferent
 - Confidence and poise – nervousness
 - Tact
 - Maturity
 - Courtesy
 - Social understanding
 - Vitality
 - Knowledge of field
 - Appreciation for the value of experience

Thank You Letters

Immediately following the interview, you need to send a thank you letter to the person who interviewed you. This effort shows you truly appreciated the time the interviewer took to meet with you, and it gives you the opportunity to reiterate your interest in and qualifications for the position. You should write a thank you letter even if you are no longer interested in the position, because it shows professionalism on your part, and you never know if you will want to work for that organization in the future. If you met with more than one person, you should send a thank you letter to each of the individuals with whom you met. You can ask for a business card from each person during the interview or contact the person who coordinated the interview for the names of the individuals with whom you met. Be sure to vary the content of your letter for each person. The thank you letter has a format similar to a cover letter. A sample template is listed below.

Your street address
Your city, state, zip code

Today's date

Name of person
Title
Organization
Street address
City, state, zip code

Dear (name of person):

1st Paragraph

- Thank the employer for the interview
- State the specific position you interviewed for and the date of the interview

2nd Paragraph

- Reiterate your qualifications for the position
- Include any relevant information which you may have neglected to discuss during the interview

3rd Paragraph

- Express your appreciation again and your anticipation to hear about the organization's decision

Sincerely,

Your Name Signed

Your Name Typed

Accepting a Job

Realize that when you are offered a position, you do not have to accept the position on the spot. Tell the person offering the position that you appreciate the offer, and ask when you would need to let him/her know of your decision. Once you analyze whether or not to take the position, inform the organization of your decision in the allotted time.

SHOULD YOU ACCEPT THE OFFER?

Prior to being offered a position, determine what is most important to you in a job. That way, once you are offered a position, you can compare what you want in a position to what is being offered. Items of importance to you could include: salary, benefits, location of organization, type of position offered, responsibilities of the position, and resources/professional development opportunities available. If the job you are offered is compatible with what you are looking for in a job, then you should be able to accept it with confidence. Once you decide to accept the position, verbally commit to it and write a formal letter of acceptance.

As soon as you accept an offer, STOP INTERVIEWING! You then want to write or call the other employers to withdraw your name from consideration for other positions you have applied. Do this with care and professionalism because you may consider these organizations for employment in the future.

Be sure to notify the Career Development Center of your new position in order to assist us in our efforts to assemble employment statistics about graduates.

HOW TO DECLINE AN OFFER

If you decide not to accept a position that has been offered, call the person who offered you the position and indicate that you have decided not to accept the position. Be prepared to explain in a professional manner the reason you are not taking the position, if asked. Then follow up that phone call with a letter indicating your appreciation for the offer. End the letter with an appropriate statement to keep the door open for possible future employment and to stay on good terms.

EXTENSIONS

Sometimes additional time is needed to consider an offer. When this happens, don't be afraid to ask for an extension. Often, employers will give you extra time, especially if you are only given a short period of time to think about it, but realize that an answer may be needed immediately.

Professionalism and Ethics in Accepting Employment

Your reputation as a professional (positive or negative) will follow you, so be sure to respond professionally and ethically to offers of employment. Employers network with other employers. If you do something unethical in nature during the hiring process, those actions could get around to other employers and be remembered years into the future. It is always best to be honest and up front with an employer. Don't commit unless you are ready to.

Once you have accepted an offer, you are making a verbal commitment to an employer. At that point, you need to stop interviewing and refuse any other offers of employment. It is unethical to continue interviewing, and it is also unethical to back out of a position after verbally accepting it. By doing so, you risk ruining your reputation as mentioned above, and it also reflects poorly on the University. In addition, employers will have stopped the hiring process because they assume they have someone for that position.

Look at it from this perspective...How would you feel if you were offered a position and committed to it only to have the employer tell you at a later date that they are taking back their offer and you no longer have a job? Give the same ethical and professional consideration to an employer that is given to you!

Keeping Motivated

Finding a position can be a full-time job in itself. It may be one of the most exhausting and frustrating processes you have ever completed. However, if you conduct your job search correctly, it will surely be one of your most rewarding achievements. The prize of having a job which is personally fulfilling should motivate you to persevere when things get tough. As you begin your job search, keep some simple ideas in mind:

- ◆ Have direction (know what you want)
- ◆ Prepare professional documents which successfully market you as a candidate
- ◆ Utilize all of the job search strategies which will be effective in your personalized search
- ◆ Make good use of your resources
- ◆ Act professionally in all of your encounters with potential employers
- ◆ Talk to people in the field you are pursuing
- ◆ Keep informed about what is going on in your field
- ◆ Utilize positive methods to reduce stress such as exercise and the support of family and friends
- ◆ Don't take rejection personally
- ◆ Remember that the Career Development Center is available to assist you!