Welcome to the Graduate/Alumni Career Management Guide CD-ROM! Pace Co-op & Career Services is pleased to provide our graduate level students with this new and comprehensive career development resource. This guide, along with the professional guidance of a Pace career counselor, will assist you in all aspects of your career development and management. You will learn how to design a personalized career plan, conduct a successful job search campaign or better manage, invest and advance in your already existing career.

Through the Cooperative Education Program, you have the opportunity to enhance your studies with hands-on experience. Access to information about full-time employment opportunities is available to you as graduate students and later as alumni.

This Graduate/Alumni Career Management Guide provides tools and information needed to develop a proactive approach to managing your career. It will teach you how to assess and leverage your strengths and experiences, research industry and job market trends/resources, build a professional resume, develop professional contacts through proven networking/e-networking techniques and more. This guide is ideal for all masters candidates or alumni, regardless of where you are on your career path:

- Graduate students who are commencing and completing their master’s (or doctorate) programs; those who need assistance with career management issues regardless of whether or not they attend the program on a full-time or part-time basis.
- Both domestic and international graduate students.
- Graduate students who have decided to pursue their degrees in order to advance professionally at their current places of employment, and alumni who already have their degrees.
- Graduate students and alumni who desire to change careers (also known as “career transitioners”).

Today you must take a proactive role in managing your career and this Guide will assist you in the process!
SECTION 1

THE GRADUATE CAREER MANAGEMENT PLAN

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- Phase 2 – Mid Way 3
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GRADUATE CAREER MANAGEMENT PLAN

Graduate students can develop a personalized career plan and job search campaign, with the guidance of a professional counselor in our department. Through the Cooperative Education Program, students have the opportunity to enhance their studies with hands-on experience. In addition, access to information about full-time employment opportunities is available to you as graduate students and also as alumni. International students may participate in all career management programs and services.

PHASE 1 – FIRST YEAR

- Make an appointment to meet with a Cooperative Education and Career Services Counselor on your campus.
- Complete the online registration information in order to receive mailings and access co-op internship and full-time employment listings. Go to our home page address: pace.edu/coops.
- Familiarize yourself with all of the resources included in the Graduate section of our home page.
- Attend a Co-op Education Information Session, orientation, seminars and workshops.
- Assess your skills, strengths, achievements, areas for improvement, and career goals as a first step in developing a career management plan, preparing your resume, etc.
- Refer to Step 1: Self Assessment through the Explore Majors and Careers link on our homepage, where you can utilize interactive self-assessment tools.
- Prepare a rough draft of your resume to use with your counselor for developing a resume that best presents your qualifications. Once approved, save your resume to the Cooperative Education and Career Services database.
- Prior to Pace’s Fall Career Fair in New York City and Spring Career Expo in Westchester, learn how to successfully participate in a career fair. First, assess your presentation skills. Be sure you know how to network effectively and work the room. Develop a 30-Second Pitch that employers will remember. Be prepared by obtaining a list of participating employers and researching these companies.
- Gain career-related experience by doing a co-op internship during the school year and/or summer. Prepare early for summer internships by checking our website for on-line announcements about winter and spring deadlines.
- Begin to assemble a list of companies and resource sites for internships, summer jobs, and full-time positions. From our website, click Job Search Tools and then Industry and Employer Research to access links such as vault.com, wetfeet.com and more.
- International students should meet with their international student advisor to get information on employment eligibility for the Cooperative Education Program.

PHASE 2 – MID WAY

- During each phase, update your online registration information: GPA, e-mail, phone number and address.
- Update your resume and review it with your counselor.
- Meet with your counselor to assess your career management plan. Evaluate the career-related experiences you are gaining through your co-op internship positions, if applicable.
- Join a professional organization to network and learn about your field.
- Schedule a practice interview. Videotaping is available.
- Continue seeking co-op internships and/or full-time employment through the Resume Referral Program.
- Take advantage of the Career Advisory Network and meet with an alumni career advisor to network and learn about your industry.
PHASE 3 – FINAL SEMESTERS

- Register in August and early September for the Campus Interview Program and attend necessary workshops for fall and spring. Select companies with whom you wish to interview. Interviews are held in October through November and February through April on both the Westchester and New York City campuses. Meet with your counselor to get interview feedback.
- Finalize your resume. Meet with your counselor to evaluate your career management plan, set goals, develop an action plan for your full-time job search and learn to prepare effective cover letters.
- Start preparing a Professional Career Portfolio that showcases your achievements. It should include your resume, work samples, certifications, degrees, awards, references, and more.
- Participate in interviewing workshops and Mock Interview Days, when offered. Mock Interview Days offer opportunities to practice interviewing with human resource professionals on campus.
- Continue seeking co-op internships and/or full-time employment through the Resume Referral Program, MonsterTrak and other Internet resources.
- Attend job search workshops, panels, networking events, executive recruiter events and career fairs on and off campus.
- Follow up with employers from career fairs and the Campus Interview Program.
- Identify alumni career advisors in your field of interest for networking purposes.
- About two months prior to graduation, international students should meet with their campus international student advisor to apply for the one-year of optional practical training in order to pursue employment in the United States.
- Report all job offers to Career Services.
- After completion of your degree, continue to use our counseling, job search services and resources.
SECTION 2

COMPETENCIES, INTERESTS AND VALUES

• CIV’s: Competencies, Interests and Values 6-8
• Market Research 9
• Case Study 10
The first step in your *Strategic Management Plan* is to understand your core competencies, interests and values, or CIV’s.

- **Competencies** – relates to your skills and experience
- **Interests** – relates to job functions you enjoy
- **Values** – relates to what is important to you or what motivates you

Understanding your core CIV’s will enable you to best identify your career targets. It will also enable you to market yourself more effectively and help you with resume writing, written correspondence, your “30-Second Pitch,” networking, interviewing and market research (all of these subjects are covered under separate sections of this Guide). *One of the most common mistakes made by job seekers and career changers is that they fail to identify their CIV’s.*

The following questions and exercises are meant to help you determine your own CIV’s:

- How do you enjoy spending your work time?
- What type of work environment leads you to be your most productive?
- What industries would you enjoy working in?
- How do you spend your time when not working?
- How do you describe yourself?
- What motivates you?
- What do you value in life?
- What are some of your best skills?

**COMPETENCIES**
Skills generally fall into three categories:

1. **Functional:** These are the skills that enable you to communicate information, organize, supervise and manage.
2. **Self-Management:** These are the “soft” skills that refer more to your ability to get the job done. These are the skills one uses in coping with deadlines, prioritizing, time management, etc.
3. **Technical/Content Specific:** These are the specific skills required for certain jobs or knowledge gained from previous experience.

**Competencies Exercise**
In order to examine your competencies or skills you need to focus on past accomplishments (both career and non-career related).

**Career Related:**
- Think of your work-related accomplishments. Choose accomplishments that you most enjoyed doing or the ones that were the most satisfying to you.
- Think of why they were satisfying or meaningful to you.
- What skills were you using at the time?
- What type of an environment were you in?

**Non-Career Related:**
- Think of when you felt totally engaged in an activity or project.
- What skills were you using?
- What type of an environment were you in?

From the above examples, choose the accomplishments that were most meaningful to you. Write a paragraph describing your experience. Include as much detail as possible and then compile a list of your top skills.

**Note:** For information on how CIV’s can help you build your Professional Equity and Investment Action Plan in your current career and/or change careers, see Section 10, *Invest in Yourself* and Section 11, *Career Changers.*
INTERESTS
Consider taking the Strong Interest Inventory (administered by a Counselor at the Co-op and Career Services Office). Its results are a good starting point for identifying occupations that match your interests. The Strong Interest Inventory uses six general occupational themes (Realistic, Investigative, Artistic, Social, Enterprising and Conventional) to describe career interests as well as occupations and working environments.

The following was taken from the Strong Interest Inventory demonstrating the themes and their correlation with interests, work activities, potential skills and values. Keep in mind that the chart provides examples of interests, activities, skills and values of people who fall into each of the six themes. These are not meant to fit people exactly.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Interests</th>
<th>Work Activities</th>
<th>Potential Skills</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realistic</td>
<td>Machines, tools, outdoors</td>
<td>Operating equipment, using tools, building, repairing</td>
<td>Mechanical ingenuity, dexterity, physical coordination</td>
<td>Tradition, practicality, common sense</td>
</tr>
<tr>
<td>Investigative</td>
<td>Science theories, ideas, data</td>
<td>Performing lab work, solving abstract problems, researching</td>
<td>Math, writing, analysis</td>
<td>Independence, curiosity, learning</td>
</tr>
<tr>
<td>Artistic</td>
<td>Self-expression, art appreciation</td>
<td>Composing, music, writing, creating visual art</td>
<td>Creativity, musical talent, artistic expression</td>
<td>Beauty, originality, independence, imagination</td>
</tr>
<tr>
<td>Social</td>
<td>People, teamwork, welfare, community service</td>
<td>Teaching, explaining, helping</td>
<td>People skills, verbal ability, listening, showing understanding</td>
<td>Cooperation, generosity, service to others</td>
</tr>
<tr>
<td>Enterprising</td>
<td>Business, politics, leadership, influence</td>
<td>Selling, managing, persuading</td>
<td>Verbal ability, ability to motivate and direct others</td>
<td>Risk taking, status, competition</td>
</tr>
<tr>
<td>Conventional</td>
<td>Organization, data, finance</td>
<td>Setting up procedures, organizing, operating computers</td>
<td>Math, data analysis, record keeping, attention to detail</td>
<td>Accuracy, stability, efficiency</td>
</tr>
</tbody>
</table>

**Interests Exercise**
Compile a list of your interests from the following:

- Think of your ideal job and why it appeals to you.
- List the type of work or non-work related activities that you enjoy.
- Think of the ideal project at your current/past job and why it appeals to you.
- Think about activities, books, interests, etc. that you are drawn to outside of work.
VALUES

Understanding what’s important to you in a work situation is a key element in career satisfaction.

Values Exercise

Review the following list of work values and circle your top five:

Intellectual Stimulation  Managing/Delegating  High Monetary Gain  Helping People
Power and Influence  Fast Paced Work Environment  Working Independently  High Pressure
Variety of Work  Steady Work Schedule  Working with Others  Public Contact
Professional Prestige  Working Independently  Creating or Appreciating Art  Job Security
Competing with Others  Accuracy/Detail  Adventure

- From the above, list five values that you must have in your next job and five values that you do not want in your next job.
- Think about prior career decisions/job changes you’ve made in your life. What values drove each of those decisions? Think about how you felt after your decisions were made. Did you compromise any of your values?

PERSONALITY STYLE*

We all have a personality style that determines much about us including the types of jobs and environments in which we prefer to work. Clearly, certain types of jobs are suited for certain individuals. Sales professionals tend to be outgoing. Teaching and training require patience. Managers tend to be leaders. Accountants tend to be structured. Understanding your personality style will help you in making career choices. If you would like to explore your personality style, make an appointment with a counselor to take a personality inventory such as the Myers-Briggs Type Indicator.

The Myers-Briggs Type Indicator is scored on four bipolar scales:

- Introversion/Extroversion – Where, primarily, do you direct your energy?
- Sensing/Intuition – How do you prefer to process information?
- Thinking/Feeling – How do you prefer to make decisions?
- Judging/Perceiving – How do you prefer to organize your life?

Combinations of scores of these four two-part categories yield 16 possible personality types. Understanding your “type” in relation to occupations and working environments can aid in your career management process.

*Note: For further information on self-assessment activities and finding occupations that match your skills to occupations, go to Explore Majors and Careers (found on our website) and refer to Step 1: Self-Assessment and Step 2: Research and Investigation under Career Decision Making.
MARKET RESEARCH

Before you begin your actual job search you’ll need to conduct your market research. The results of your market research will enable you to compile a list of target industries, companies, positions and contacts. It will also help you take an active role in your career and become more effective in your correspondence and interviewing skills.

In researching the job market, you’ll need to become aware of potential industries, employers and job opportunities. Keep in mind current employment trends (growth industries) and particular influences in your geographic area.

Market Research can be conducted through the use of both Primary Source information (personal contacts, annual and financial reports and other first hand documents such as interviews) and Secondary Source information (research via the Internet and published/printed articles that analyze or interpret facts). (See Job Search and Networking sections for additional sources.)

**Questions to ask your contacts during your Market Research:**

- What skills are needed to succeed in this industry/job?
- What personal attributes are needed for success in this industry/job?
- How would you describe the industry/work environment?
- What are the main functions or departments within this industry/company?
- How is this industry affected by the economy?

**Questions to ask as you gather information:**

- Does this industry/employer/job opportunity still sound appealing?
- Why is it appealing to me?
- Do my Competencies, Interests and Values match those of the industry/employer/job opportunity?
- What skills do I want to use in my next position?
- Are my skills transferable to this industry/job?
- How can I meet the company’s needs?
- Does the business environment appeal to me?
- Does the industry and/or the company’s products and services fit with my values and ethics?
- Does the industry/job offer me the security, challenge, etc. that I seek?
CASE STUDY

EVALUATION AND IMPLEMENTATION

In the previous two sections you compiled information both about yourself (CIV’s) and about the market (Market Research). At this juncture, you need to compare your CIV’s to your Market Research and make an evaluation of where to best target your job search. The following Case Study is an example of how this information fits together:

CASE STUDY:

Lara has been working for a large bank for a number of years. While she enjoys her work as an analyst, she wants to know if she could apply and transfer her skills and experience towards a position within another industry.

Since Lara has an interest in learning more about the pharmaceutical and consulting industries, she decided to focus her research and information gathering on these two fields. She began networking with fellow students, alumni, colleagues and other professionals in order to pull together her market research (See Networking/E-Networking/Informational Interviewing section for useful tips on how to pull together market information).

Lara compared her CIV’s to the results of her Market Research. She compared her skills with those needed by both the consulting and pharmaceutical industries. She also compared her interests and values to what she learned about the working environments of these industries. She did this by assigning a weight to each of her CIV’s and comparing them to the information obtained from her Market Research.

Example: As a result of her Market Research Lara learned that the consulting field is very analytical, requires long hours and is conservative. On a scale of 1-10 (10 being the highest), Lara rated her analytical skills a 9. She gave less weight to her need for a balanced life, rated a 4, and her desire for a casual work environment, rated a 3. Based on this assessment, Lara found she was a suitable candidate for the consulting industry.

As a result of both her own self-analysis (CIV’s) and her Market Research, Lara increased her understanding of both herself and of these industries. She was then better able to match her own skills, interest and values to what was expected within these industries. Lara is now in a position to further research this industry and compile a list of target employers.
Learn how to research industry and job markets. Identify potential employers through employer websites, online job search sites, newspapers, directories, professional journals, publications and more.

Sign up for free e-mail news alerts from:
- Crain’s New York Business (crainsny.com/profile.cms)
JOB MARKET, COMPANY AND INDUSTRY RESEARCH

PRIMARY AND SECONDARY SOURCES
The results of your CIV Assessment and Market Research (see Competencies, Interests and Values section) will enable you to better define appropriate industries and occupations on which to focus your research. Three quarters of job openings are never advertised. Accessing these “hidden jobs” is the key to finding employment. An active job search includes going after organizations that would be most likely to hire you – whether or not there is a vacancy!

To develop your target list of employers, utilize both primary sources (personal contacts, interviews, annual and financial reports/statements and other first hand documents) AND secondary sources (Internet sites and published/printed articles that analyze or interpret facts).

➤ Read local newspapers, magazines, annual and financial reports, and business and trade publications. Read the business and other relevant sections to find out about recent developments within organizations. Familiarize yourself with companies to explore. Don’t overlook the Yellow Pages of your local phone book.

➤ Use Pace University’s library and local libraries for directories in your field, which list all relevant information about businesses and contacts. The following are some directories you’ll find in the library and/or online:
  • Hoover’s Handbooks. Austin, TX: The Reference Press
  • International Directory of Company Histories. Chicago, IL: St. James Press
  • Standard & Poor's Register of Corporations, Directors and Executives. New York, NY: Standard & Poor's Corp

➤ Visit the Career Resource Center in the Career Services office at your campus to review business journals, newspapers, directories and more.

➤ Local chambers of commerce and business associations with memberships publish a directory of local employers and may have it online. Westchester County’s Chamber of Commerce is listed on our website. From our homepage (pace.edu/coopcs), click Search for Jobs and Internships and then click Tri-State Area Job Search.

MAXIMIZE YOUR ONLINE JOB SEARCH
While jobs are posted on job search engines and company homepages, often resumes e-mailed to companies through these venues receive no reply. The following databases and research tools give information on companies, allowing you to locate and connect with key players in the hiring process so that your resume lands in the right place to the right person! You will be able to identify company officers, managers, employees, and Pace alumni. These databases should be used in conjunction with job search engines, classifieds, etc.

To maximize and target your online search, learn how to identify industries and the companies within them, key players in the hiring process, and the hidden job market. Use the Internet to access electronic business research sources, databases and search engines available through the home pages of Pace University’s Library and our Co-op and Career Services Department. These websites are updated on a continual basis. You must therefore go online for the most recent information!

PACE LIBRARY WEBSITE (pace.edu/library)
Students can access the website remotely using their Pace Library barcode if they are not at a campus computer. Pace campus computers are available at the Co-op and Career Services Office, in the Computer Resource Center, or at the Pace Library. For remote access, obtain a barcode from a Pace University Library. Important: You cannot access these databases remotely without a barcode unless you have purchased them yourself. Begin at the Library homepage at pace.edu/library. Click on Databases (on the left). Choose the following databases (among others) by clicking on the drop-down menu Complete Alphabetical Database Listings (on the right). The ones listed here are all favorites, the first five being particularly useful for online job search [Hoover’s, Business and Company Resource Center, Business Source Premier, NetAdvantage, and FIS Online (Mergent)]:

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• **Hoover’s Online** – Hoover’s strongest feature is getting company profiles and employee names (with titles and salaries) to whom to direct a resume and cover letter. Click **Build Company List** under **Pro Tools**, specify criteria by choosing options from the drop-down boxes and entering specific figures in the dialog boxes. Click **Search** at the bottom. For the companies that meet your search criteria, you can obtain **Key Numbers** (including Financials), **Key People** and **Industry Information**. You can also search by company name to locate a company’s web page, address, recent sales figures and a list of key competitors.

• **Business & Company Resource Center** – A favorite for company research because of its organization. It is especially good for finding a **quick list** of companies and worth in a specific city or geographic location. Click **Company** to search for companies by name, industry code (SIC or NAICS) and/or geographic area.

• **Business Source Premier** – This site has the most extensive information about a particular company. Once you identify a company from one of the other databases, you can conduct a more comprehensive search here for detailed company profiles, including key employees and biographies. Select **Company Profiles** from the menu at the top to search for over 6,000 company profiles and 1,500 detailed company reports. If you cannot find the company you want, try typing in the closest match or relevant term and then click **Match Any Words**.

• **Net Advantage** – Great for finding names of Alumni/ae from Pace and/or your undergraduate or other graduate schools to whom you might want to direct a resume. Click **DIRECTORIES**. Under **Advanced Search** choose “Register Executives” from the drop down box. Type **Pace** in the box next to College “begins with…” and also in the box next to Graduate School. Click **Search** at the top right. A list of contacts will appear.

• **FIS Online (Mergent)** – The **Advanced Search** feature allows you to limit your company search by number of employees, state, city, region, and more. This database contains information on 10,000 public companies, including current and historical annual reports, their SEC filings as well as current press releases and news about the company. Also included is International Company Data on more companies from more countries than any other international database, including timely annual reports. Once you are in the **Advanced Search** screen: From the **Select a Category** drop-down menu at the left of the screen, choose **General Company Information**. From the **Sub-category** drop-down menu choose the criteria by which to limit your search (number of employees, city, etc.) Make sure you select an **operator**, **set the value**, and **add criterion**. When you are ready to retrieve results, click **Search** at the bottom.

• **ABI-Inform** – Business and management articles database. Find citations, abstracts and articles on advertising, marketing, economics, human resources, finance, taxation, computers, and information on 60,000+ companies.

• **Lexis-Nexis Universe** – Search this Full Text database for news, business, medical and legal resources, highly specialized trade journals, leading national and international newspapers, SEC documents, state and federal statistics and case law.

• **Regional Business News** – Contains local and regional business news from publications such as Crain’s New York Business, Crain’s Small Businesses - New York and Westchester (only 1996), Westchester County Business Journal, and Westchester Update.

Note: The Pace Library website also includes the “Researching a Company Workshop” (or “How the Library can help you get a job!”). From a Pace computer (or using a barcode if you are at a remote computer), type in the following address into your web browser: “pace.edu/library/pages/instruct/subguides/mort/researchcompany.html.”
The Co-op and Career Services website offers a myriad of information and online resources on industries, careers, companies, jobs, employer website links, professional associations, executive recruiting firms, electronic magazines and newsletters, salary guides, and more. While our website includes links related to all aspects of career development, in this section we have highlighted most of those that relate to job market, company/employer, and industry research.

Begin at our homepage at pace.edu/coopcs. On the left are information links on Programs and Services, Search for Jobs and Internships, Job Search Tools, Explore Majors and Careers, etc.

**JOB SEARCH TOOLS** – From here, click on INDUSTRY AND EMPLOYER RESEARCH to access the following links:

- **Career Search** – A powerful on-line employment research database with information on more than 1.5 million employers from every major sector in business and academia. You can gain access to a company’s address, website and phone, executive names and titles with contact information, thumbnail company sketches, competitors, printable reports with company and key contact details, maps and directions. ([careersearch.net/pace](http://careersearch.net/pace))

  To logon – Username: pace, Password: career. You are able to search for companies by **Industry, Location** (Pace has purchased access to NY, NJ, and CT), or **Keywords**. To search by **industry**, scroll down the list of industries at the left and click the **checkbox** next to the industry you want (To get a breakdown of services within that industry, click on the link itself.) Click **OK**. To search by **Location**, click the **checkboxes** to select 1 or more states, then click **OK**. To search by **keywords** (ex/Westchester County), type in area code 914, then click **OK**. To view the choices selected, return to **Criteria**. Click **Get Results**. Click a **company link** from the list, then click **Get Data Now**. Choose **Report Option**. Click on **Full Report** to view the list of all selected companies. Note the links to **competitors, map, directions** and **feedback** on the right.

- **1Jump** – The ultimate company research and business information tool. ([1jump.com](http://1jump.com))

- **American Stock Exchange** – Information, company news, market activity and more. ([amex.com](http://amex.com))

- **Verizon Super Pages** – An excellent worldwide search engine. Very useful for those seeking a job opportunity in a certain state. ([bigbook.com](http://bigbook.com))

- **BizWeb** – BizWeb is a web business guide to 42,676 companies listed in 197 categories. ([bizweb.com](http://bizweb.com))

- **Bloomberg** – This site provides information on every company that Bloomberg is involved with. It is an alphabetical list of all companies that are posting jobs. ([bloomberg.com](http://bloomberg.com))

- **Business.com** – The leading business search engine and directory designed to help its users find the companies, products, services, and information they need to make the right business decisions. ([business.com](http://business.com))

- **Crain's New York Business** – Use their business lists, market facts, and company research pages for extensive information. ([crainsny.com](http://crainsny.com))

- **Dun and Bradstreet Information Services** – D&B is the world's most extensive business information resource. ([dnb.com/us](http://dnb.com/us))
 JOB SEARCH TOOLS → INDUSTRY AND EMPLOYER RESEARCH (cont’d)

- **Hoover’s Online** – Get officer lists, annual and quarterly financials, plus a comprehensive overview of more than 50,000 companies. For advanced search options, a fee is required unless you use a Pace computer (or a library which has purchased the database) or a Pace Library barcode if you are on a remote computer. *(See pages on the Pace Library Website for instructions)* *(hoovers.com/companyindustry/0,1334,8,00.html)*

- **IndustryLink** – The premier directory of links to industry web sites. Focuses on providing you with a wealth of information easily categorized and quickly accessible. *(industrylink.com)*

- **Industry Research Desk** – Perform on-line industry, market, business, company, and manufacturing process research with the tools and procedures provided at this site. *(virtualpet.com/industry)*

- **InfoUSA** – A data goldmine for business mailing lists. *(infousa.com)*

- **Monster Research Companies** – Includes alphabetical company profiles as well as a job search by state. *(company.monster.com)*


- **SEC Filings & Forms (EDGAR)** – Access and download file registration statements, periodic reports, and other forms about public companies for free. *(sec.gov/edgar.shtml)*

- **SmallBizManager** – Reviews, screens and recommends "best of breed" business services and products for all your business needs. *(smallbizmanager.com)*

- **Vault** – Vault channels include insider guides, company profiles, firm rankings, and industry-specific job boards. A great resource. *(vault.com)*

- **WetFeet** – Research companies, careers and industries, salaries and insider guides. *(wetfeet.com)*

EXPLORE MAJORS AND CAREERS – Under Step 2: Research and Investigation are the following links:

- **Occupational Outlook Handbook Online** – Find out what specific occupations involve, the credentials they require, and the projected outlook. *(bls.gov/oco)*

- **Occupational Information Network (O*NET Online)** – Match your skills to occupations or find out what skills are necessary for a desired occupation. *(online/onetcenter.org)*

- **What can I do with a major in...?** – Provides general career information links including *JobStar Guides for Specific Careers* and *Monster Trak Major to Career Converter*.

- **Career Information Websites by Major/School** – Lists career information links for specific majors within each school – *Business (Lubin), Arts & Science (Dyson), Education (School of Education), Computer Science & Information Systems (CSIS), and Nursing (Lienhard)*.
SEARCH FOR JOBS AND INTERNSHIPS – Below are just a few samples of links found under the following sub-headings. You must go online for the rest. Click on any of the sub-headings to access a list of links pertaining to that category.

GENERAL JOB SEARCH:

- **MonsterTrak.com** – One of the largest and most popular employment sites on the Internet. Provides full-time, part-time, temporary and internship opportunities to Pace students and alumni, and usually gives company contact information to direct resumes. To logon – Click **Search Jobs and Internships** on the upper left. Click **NY** on the map and choose **Pace University** from the list of **Colleges and Universities**, then **click here**. The Pass Code is **setter**. Click **Jobs & Internships** to begin your search. ([jobtrak.com](http://jobtrak.com))

- **DegreeHunter** – A job site with an interesting premise designed to help graduate-degree candidates and other degreed and certified professionals find employment and career opportunities. ([degreehunter.com/index.html](http://degreehunter.com/index.html))

- **Vault Job Board** – Daily expanding and searchable list of current job openings. ([vaultreports.com/jobs/jobboard/searchform.jsp](http://vaultreports.com/jobs/jobboard/searchform.jsp))

RECENT GRADUATES/ENTRY-LEVEL – Includes entry-level job search sites

EXPERIENCED PROFESSIONALS:

- **The Five O’Clock Club** – America’s premier career counseling network. This site provides thoughtful career-development help for busy people of all levels. LOTS of helpful information found here. ([5occ.com](http://5occ.com))

- **6FigureJobs.com** – Provides experienced professionals the opportunity to confidentially seek and be considered for some of the most prestigious jobs in the country. ([6figurejobs.com](http://6figurejobs.com))

- **ExecuNet** – Provides the jobs, the knowledge and the networking connections exclusively for executives and senior-level managers. ([execunet.com](http://execunet.com))

- **The Riley Guide: The Executive Job Search** – Listings of resources which are directed towards the mid-to-senior level executive. ([rileyguide.com/execsrch.html](http://rileyguide.com/execsrch.html))

INTERNATIONAL STUDENTS – See International Students Section for information on the links listed here

JOBS AT PACE UNIVERSITY – Pace University’s Job Posting Database

EMPLOYER WEBSITES (A – Z) – Links to employers who participate in Pace Co-op and Career Services Programs

SUMMER JOBS AND INTERNSHIPS SITES – Links to summer and/or seasonal job and internship sites


TRI-STATE AREA JOB SEARCH – Links to local job search sites for NY, NJ, and CT
INTERNATIONAL JOB SEARCH:

- **CampusCareerCenter.com** – Provides American and visiting foreign national students with a free Internet-based resource that assists in worldwide employment and internship searches.

- **OverseasJobs.com** – The Web's #1 resources for international employment and work abroad.

- **United Nations Employment Opportunities** – Employment opportunities with the UN Secretariat in general, as well as openings in other organizations of the UN family. ([jobs.un.org/elearn/production/home.html](http://jobs.un.org/elearn/production/home.html))

GOVERNMENT/NOT FOR PROFIT/ARMED FORCES:

- **CareersInGovernment.com** – Free listings. The largest online job board devoted to public-sector employment.

- **Westchester County Dept. of Human Resources** – This site includes a wealth of career opportunities as well as civil service exam information, seminar times and dates, and applications. ([westchestergov.com/personnel](http://westchestergov.com/personnel))

- **Idealist** – A global network of individuals and organizations working to build a world where all people can live free and dignified lives. Search for jobs in Africa, Asia, Europe, the United States, etc. ([idealist.org](http://idealist.org))

CAREER / MAJOR SPECIFIC LINKS – Links to job search websites specific to majors within each school

--- **BUSINESS / LUBIN**
- Accounting and Taxation
- Finance and Economics
- Information Systems
- International Business
- Management, Human Resources and Management Science
- Marketing and Advertising
- MBA Links:
  - **MBA Jungle** – Strives to inform MBA's with the tools for success. ([mbajungle.com](http://mbajungle.com))
- Sports Management

--- **ARTS & SCIENCE / DYSON**
- Criminal Justice
- Economics
- English – Journalism - Communications
- Environmental Studies
- Fine & Performing Arts
- Government - Non-Profit - Public Administration
- HealthCare - Health Sciences
- Language & Culture
- Science & Mathematics
- Social Sciences (Counseling/Psychology and Sociology)

--- **EDUCATION**

--- **COMPUTER SCIENCE & INFORMATION SYSTEMS**

--- **NURSING / LIENHARD**

PROFESSIONAL ORGANIZATIONS – See Professional Organizations page in the Networking Section

RECRUITING & EXECUTIVE SEARCH FIRMS – Links to recruiting search firms, temp agencies, etc.

DIVERSITY/SPECIAL INTEREST – A wide variety of special interest links
PRINTED RESOURCES

Review other suggested printed resources as follows:


TAKING THE NEXT STEP

After you have completed your initial research and prepared a potential list of employers, find out:

- What are the company’s products or services?
- What is the company’s status in the industry?
- Is the organization large, small, growing or downsizing?
- What are some of the firm’s current problems?
- Which people have the power to hire you?

Networking/E-networking and contacting employers directly are the most effective approaches to job hunting. Contact any individual(s) in your networking circle who work(s) for the company to obtain more information. Then find out who does the hiring. Keep in mind that it is not the personnel/human resource department that has the power to hire you. Call the company and ask for the name of the department manager so that you can send or e-mail him/her some material. Prepare a script before you call and ask who is in charge of the department in which you are most interested. Ask for the correct name and spelling. Be sure to thank the person who provided you with the information. (See section on Networking/E-Networking)

Next, send or e-mail a cover letter and resume to the decision-maker. Then follow up with a phone call within a few days. Keep calling until you reach the designated person. Call early, late or during lunch, when the secretary or “gatekeeper” is not there to screen calls. Ask the decision-maker for a few moments of their time to discuss their division and how you might be of benefit to them. Even if there are no current openings, try and arrange an information interview. If you make a favorable impression, they may remember you when something does open up or refer you to someone else who is currently hiring! (See section on Correspondence/E-Correspondence)

Calling the Human Resources department to inquire about possible vacancies is also effective. Ask how the organization makes vacancy announcements available for review. Many organizations use their web sites to list current openings as well as directories of employers and departments. Ask the Human Resources Representative if you could set up an “information interview” to discuss the organization and possible departments that may utilize your skills.

Another possible tactic is to visit an employer. Stopping by the Human Resources Department to see what positions are currently available and if a Human Resources representative has “a few moments” to speak with you shows initiative and interest in the organization. Hand delivering a resume makes you stand out.

Lastly, many organizations have websites where you can submit an electronic resume. While we suggest this as an application method, do not rely solely on it. Follow up with letters, print resumes and phone calls. Large organizations may not “find” your resume among the throngs that are received online!
SECTION 4

RESUME WRITING

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GETTING STARTED

Your resume represents the quality of your work and is the first sample that a prospective employer reviews. It should be professional in content and appearance, well organized, clear, accurate and honest, showing achievement and demonstrating what you can do for the employer.

Think of your resume as a custom designed marketing tool developed to capture the attention of a prospective employer – within 20 seconds! That’s how long it takes a reader to formulate a first impression and that's how long you have to create an impact! Communicating your professional qualifications quickly and effectively will determine your chances of being considered for an interview.

A resume is a descriptive summary of your background, concisely written and attractively presented. It should focus the reader on your strongest points in relation to your current career goals. Follow the rules of grammar, punctuation and structure. To be most effective, customize your standard resume for a specific position or industry.

Take time to prepare your resume by reviewing and listing your achievements, skills, experiences and strengths. Be sure to highlight skills and achievements that relate to the positions you are targeting.

SELECTING A FORMAT

Select which of these formats works best for you. Consider using a functional format highlighting your skill areas or a combination chronological/functional format when changing careers.

- **Chronological Resumes** list the most recent position first and then proceed backward. Include the company name, location, your job title and dates of employment. Think in terms of your duties and accomplishments in each position, how they relate to the success of the organization and how they impact your present career goal.

- **Functional Resumes** are useful for career changers. The skills relevant to the present career goal are highlighted and supported by accomplishments from positions you have held. The companies, positions, and titles follow in a separate section.

- **Chronological/ Functional Resumes** emphasize both skills and employment experience.

Note: Do not use pre-designed templates in software programs unless they conform to the formats and guidelines described in this section.
TIPS FOR EFFECTIVE RESUMES

• Target your resume to the employer and industry you are pursuing. **Demonstrate a focus.**

• List local address with phone number(s) and e-mail address(es). Only include work phone or e-mail if this will not cause a problem.

• Use a **Summary of Qualifications** or **Profile** section to emphasize your specific achievements and transferable skills that relate to the job you are seeking (**see Profiles and Summaries section**).

• Put your **Education** section after your **Experience** and **Skills** sections if you have been out of school and in the workforce for a while.

• List most recent and relevant experience, not your entire employment history. Do not be repetitive.

• Job descriptions should be **achievement, skill, and results oriented.**

• Use **bulleted phrases** or sentences beginning with **action verbs** to describe duties, responsibilities and accomplishments (**see Action Verbs**). Do not use passive terms such as “responsible for” or “ing” words.

• Use **personal characteristics** and **skill/function verbs** to describe your work experience, transferable skills, strengths, personal characteristics and qualities necessary for performance (**see Personal Characteristics & Skill/Function Verbs**).

• Employers want to know if you know their language. Read several job descriptions and utilize **professional jargon** that employers use when creating your resume.

• Avoid abbreviations, the use of “I” and “me,” and extra words like “a,” “the,” etc.

• **Quantify your accomplishments** wherever possible. Use numbers to show results of your actions. Examples:
  ➢ Reduced shipping costs by 66% while simultaneously decreasing shipping time from 27 to 3 days.
  ➢ Obtained first commercial order for a developmental project with profit margins of 100%.
  ➢ Successfully developed spreadsheet model, which reduced overtime fees from outsourcing vendors by 15%.
  ➢ Headed marketing team with commitments in excess of $730M and income of $5.2M. Team accomplishments included a $250M off balance sheet inventory transaction generating a $2.5M up front fee.
  ➢ Developed budget-control procedures through consolidation, cost benefit analysis and timetable constraints, increasing annual income by 12%.

• Include relevant **professional associations**, organizations and community activities. Consider joining a **professional group** if you have not done so already.

• If you don’t have work experience related to your goal, include any **academic research** and **study related projects** in a special section.

• Include all **professional licenses** that relate to your career goal.

• Use a two-page resume if you have enough relevant accomplishments, experience and achievements. Presentations, publications, additional training, community activities are categories that may increase the length of your resume.

• Do not include personal data such as height, weight, age, marital status, etc.

• Meet with a **career counselor** to edit and fine-tune your resume.
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**Helping**

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- Clarified
- Coached
- Demonstrated
- Diagnosed
- Educated
- Expedited
- Facilitated
- Guided
- Motivated
- Nurtured
- Referred
- Rehabilitated
- Represented
- Supported

**Teaching**

- Analyzed
- Adapted
- Advised
- Clarified
- Coached
- Communicated
- Conducted
- Coordinated
- Cultivated
- Defined
- Demystified
- Developed
- Displayed
- Educated
- Enabled
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- Encouraged
- Enriched
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- Facilitated
- Guided
- Incorporated
- Initiated
- Informed
- Initiated
- Instructed
- Lectured
- Led
- Mentored
- Observed
- Participated
- Persuaded
- Planned
- Presented
- Provided
- Revised
- Set Goals
- Stimulated

**Administrative**

- Approved
- Arranged
- Catalogued
- Categorized
- Classified
- Collected
- Compiled
- Executed
- Distributed
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- Systematized
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- Validated
## ACTION WORDS

<table>
<thead>
<tr>
<th>Finance</th>
<th>Creative</th>
<th>Accomplishment</th>
</tr>
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<tbody>
<tr>
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<td>Acted</td>
<td>Accomplished</td>
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<tr>
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<td>Authored</td>
<td>Advanced</td>
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<td>Designed</td>
<td>Improved</td>
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<td>Developed directed</td>
<td>Pioneered</td>
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<td>Balanced</td>
<td>Established</td>
<td>Reduced (losses)</td>
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<tr>
<td>Bid</td>
<td>Fashioned</td>
<td>Resolved (problems)</td>
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<tr>
<td>Budgeted</td>
<td>Founded</td>
<td>Restored</td>
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<tr>
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<td>Computed</td>
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<tr>
<td>Managed</td>
<td>Introduced</td>
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## Personal Characteristics

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<tr>
<th>accurate</th>
<th>dedicated</th>
<th>effective</th>
<th>independent</th>
<th>objective</th>
<th>respectful</th>
<th>strong</th>
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</thead>
<tbody>
<tr>
<td>active listener</td>
<td>deft</td>
<td>empathic</td>
<td>initiative</td>
<td>optimistic</td>
<td>responsible</td>
<td>successful</td>
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<tr>
<td>adept</td>
<td>dependable</td>
<td>exceptional</td>
<td>innovative</td>
<td>perceptive</td>
<td>self-confident</td>
<td>tactful</td>
</tr>
<tr>
<td>anticipatory</td>
<td>diplomatic</td>
<td>flexible</td>
<td>instrumental</td>
<td>planner</td>
<td>self-motivated</td>
<td>team player</td>
</tr>
<tr>
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<td>discreet</td>
<td>goal oriented</td>
<td>integrity</td>
<td>problem solver</td>
<td>sensitive</td>
<td>trained</td>
</tr>
<tr>
<td>competent</td>
<td>driven</td>
<td>good listener</td>
<td>leader</td>
<td>quick</td>
<td>reliable</td>
<td>unique</td>
</tr>
<tr>
<td>decisive</td>
<td>dynamic</td>
<td>humorous</td>
<td>motivated</td>
<td>quick</td>
<td>reliable</td>
<td>versatile</td>
</tr>
</tbody>
</table>
The following are common headings used on resumes.

**IDENTIFICATION:** Include name, local address, phone number, and e-mail address. Keep it in the middle or right-hand side, as paperclips and staples go on the left.

**OBJECTIVE:** *(optional)* Use one if you think it will help when applying for a specific position. Your cover letter is an appropriate place to expand on an objective. **When preparing a resume for the Campus Interview Program, do not include an objective.** When you engage in your own job search you should tailor the objective to fit a specific position.

**PROFILE/SUMMARY:** This is recommended and especially effective as it summarizes skills and qualifications and provides a short and powerful snapshot to pique the reader’s interest. Everything mentioned in a summary statement must be illustrated in the resume *(see Profiles and Summaries section)*.

**EDUCATION:** If you are a recent graduate or are about to graduate, this should be the next section of your resume. List school, city, state, major and graduation date. List undergraduate degrees and other institutions, etc., in *reverse chronological order*. If you have been in the workforce for a few years, education should be listed toward the bottom of your resume. **Grades** - Most employers look for a GPA on the resumes of recent graduates. If it is omitted, they may assume the grades are low and choose not to interview the candidate. You may also include your GPA in your major if it is higher than your overall. **Do not round off your GPA.**

**HONORS/AWARDS:** Include scholarships, special academic or business awards, such as Dean’s List, etc.

**SPECIAL PROJECTS/RESEARCH:** Highlight class projects or research that demonstrate your knowledge and skills in your desired field.

**EXPERIENCE:** When writing about your experience, make it *accomplishment oriented* and *quantify* wherever possible. Target your skills and experience used in past jobs to the type of position you are seeking. Volunteer work may be classified under experience or may be listed separately.

**SKILLS:**

- **Computer:** Always include *computer skills* such as programming languages, software, hardware, operating systems and applications. If computer skills are of major importance to the position you seek, consider a separate section.
- **Languages:** This is often of vital importance and may deserve a separate section. Differentiate between bilingual, fluency, and working knowledge.
- **Other:** Any other important skill you possess relevant to your job search.

**ACTIVITIES/INTERESTS:** Activities and interests portray you as a three-dimensional person and can enhance an interview. List organizations in which you are an active participant. Indicate leadership positions. Include significant accomplishments and activities. Be **honest** and **specific**.

**AFFILIATIONS:** Professional affiliations may either have a separate section or be included in an activities/interests section.

**PUBLICATIONS/PRESENTATIONS:** Mention all that are relevant to the position you are seeking.

**LICENSES/CERTIFICATIONS:** Include if appropriate to your career focus.

**PERSONAL STATEMENT:** If you have had an unusual background that cannot be adequately illustrated on your resume, consider using a personal statement. You must have a strong rationale for its use and it must be exceedingly well written. **Consult with a career counselor before using this section.**

**REFERENCES:** “Available upon Request” really means the end of the resume and “I’d be happy to provide you with more information if you’d like!”
Summary statements or profiles provide a dramatic way to introduce the reader to the image you wish to project with your resume. Use this powerful tool to influence employers. It is the most important and difficult part of your resume to create. The following examples will help you think about ways to summarize your experience and the most important points you want your target market to know about you.

**SUMMARY OF QUALIFICATIONS**

*Highly energetic business leader who combines a strong technical background with superior planning and marketing skills to create new, profitable revenue streams. Ability to apply negotiating and communication skills. Adept at identifying market and product opportunities, structuring strategic initiatives and leading teams to targeted objectives. Solid expertise in:*

- Business development
- Strategic planning and market analysis
- Marketing and sales

**Profile**

Highly motivated Financial Management MBA with honors who easily adapts to new environments. Demonstrated problem solving and analytical skills. Energetic self-starter with solid communication and organizational abilities. Varied internship experience in portfolio management, financial services and credit operations.

**CAREER PROFILE**


**SUMMARY**

Human Resource professional with diversified experience in executive compensation and generalist responsibilities. A team player with the highest ethical standards. Ability to communicate effectively with all levels of management to ensure proper gathering and dissemination of sensitive, confidential information. Strengths include:

- Incentive compensation development
- Variable compensation analysis
- Benefit plan administration
- Performance tracking and measurement
- Project management
- Employee communication and training
CREATING SCANNABLE RESUMES
Today’s employers often require resumes that can be “scanned” into a computer database for tracking. The resume you send is first scanned into the computer as an image and is then converted to a text file. A scannable resume maximizes the computer’s ability to “read” your resume and your ability to get “hits.” Follow these key guidelines for writing an effective scannable resume.

Format: Use standard typefaces such as Helvetica or Courier (sans serifs – the little strokes at an angle to the vertical lines of a character) in 12-14 point sizes. Use Times or Palatino, 14 point, as a second choice. Avoid using italics, script, underlining, and compressing space between letters. Vertical and horizontal lines may get confused with letters such as “L” or “I.” Avoid using graphics, shading and tables, as the equipment that scans your resume is set to “text,” not “graphics.” Do not use parentheses or brackets around telephone numbers. Use a traditional chronological resume format that avoids complex layouts. Minimize the use of nonstandard abbreviations: most scanners will pick up BA, MS, PhD, etc., but may not read less common or hard-to-recognize abbreviations (i.e. L.E.A.D., R.A.) unless it is industry-specific.

Content: Your name should be on its own line above all other text. The computer will assume the first text it reads is your name. Do not place your name adjacent to your contact information, or your name might become “Joyce Lewis 606 North Hall.” A keyword summary at the top of the page (after your contact information) may help the computer identify important skills and experiences.

• Use skill-focused nouns: Recruiters search their database for certain skills by using key words, usually nouns such as writer, manager and biologist as opposed to verbs such as managed, organized, engineered, etc. For this reason, it is important that you describe your experience with descriptive nouns rather than verbs. The more facts and “keywords” you include, the more “hits” your resume will receive and the better the chance of selection and further review.

• Maximize your use of industry jargon: It is logical to assume the recruiter’s software will search for keywords specific to a certain field and position. Use terms that are the “buzzwords” of your profession.

Printing and Paper: Always send a clear, original laser-printed resume for scanning purposes. Photocopies can sometimes add black marks or lighten up the text beyond optical recognition. Never use a nine-dot matrix printer. Use a light colored, standard sized (8.5 x 11) paper, printed on one side only. Aim for the highest contrast between paper and ink. If you use more than one page, make sure your name appears at the top of each. In today’s job market, you must have an electronic resume ready to send at the click of a mouse. Electronic resumes are similar to scannable resumes in that they are reduced to digital form for employers to search. They should be scannable, searchable and uploadable. Create your resume in Microsoft Word and follow the same instructions as you do for scannable resumes.

UPLOADING YOUR RESUME
Many companies or job search sites request that you submit your resume online. Your resume is directly uploaded to their computers which, in turn, format your resume to their standards. You can upload your resume onto an “online form” or via e-mail, either in the message field or as an attachment. Online forms are typically found on an employer’s website or job search engine. You will be asked to type in certain information into blank text boxes and when complete, click a button to submit the information. Sometimes you are given extra space to type a cover letter or summary of qualifications. You can also cut and paste your resume into the text boxes.

E-MAILING YOUR RESUME
Many sites give you the option of e-mailing your resume as well. You can send your resume as part of the e-mail message using the “cut and paste” function of your software. Be aware that the document will lose all formatting. Since there is a wide variety of e-mail systems, it is wise to convert your resume to RTF or Rich Text Format to send as an attachment. This option is found under your “save as type” command, often under the “file name” text box. ALWAYS test your e-resume by e-mailing it to a friend and/or yourself before submitting it to the employer.

Note: See section on E-Correspondence for more information on submitting e-resumes.
SPECIAL TIPS FOR INTERNATIONAL STUDENTS

YOUR NAME

If you think your name is difficult to pronounce for U.S. employers, consider using an American-sounding name to make it easier for them to pronounce. Put this name in parentheses:

Example: “Zhou Rong (Kevin) Chen”

EDUCATION

Translate your home country grade point average (if different from U.S. system) to standing in graduating class (“top 5% of class”). Indicate if you were educated in a British or American school.

EXPERIENCE

List your relevant home country experiences.

LANGUAGE

Include your bilingual skills in a section titled “Languages” or “Special Skills.”

STATUS

If you are a “U.S. Citizen” or “Permanent Resident,” it may work to your advantage to include this section as it informs an employer that you are eligible to work in this country without needing sponsorship.

Note: For additional information specific to your job search, go to our homepage. Click on Search for Jobs and Internships and then International Student Job Search Information.
SUMMARY
MBA Candidate with interest in consumer products and home goods. Entry-level professional looking to join a team to deliver strategic marketing planning and apply knowledge of business research and survey methodology to achieve optimal and profitable utilization of resources.

EDUCATION
Pace University  New York, NY  
**Master of Business Administration** • January 20xx  
Major: Marketing Management • QPA: 3.97

University of Sweden  Skovde, Sweden  
**BSc in International Business Administration** (Honors), 19xx-19xx  
Major: International Marketing • Minor: Spanish  
Thesis: *The Effects of the Internet on the Travel Companies’ Brands*

Universidad de Barcelona  Barcelona, Spain, Spring 19xx, Spanish  
Universidad de Madrid  Madrid, Spain, Fall 19xx, Spanish

COMPUTERS
SPSS, MS Excel, MS Word, MS PowerPoint and Internet Applications

WORK EXPERIENCE
Pace University, New York, NY  
**Assistant to VP of Planning, Assessment, Research and Academic Support:** Spring 20xx  
- Performed Multiple Regression Analysis, T-test, Chi-square test  
- Managed academic year project planning by maintaining accurate calendar  
- Conducted statistical analysis and interpreted results using SPSS  
- Reported directly to Vice President

ABC Corporation (Temporary Agency), Stockholm, Sweden  
**Sales Representative:** Summer 19xx  
- Accurately filled orders from an average of 70 supermarkets daily  
- Responded to phone inquiries from customers and increased profits by recommending items based on customer interests  
- Processed and arranged distribution for rush-orders

XYZ, Ltd., Barcelona, Spain  
**Marketing Assistant:** Summer 19xx  
- Assisted in strategic marketing planning of ceramic products by creating new interactive media and on-line advertising strategies  
- Participated in budgeting and distribution planning

MILITARY
Section Commander in the Swedish Army, August 19xx-19xx

LANGUAGES
Fluent in Swedish and Spanish

Graduate student with limited experience.
SUMMARY OF QUALIFICATIONS

- Professional experience in strategic and brand marketing of products and services
- Ability to implement innovative vision into original and marketable campaigns
- Well-versed in conducting research, analyzing findings and developing strategies and solutions
- Strong oral/written communication skills with the ability to form a positive rapport with both colleagues and clients

EDUCATION

Pace University, Lubin School of Business, New York, NY
MBA in Strategic Management, expected January 20XX GPA: 3.7

Fordham University, Bronx, NY
BBA in Marketing and Finance, September 200X GPA: 3.5

EXPERIENCE

Marketing Assistant
ABC International, White Plains, NY
- Provide support to the Marketing Manager on a variety of projects relating to the hospitality industry
- Write and develop content for senior level presentations
- Participate in bi-weekly meetings involving discussions on strategies, goals and plans
- Update pricing information, design ads, draft promotional letters and build collateral
- Prepare print advertisements and negotiate with publishing companies
- Create campaigns to spread brand awareness for client’s products

Marketing and Customer Relations Officer
DEF Consulting International, Riverdale, NY
- Assisted management in developing strategic plan to help DEF establish competitive position
- In collaboration with AT&T team marketed IP telephony services
- Prepared collateral, designed client websites and attended seminars to remain updated on the market
- Coordinated activities during pre-sales and post-sales stages for ongoing projects

Marketing Executive
Thompson Textiles Ltd., Austin, TX
- In coordination with top management, drove new product development and performance goals
- Defined market opportunities, product positioning, pricing, and overall launch plans
- Supported company’s marketing and sales activities and enlarged its buyer base
- Analyzed target market and changing customer needs and recommended strategies

Financial Associate Intern
UBS, Jersey City, NJ
- Assessed risk tolerance levels of clients through interactive presentations
- Conducted portfolio analysis, budgeting, estate planning and proposed solutions for high net worth client estates
- Assisted managers in providing recommendations to clients for various financial services
- Prepared for “Series 7” and “Series 15” licensure

TECHNICAL SKILLS
Proficient in MS Excel, PowerPoint, Access, Word; Adobe Photoshop and Dreamweaver

PROFESSIONAL AFFILIATIONS
New York Marketing Executive Group
National Association of Strategic Management Professionals
Women in Finance, New York Chapter
NAME

[Street Address • City, State Zip Code • Phone • Email]

HUMAN RESOURCES PROFESSIONAL
WITH STRONG KNOWLEDGE OF RECRUITMENT AND TRAINING & DEVELOPMENT

CORE COMPETENCIES

- Sourcing, Recruiting and On-Boarding
- Job Analysis and Description
- New Hire Orientation
- Harassment Prevention Training
- Employee Manual Creation
- Rewards & Recognition Programs
- Human Resources Laws & Policies
- Pay Administration
- Labor Relations Management
- Training Budgeting & Forecasting

HUMAN RESOURCES EXPERIENCE

The Meadowlands Sports Complex, Organizational Development Intern, East Rutherford, NJ 9/201X-12/201X
- Conducted research on Return On Investment (ROI) of several training programs and reviewed training budgets and forecasts
- Composed, reviewed and edited training materials for upcoming training programs for union and non-union employees
- Assisted trainers during training programs and tracked training attendance and progression in PeopleSoft

Ralph Lauren, HR Intern, New York, NY 6/201X-9/201X
- Provided administrative and support services to the Human Resources Generalist and the Human Resources Team
- Posted new positions on various websites, sorted incoming resumes and scheduled candidate interviews
- Developed and administered intern training programs and assisted in the drafting of new hire offer packages

- Assisted in the management of the company’s interns and account executives, delegating and overseeing all project work and acting as a liaison between interns and firm agents
- Coordinated firm’s recruitment research efforts to attract the next generation of talent

OTHER EXPERIENCE

Lubin Graduate Human Resource Management Club, President, New York, NY 1/200X- Present
- Coordinate events with Human Resource professionals to enhance student’s knowledge and skills in HR, professional networking, and the Human Resources industry as a whole
- Collaborate with the Pace Career Center to improve career opportunities for Human Resource students

Pace University, Graduate Assistant, New York, NY 9/200X – Present
- Collaborate on project analyzing executive compensation; utilize several databases for purpose of gathering statistics
- Create Excel spreadsheets for financial data and compose PowerPoint presentations of professor’s lectures for undergraduate courses

EDUCATION

PACE UNIVERSITY, Lubin School of Business, New York, NY
Master of Business Administration in Human Resources Management, 5/201X
- Awarded Pace University MBA Assistantship, based on merit, 201X
- Winner of the Figueroa Field Study Scholarship to Dubai and Istanbul, 201X

SKIDMORE COLLEGE, Saratoga Springs, NY
Bachelor of Arts in Politics and International & Global Studies, 5/200X
- Dean’s List, 200X-200X

SKILLS

Bi-Lingual English & Russian
Microsoft Office Suite, PeopleSoft & StatTools
NAME
Street, City, State Zip Code • Phone • Email • LinkedIn Address

PROFILE

- MPA graduate student with 6 years’ International Non-Profit experience, possessing skills in grant writing, staff supervision and large program coordination
- Fluent in Spanish and proficient in Italian, with experience as International Translator
- Advanced organizations’ missions via strong abilities to work effectively with diverse populations, complete projects on time and lead and manage staff

EDUCATION

Pace University, White Plains, NY
Master of Public Administration – Non-Profit Track, expected May 20XX GPA 4.0
Graduate Research Assistant, 200XX

George Washington University, Washington, DC
Bachelor of Arts in International Affairs, cum laude, May 200X GPA 3.5

RELATED EXPERIENCE

The Program of Academic Exchange, Mt. Kisco, NY 200X - Present
Manager of Sponsored Programs, 200X - 200X
- Oversee daily operations of U.S. State Department grant programs: Future Leaders Exchange (FLEX) and Kennedy-Lugar Youth Exchange & Study (YES).
- Liaise with multiple Partner Programs overseeing grant administration and supervised field coordinator
- Coordinate orientation and re-entry support for incoming and departing students.
- Guide and advise local coordinators regarding student support when issues arise.
- Supervised Area Manager to develop new local coordinator network; placed and supported 32 students.
- Recruited and trained field Cluster Directors to supervise FLEX/YES Program participants.

FLEX/YES Program Specialist, 200X - 200X
- Led orientation for State Department scholarship recipients upon arrival in the U.S.
- Accurately maintained student database, with proper screening of new information
- Advised exchange students and host families on placement or supervision issues
- Assisted with administration of State Department grants for scholarship students
- Translated Spanish and Italian languages into English

Save the Children, Westport, CT 200X - 200X
Program Manager: China, India, & Puriscal, & Costa Rica, 200X
- Ensured comprehensive cultural and logistical preparation for international volunteers
- Prepared and monitored 250+ diverse volunteers prior to departure and while in-country during employment duration.
- Liaised with and supported Program Directors and staff in China, India, and Costa Rica regarding volunteer placements, paperwork, and supervision issues (in Spanish and English)
- Coordinated programmatic changes with upper Management and other Departments (Finance, IT, Alumni Development, Partnerships) as relevant to the Programs in China and Costa Rica.
- Worked with the Communications Department to keep Handbooks, Information Sheets, the website, and other Volunteer Resources current and relevant.
- Organized a group of over 40 staff members to participate in the 2007 and 2008 AIDS Walk – New York

International Volunteer, 200X
- Taught English to kindergarten students in Xi’an, China while participating in cultural exchange program

LANGUAGES
Fluent in Spanish • Proficient in Italian • Basic Chinese (Mandarin)

CERTIFICATIONS
TOEFL/TEFL/TEFOL Certified with Distinction 2006

PROFESSIONAL ORGANIZATIONS
Pi Alpha Alpha Honor Society
The National Society of Collegiate Scholars (NSCS)

COMPUTER SKILLS
MS Word, Access, PowerPoint, Excel and Outlook; working knowledge of Publisher, Adobe Acrobat (9.0) and Photoshop
NAME

Recent MBA in Finance segueing into a finance position having had prior strong operations experience

one line contact info

MID-LEVEL FINANCIAL AND OPERATIONS PROFESSIONAL

CORE COMPETENCIES

- Complete Financial Planning and Analysis
- Best Practice Demand Planning
- Accurate Budgeting and Forecasting
- Performance Reporting and Analytics
- Supply Chain Management
- Industry-based Research and Analysis
- Results-oriented Focus
- Inventory Control
- Product Launch Planning

PROFESSIONAL EXPERIENCE

KIEHL’S USA, New York, NY 200X to present

DIRECTOR OF BRAND OPERATIONS, SKIN CARE
Created and led brand operations function for US affiliate of luxury skincare company. Sales: $55 million; Portfolio: 450 products

DEMAND PLANNING

- Shifted forecast orientation from sales-goal driven to a fact-based approach. Forecast accuracy improved from 35% to over 70% in less than a year.
- Introduced concept of projecting retail sales in the new product launch planning process, an industry best practice, reducing inventory requirements and producing realistic assessments of profit impact of $15 million annually in new product launches.
- Oversaw entire new product launch process from Marketing concept to production to shipping.
- Analyzed early sales results of newly launched products, improving ability to quickly adjust forecasts and avoid stock-outs and inventory buildup.
- Collaborated with Italian-based operations and IT teams in implementing the Manugistics demand and production/distribution planning application in the U.S. This created a globally-integrated demand and supply chain. Later collaborated in move to SAP-based system.

INVENTORY CONTROL

- Reduced excess finished goods inventory by 20% annually since 2007 through improved forecast accuracy.
- Developed program to cost-effectively dispose of 50% of 2009 excess and obsolete inventory.

MARKETING FINANCE

- Designed and implemented Cognos and SAP-based reports that identified categories where opportunities lay for the brands to increase sales and market share.
- Directed product rationalization process, guiding Brand Management to optimal category portfolios.
- Analyzed in-trade product inventory levels, providing Marketing teams with ability to reduce financial risk of line editing decisions.

ELIZABETH ARDEN, Stamford, CT 200X to 200X

DIRECTOR OF FORECASTING, SPECIALTY GROUP
Recruited to manage financial and demand planning and analysis for division with annual sales of $150 million. Led team of two managers and one administrator.

FINANCIAL PLANNING & ANALYSIS

- Created forward-looking monthly Net Shipment Analysis enabling brand management to view impact of new product shipments on existing business. Yielded a clear picture of the true state of the business over the near- and medium-term.
- Developed model for calculating projected annual net shipments of brands based on existing store inventories and expected new product launches, providing the starting point in the Annual and Strategic Planning process.
- Established and led monthly Latest Estimate re-forecasting meetings with Sales, Marketing, and Finance.

DEMAND PLANNING

- Prepared and maintained forecast for 500 cosmetic products across four brands.
- Worked with internal and outside auditors to review requirements of demand planning, ensuring 100% compliance with industry best practices and with Sarbanes Oxley.

COST CONTROL

- Tracked, analyzed and controlled $10 million in manufacturing product costs.
- Designed and produced Cost of Goods Sold analyses, providing management comprehensive, detailed view of total cost of brands’ sales and Marketing teams the ability to quickly assess cost impact on the business of proposed new product launches.
- Collaborated with Cost Accounting and Marketing teams to develop more realistic new product cost estimates, resulting in more effective product pricing.
BURT’S BEE S, New York, NY 200X to 200X

**MANAGER OF SALES AND FINANCIAL PLANNING**

Guided transition of planning functions from Burt’s Bees control to independent ownership. Assumed leadership of Sales Administration function.

- Advised and supported Marketing in the new Beauty product launch/post launch process.
- Consolidated stock and sales plans and managed administrative requirements of Sales field.

YUM BRANDS, Fairfield, NJ 19XX to 200X

**SENIOR FINANCIAL ANALYST, TACO BELL**

Coordinated development of $300 million Annual Profit Plan

- Played a key role in assessing, prioritizing and communicating strategic opportunities within Taco Bell, with the Taco Bell Executive team, and with Yum! Brands.
- Worked closely with cross-functional teams to integrate goals and strategies into long-term growth and annual operating plans.
- Developed and executed strategic projects including pricing changes, competitive assessments, and performance improvement.

ALCOLA, Dover, NJ 19XX to 19XX

**PROJECT FINANCE/TREASURY ANALYST**

- Projected cash flow and investment returns on RFPs to construct and operate civil engineering projects.

ENTERPRISE CORPORATION, Eatontown, NJ 19XX to 19XX

**MANAGEMENT TRAINING PROGRAM, VEHICLE LEASING DIVISION**

- Assisted in preparing Annual Profit Plan and Long Range Strategic Plan.

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**EDUCATION**

MBA, Finance, PACE UNIVERSITY, New York, NY, 2010

BA, Economics, RAMAPO COLLEGE OF NEW JERSEY, Mahwah, NJ, 1994
A self-motivated, highly accomplished business professional with 4 years of financial accounting experience. Proven ability to overcome budget and expense challenges, while enforcing U.S. GAAP practices and communicating effectively with staff and senior management. Recognized for monitoring departmental financial reporting, implementing expense saving initiatives while maintaining a liaison position with internal and external auditors. Applies excellent technical and interpersonal skills to provide value-added services to management and the company as a whole.

**Core Competencies**

- Extensive Knowledge of U.S. GAAP
- Internal Controls Evaluation
- Department Liaison with Auditors
- Period-Ending Accounting Supervisor
- Financial Reporting
- Budgeting and Forecasting
- P&L Management
- Cost / Benefit Analysis
- Detail and Top Level Analysis
- Cost Recovery Project Coordinator
- Mitigated Financial Risk
- Staff Development and Mentoring

**Experience**

*Sports Authority, Inc., New York, NY*

**Manager of Risk Management, Finance and Litigation**

May 200X – Present

- Extensive accounting experience through application and knowledge of GAAP principles
  - Supervised accounting team involving coordination of assignments and liaison with internal and external auditors
  - Implemented new financial controls in accordance with Sarbanes Oxley and in conjunction with internal audit group for balance sheet and P&L testing
  - Administered month and quarter end accounting processes
  - Reviewed monthly account reconciliations and prepared analytical statements for external auditors
  - Compiled and prepared monthly report of known department accounting benefits and exposures for CAO
  - Monitored departmental financial reporting of accruals, journalized receivables and capital expenditures

- Professional experience in budget preparation and weekly forecasting
  - Developed $28 million annual budget for Risk Management expense with weekly forecast to senior management
  - Created and fulfilled cost-cutting objectives with focus on reducing year over year expense
  - Created and prepared monthly budget and year over year variance reports
  - Analyzed and reconciled P&L statements to highlight trends and identify exposures

- Procured casualty insurance policies to mitigate global risk
  - Coordinated renewal processes by gathering worldwide asset valuation, global sale and payroll forecasts
  - Assigned objectives to team following casualty losses to ensure collection of insurance proceeds
  - Functioned as connection between brokers and senior management

*Sports Authority, Inc., Camp Hill, PA*  

**Staff Accountant, Banking Finance and Credit Card Accounting**

Jan 200X – Apr 200X

- Analyzed regional sales trends and issued daily cash forecasts utilized by treasury department
- Assisted in month and quarter end close process through preparation of accrual and amortization schedules
- Contributed to annual department budget formation and provided weekly forecast updates
- Prepared multiple ad hoc financial reports for senior management

**Education**

*Pace University, Lubin School of Business, New York, NY*

**MBA in Public Accounting** – expected December 20XX

*Lehigh University, Bethlehem, PA*

**BS in Finance** – December 20XX

**Skills**

- Proficient in Microsoft Excel, Word, Lotus Notes
- Proficient in Research and Accounting Tools: PeopleSoft Finance, IBM ARS
JESSICA JONES, PHR
Street, City, State Zip Code • (XXX) Phone Number • Email Address

HUMAN RESOURCES PROFESSIONAL
with wide-ranging practical experience in insurance, marketing, finance, risk management and accounting

CORE COMPETENCIES

- Recruiting
- Talent Management
- Employee Relations
- Risk Management
- Strategic Management
- Workforce Planning, Employment
- Conflict Management
- Employee Handbook Creation
- Human Resources Laws, Regulations
- Benefits Administration
- Performance Management
- Records Management
- Employee Recognition, Rewards
- Communication Diversity

PROFESSIONAL EXPERIENCE

AXIS Corporation, New York, NY
Reinsurance Brokers and Consultants
Human Resources, Vice President 200X - Present
- Lead all Human Resources functions for employees in Pearl River, NY and Atlanta, GA.
- Worked closely with brokers in evaluating and selecting all benefit plans, saving company in excess of $230K.
- Evaluated long-term disability plan resulting in better coverage, portability and company savings.
- Managed company’s annual open enrollment, ensuring timely employee response.
- Conducted analysis of exempt/non-exempt status of company, insuring full FLSA compliance.
- Revised and updated existing Employee Handbook to be federally and state compliant.
- Managed and analyzed data for internal management reports in respect of recruiting, compensation, benefits.

Company Website Manager 200X - Present
- Managed and coordinated Internet Web site for company.
- Responded to all website queries.
- Active in decision making, team designing, and implementing company website.
- Produced company newsletter electronically, saving over $20K per year.

Reinsurance Broker, Vice President 199X – 200X
- Initiated deal resulting in brokerage of over $13 million over six-year period.
- Designed customized financial reinsurance programs in development and marketing of new/renewal business.
- Prepared reinsurance program personalized for individual clients by performing underwriting analyses, including review of catastrophe modeling, financial statements, contract documentation, accounting claims.
- Analyzed/monitored reinsurance needs of over 20 clients.

CERTIFICATIONS AND AFFILIATIONS

Professional in Human Resources (PHR), HR Certification Institute, June 20XX
Society of Human Resources Management (SHRM)
Westchester Human Resources Management Association (WHRMA)
- Workforce Readiness Committee Member
Sales Certificate Program, Pace University, New York, NY, December 200X
EDUCATION

MBA, with Distinction, Corporate Finance/Marketing Management, Pace University, NY, 19XX
MS, Reading Education, CUNY, New York, NY
BS, Education, Ithaca College, Ithaca, NY
College of Insurance, New York, NY
  Courses: Insurance and Risk Management; Property Insurance Contracts; Reinsurance; Advanced Reinsurance

ACTIVITIES

Pace University, NY
  • Lubin Alumni Association Board: Director, Student Relations Chairperson; served as President, Vice President, Secretary, Nominating Chairperson.
  • 200X Recipient of Omicron Delta Epsilon International Honor Society in Economics, Alumni Excellence Award
  • Pace Mentor
  • Advisor, Professional Women in Corporate America (PWICA)
  • Past President, Delta Mu Delta National Honor Society in Business Administration

SKILLS

Proficient in Microsoft Office: Word, Excel, PowerPoint, Outlook
PROFILE
Experienced Computer Engineer with a proven track record of software development, software verification, and a demonstrated skill set to analyze, develop, verify and document technical procedures while managing strict deadlines.

EDUCATION
MS, Computer Science, Pace University, White Plains, NY, expected June 20XX
BS, Computer Engineering, Michigan State University, East Lansing, MI, May 20XX

TECHNICAL SKILLS
Operating Systems: UNIX, Linux, z/OS, Solaris, LynxOS, MS Windows 9x/ME/NT/2000/XP/VISTA/7
Languages: C/C++, IBM zSeries Architecture, Motorola PowerPC Assembly, Zilog Assembly, VHDL, Shell Programming, PERL
Networking: TCP/IP, Ethernet, Active Directory, Exchange Server
Databases: SQL Server, Firebird, Progress
Hardware: Digital Design, VLSI, FPGA, PCB Design
Software Tools: Lotus Notes, MS Office, VisionClick, Pspice, Workview Office, Tanner Tools

PROFESSIONAL EXPERIENCE
Firmware Development and Verification Engineer, Google, New York, NY Jul 200X - Mar 20XX
Developed, verified, and maintained firmware software for data communications to ensure stable and efficient transfer of data between the latest IBM zSeries Mainframes.
- Developed zSeries Microcode software within Linux environment to enable data transfer over new and existing channel types on IBM zSeries Mainframes.
- Extensively analyzed and tested firmware software to assure proper functionality.
- Physically and logically arranged numerous communication channels between multiple IBM zSeries Main frames to establish diverse range of testing procedures.
- Configured and managed operating systems such as z/OS to run test scenarios or collect data in order to evaluate software performance.
- Analyzed and organized testing procedures to help cut costs in overall development and verification.

Established and maintained computer networks and electronic security systems for the number of customers with a high level protection requirements.
- Configured SQL Server, Progress, and Firebird databases for access control and visiting management systems for companies such as American Airlines, HSBC, Bank of New York and Citicorp Center.
- Maintained office network domain using Active Directory and Exchange Server for co-workers to achieve quality results and high customers’ satisfaction.
- Arranged CCTV, IP network cameras for monitoring and protection on customers’ location.
- Investigated and configured personal and corporate computers to prevent viruses, spy ware and illegal security breaches.

Software Engineer, Verizon, Inc., Houston, TX Jun 2000 - Jan 2002
Implemented engineering projects associated with improving performance and capabilities of a cellular phone switch for a user friendly interface and increasing customer payload.
- Developed firmware C code for a Disk Interface Adapter, which included the initialization of MPC8260, SCSI controller, Ethernet 100baseT, and AMD flash memory.
- Customized and cross-developed a real time operating system for the Disk Interface Adapter.
- Coded and performed software tests to identify problems and maximize performance for the Disk interface Adapter, and ensure speedy data access by the customers.
- Implemented C code and Zilog assembly for a Time Day Clock Interface to a Global Positioning System to guarantee faster time synchronization.
- Worked closely with the team members and management to meet deadlines and budget requirements.
EXPERIENCED IT PROFESSIONAL

Hardware, Software & Peripherals Deployment / Monitoring / Maintenance / Development / Upgrade / Support • System Design / Administration / Management / Installation / Troubleshooting / Repair • Customer Service

IT Professional, with 13+ years proven experience and notable success in directing a broad range of initiatives while participating in planning, analysis and implementation of solutions, including requirements definition, design, testing, and support. Experienced in fostering and developing client relations, providing end user training and innovative technical solutions, conducting equipment demonstrations, and increasing efficiency to enhance profitability. Exemplified well-developed communication skills and ability to work well independently or as part of a team, developing effective client relations, providing superior client service and satisfaction.

Technical Proficiency:
- MS Windows (Desktop and Server OS's), Mac OS X, MSOffice (v.97-2008), Cisco VPN, Juniper VPN, RAS Dialup
- Dell, Compaq/HP Servers, Toshiba Laptops, Generic built Clone Desktops and Lenovo PC's, Apple Macintosh, HP & Epson Printers, Cisco Switches and Routers, NetGear Switches, AVAYA Technologies Phone system and Dymo Labelers

EMPLOYMENT

ALPHA INDUSTRIES  -  STAMFORD, CT
FEB 20XX - MAR 20XX
IT Support and Systems Analyst
- Managed PC & Mac desktops and laptops, InterTel Telecomm, Dell servers, and CISCO and NetGear switches.
- Provided Software and Hardware support to multiple corporate facilities encompassing both Microsoft and Mac environments, rendered general support of InterTel phone system, personal and group printers and faxes.
- Oversaw networks and integration migration onto single corporate domain, Support of wireless (Blackberry and Android), migration to single source wireless provider and single source imaging provider across multiple facilities.

INFORMATION SYSTEMS, INC - NORWALK, CT
JAN 20XX - FEB 20XX
IT Contractor
- Provided support to clients according to their needs within mixed environments consisting of Open-Source, Linux, Windows, and/or Macintosh
- Conferred with customer involving systems, performing scheduled maintenance, manage backups, and effect repairs and resolutions

XEROX CORPORATION - POUGHKEEPSIE, NY
MAR 20XX - OCT 20XX
System Administrator
- Managed PC & Mac desktops and laptops, AVAYA Telecomm, HP/Compaq servers, and CISCO switches and general user support while coordinating PC and Mac rollouts and upgrades according to schedules and/or user needs
- Provided software support to remote office and inner office personnel for both Microsoft and Mac environments, rendered general support of AVAYA phone system and personal and group printers and faxes.
- Oversaw networks and integration between corporate domains, sonitrol electronic security access systems, data center development & build out, migration, management as well as handset equipment across multiple wireless carriers
- Directed and participated in the replacement and managing full AVAYA system replacement at site (completed December 2007)
- Troubleshooting and build-out of AC voltage and data communication cabling during corporate relocation (completed October 2008)

PFIZER PHARMACEUTICALS - NEW YORK, NY
OCT 20XX – FEB 20XX
Contracted Consultant (IS Support Team)
- Provided general PC and MAC support, executing duties such as rollouts and upgrades within the MAC to PC environment shift and organizing IT hardware returns
BRAND AID, INC - NEW YORK, NY  
OCT 19XX - JUN 20XX

PC Hardware Specialist (Network Group)
- Assisted in preserving corporate wide network connectivity of remote PC’s as well in managing current leasing program within the organization
- Tested new software and hardware prior to rollout of hardware while applying rollout and return strategies of Leased PC’s within the organization

Customer Service Helpdesk (UDEX USA)
- Provided 1st level support to customer base; trained customers regarding the usage of proprietary XML Internet application, documentation of all business communications and activities, and the translation of applications and corresponding documentation that allowed regionalization and customization of applications

Senior Support Specialist (Network Group)
- Provided 2nd level assistance to users; served as subject matter expert concerning network hardware / software issues
- Established corporate wide network connectivity, and managed hardware lease program within the organization and PC Imaging process for PC replacements
- Tested new software and hardware, and applied new strategies within organization

EDUCATION

BBA, Marketing and Entrepreneurial Management, PACE UNIVERSITY - Pleasantville, NY (May 20XX)
BA, Marketing, WESTCHESTER COMMUNITY COLLEGE - Valhalla, NY (19XX-19XX)
OBJECTIVE: Seeking a full-time faculty position in a Higher Education institution, to utilize my 7 years of teaching and student advising experience in college settings.

SUMMARY OF QUALIFICATIONS
- Adjunct Professor of General Studies courses with classroom and online curricula development, facilitation, and student advisement expertise.
- 20+ years of Higher Education program administration and program development knowledge

TEACHING/ADVISEMENT:
- Teach courses in Adult Development and Learning, Anatomy of Leadership, Business Communication, and English Composition at two colleges
- Advise students at The College of Westchester on career paths relative to their courses of study and assist with developing short and long-term career plans
- Liaison between students and The Director of the Learning Center at The College to recommend specific academic areas that necessitate tutoring support.
- Meet with students at SUNY Rockland Community College and The College of Westchester periodically throughout each semester to discuss coursework and provide appropriate feedback and direction.

TRAINING AND DEVELOPMENT:
- Wrote a University Training Needs Assessment Plan that resulted in the implementation of financial systems workshops for administrators and staff.
- Planned format, content and sequencing of University Financial Systems Training Programs.
- Developed and published instructional material for budget, contract management and purchasing computer system training workshops.
- Served as principal facilitator of contracts and grants management training workshops for the University’s Learn to Excel Program.

ACADEMIC PROGRAM / ORGANIZATIONAL MANAGEMENT:
- Coordinated and maintained a contracts management system to ensure program and transactional compliance with Pace University’s legal and business standards.
- Developed policies and procedures governing the contracts management system.
- Created University’s Contract Management and Financial System Training programs to provide staff orientation and development training.
- Principal liaison with University department chairs, legal counsel, Office of the Comptroller, agencies and external constituents to provide information, problem-solving and cohesiveness of grants and contract management.
- Combine technical and professional acumen to build and maintain professional collaborations.
- Responsible for support administration of $350+ million operating expense budget.

EMPLOYMENT HISTORY:
Westchester Community College, Valhalla, NY 200X – Present
  Adjunct Professor, Humanities Division – English Department
The College of New Rochelle, New Rochelle, NY 200X – Present
  Adjunct Instructor, General and Business Education
Pace University, Briarcliff Manor, NY 199X – Present
  Contracts Administrator, Finance and Administration Division, 200X- Present
  Budget Analyst – Budget & Planning Office, 199X-199X

SKILLS:
- WebCT, Angel, Blackboard, and Moodle Online Learning Systems
- Fluent in Spanish
- Microsoft Word, PowerPoint, Excel, and Outlook
EDUCATION:
Walden University, Minneapolis, MN
Ed.D, with Concentration in Higher Education and Adult Learning, expected 9/201X GPA: 4.0
Pace University, New York, NY
MPA, Non-Profit Management Track, 9/200X GPA: 3.8
  Capstone (Master’s Thesis): Adult Learners and Institutions of Higher Education: Institutional and Social Factors that Influence the Participation and Success of Adult, Non-Traditional Students
BS, Magna Cum Laude with Concentration in Professional Communication Studies, 9/200X GPA: 3.7
  Honors: Alpha Chi Honor Society (Academic Studies Honor Society), Alpha Gamma Mu (National Adult Learners Honor Society)

PRESENTATIONS:
Global Studies Conference, Rio de Janeiro, Brazil, July 18, 2011
  Paper: Latin Women in Higher Education: An Exploration of the Intersections between Academic Achievement and Gender Bias as a Cultural Norm

PROFESSIONAL AFFILIATIONS:
American Association for Adult and Continuing Education (ACE) 200X to Present
PROFILE

- HR / Trainer Hybrid professional with 10 years’ experience in both corporate and academic sectors
- Effective training skills in business presentations, cultural protocols and writing for senior management
- Highly organized with ability to work well in fast-paced environment with both management and line employees.
- Excellent time management and communication skills working with diverse populations

SUMMARY OF ACCOMPLISHMENTS

Managerial/Supervisory

- Coordinated new hire processing including background checks, employee application, I-9, W-4, employee information sheet, employee handbook, benefits enrollment, payroll
- Assisted with job postings and job screenings
- Handled employee disputes / problems
- Reviewed and identified discrepancies in employee reimbursements

Organizational

- Tracked worker time and attendance utilizing QuickBooks
- Managed work calendar coordination for employees and clients
- Maintained employee records
- Planned on-site events, exhibits, and conferences

Communication/Training

- Designed and led team-building training module for 20 employees
- Developed and delivered staff training, including new staff inductions
- Researched, wrote and effectively delivered scholarly papers at national conferences
- Set conference agendas through thorough consultations with colleagues

Research

- Compiled and wrote staff biographical profiles for online website
- Performed archival and online research

EXPERIENCE

Mt. Kisco Learning Center, Mt. Kisco, NY
Administrative Director of Education — 200X to Present

Verizon Wireless, White Plains, NY
Corporate Communications Associate — 200X

Extension Basin Systems, Croton-on-Hudson, NY
Public Relations Coordinator — 200X to 200X

New York University, New York, NY
Teaching Associate, English Department — 199X to 200X

Hillman and Miley Consulting Engineers, White Plains, NY
Executive Assistant, Human Resources — 198X to 199X

COMPUTER SKILLS

MS Word, Excel, PowerPoint, Publisher, Outlook, QuickBooks
Social Media: LinkedIn, Twitter, Facebook; Questia.com

COMMUNITY LEADERSHIP ACTIVITIES

- Theatrical Producer, Mt. Kisco Playhouse: assemble creative team, create and oversee budget, serve as liaison between production and technical staff, collaborate with PR staff to develop marketing and advertising strategy, plan rehearsal and performance schedule, secure production rights, 19XX - present
- Board Member, Pleasantville Music Theatre, 20XX - present
- Board Member, The Pleasantville Players, 200X – 20XX
- Westchester Chairperson, Women at Work Network, professional networking group, Armonk, NY, 200X
EDUCATION

Pace University, White Plains, NY
Certificate in Professional Human Resources Management PHR/SPHR preparation, expected Spring 20XX

New York University, New York, NY
M.Phil., English Language and Literature, 200X GPA: 3.90
Honors & Awards: Phi Kappa Phi National Honor Society (200X-200X), Dissertation Research Grant (200X), Teaching Associate Awards (200X, 200X), Presidential Scholarship (200X), Folger Shakespeare Library Grant-In-Aid (200X)
MA, English Language and Literature, 200X GPA: 3.86

City College, New York, NY
BS, American History, May 19XX

INTERESTS
Theatre, Reading, Travel, Singing
At some point in the job search process, employers require the names of certain individuals who can attest to your qualifications for employment. Prepare a reference sheet (see sample) to have available during an interview or when sending a resume, if requested.

Select three to five people who you believe will provide a positive reference for you. These people may include former or current employers/supervisors, professors or others who have observed you in a leadership, academic or professional capacity. Do not select relatives. Make selections based on a person’s ability to make objective comments regarding your work ethic, your responsibility level, your sense of creativity and initiative. In deciding who to ask, try to have a mix of professors, supervisors and others.

Contact your references in advance for permission to use their name and for their preferred mode of contact, (e.g. e-mail, phone). Provide these people with a copy of your resume and tell them about the types of positions you are trying to obtain. Remind them about particular skills and experiences that make you a good match for the job.

**HOMER S. PACE**
861 Bedford Road
Pleasantville, NY  10570
(914) 773-3361
homer@pace.edu

**REFERENCES**

Dr. Mary Martin
Marketing Department
Lubin School of Business
Pace University
New York, NY  10034
(212) 346-1610
mmartin@pace.edu

Mr. Mark Johnson
Supervisor of Planning
Expert Systems, Inc.
427 Maple Avenue
Staten Island, NY  11093
(212) 657-8396 x 204

Ms. Mildred Taylor
Assistant Vice President
Southworth Candy Company
42 Watson Avenue
Glen Cove, New York  11439
(516) 349-4830
mtaylor@scc.com
As you begin the process of planning and conducting your job search, it is important to gather information and develop professional contacts. Essential tools for career success include networking, e-networking, information interviewing, and using your 30-second pitch to market yourself successfully within each of these venues.

- The 30-Second Pitch 46
- Networking and Information Interviewing 47-48
- Questions for Networking & Information Interviewing 49
- E-Networking: Opening Virtual Doors to Career Success 50
- Career Networking Groups and Professional Organizations 51
- How to Work Job Fairs 52
The “30-Second Pitch” serves as a means to market yourself. It is the blueprint by which you want people to evaluate and remember you among your competitors. It answers the question, “Tell Me About Yourself.”

Formerly known as the “Two-Minute Pitch”, it has been condensed by many networking professionals down to a “60-Second Pitch”, and even further reduced to “30-Second Pitch”. The reason for this reduction is that at networking venues it is difficult for one to listen to many individual pitches when each person’s pitch is that lengthy. It is best to consolidate your “Two-Minute Pitch” to formulate a more concise version that will capture the highlights of one’s career goals.

When preparing your pitch, consider to whom and what you are pitching. Target the audience, industry and/or job you are pursuing. Your pitch should not be a chronological life history or biography. Start with your summary statement from your resume. Begin with the present and think about the most important things that you want to communicate. Then list 3 – 5 selling points in relationship to the job and industry you are targeting. Write these down on paper.

For example:

1) Most Important Things I Want to Say:

2) Selling Points (such as):

   - Skills:
   - Strengths:
   - Competencies:
   - Degrees/education:
   - Accomplishments:

State things clearly. Don’t expect the listener, interviewer or reader to deduce what you mean or where you fit into an organization. Leverage your strengths and selling points in relationship to the position, job, industry, and/or company you are interested in pursuing. Substantiate strengths with brief examples.

Commit it to memory! Time it! Practice in front of a mirror! Once you have mastered your 30-Second Pitch, you can use it to communicate with people in such venues as:

   - Networking events
   - Networking/E-Networking correspondence
   - Informational Interviews
   - Job Fairs
   - Job Interviews
   - Job Performance Evaluations

Note: For more information, read Kate Wendleton’s article on the two-minute pitch and other articles from the Five O’ Clock Club:
“fiveoclockclub.com/careerCoach/06answeringquestion.html.”
NETWORKING AND INFORMATION INTERVIEWING

Information Interviewing and Networking is the process of conducting exploratory informational conversations with persons who can provide you with career advice and introduce you to others who can assist you with your goals. For some people, contacting and speaking to professionals in their field of interest can be intimidating. However, most people like to provide information to those breaking into the field, and enjoy talking about their own work. It is important to realize that the purpose of conducting information interviews is two-fold. The first is gathering information to determine whether or not a potential career or company is a good match for your skills and interests. Talking with experienced professionals is the best way to get a realistic picture of the profession, industry or company. They can describe to you the particular culture of their organization, the type of jobs within it, typical career paths of employees and provide a clear description of their own career. These insiders can also serve as key contacts in your future job search. Considering that most job openings never make it to the classified ads, insiders can help lead you to that elusive “hidden” job market.

Making a lasting impression and developing long-term relationships are the second goal of networking. Approach networking as an ongoing process that takes time and nurturing. Merely conducting a fifteen-minute phone interview will not reap results. Sending thank you notes, maintaining contact and following up are the keys to successful networking. The more you build your network and nurture it, the more effective you will be.

DEVELOPING YOUR NETWORK
There are many ways to develop your list of potential networking contacts. Begin by identifying all the people that you come in contact with through your activities:

- Your friends, their parents and family members
- Your relatives and extended family
- Former and current employers and co-workers
- Pace Alumni Association members and/or those of other schools you’ve attended
- Coaches, clergy
- Classmates, faculty, advisors
- Club and organization members
- Co-op & Career Services Career Advisory Network

You will have a better chance of talking or meeting with someone when you have been referred by a mutual contact. Begin to develop your networking contacts by asking people if they know someone working in your field of interest. Once you’ve started to initiate contact, remember to thank and stay in touch with those who provided the initial referral.

CAREER ADVISORY NETWORK
Co-op and Career Services has developed an excellent resource for building your network of professional contacts. Pace alumni from the Career Advisory Network are volunteers who have agreed to assist students and alumni with their careers. These alumni represent a variety of career fields and professions and are eager to provide information about their fields, industries, careers and companies. Students are advised to take advantage of this service early in their academic program. By reviewing the Career Advisor Profiles with a counselor, you may select those advisors who are working in your field or organizations of interest.

MAKING CONTACT
One of the most efficient ways to develop a networking contact is through e-mail (see E-Correspondence section). You can get access to people’s e-mail addresses through university alumni online directories and our Career Advisory Network. If you have access to a person’s e-mail address, compose a brief note of introduction, stating how you obtained their name and outlining a few key issues that you would like to address. Ask the contact to reply with an appropriate time for you to speak with him or her. In some cases, you may not receive a response to your e-mail. Unfortunately, people who are flooded with e-mail each day often don’t open mail from unknown sources.

If you don’t get a reply within a few days, or you don’t have access to an e-mail address, you will need to try the more traditional route, sending a letter of introduction by snail mail, the US Postal Service (see Written Correspondence section). In either case, you should follow up with a phone call.
MAKING CONTACT (continued)
Whether you are calling a Pace Career Advisor or a personal contact, prepare in advance what you want to say. This is your first chance to make a positive impression. You want to sound organized, knowledgeable and professional. Indicate who you are, how you obtained their name and why you are calling. Express your interest in talking or meeting with the person at their workplace, indicating that you only need twenty minutes of their time. Practice what you want to say beforehand. You may not get through to the person on the initial try, but remember that persistence and congeniality will go a long way.

PREPARING FOR THE INTERVIEW
Depending upon your initial reasons for meeting with an alumnus/a, career advisor or personal referral, carefully consider what it is you wish to ask and accomplish in the discussion. Because you have initiated the contact, you must be clear about your agenda. Your questions should be focused around three major categories: career preparation, the content and responsibilities of the person’s job, and trends in the industry and profession. If possible, do some initial research on the organization with which the person is affiliated. Set goals and objectives for your discussion and prepare an outline for the meeting. Compose and target your 30-second pitch or summary statement (see 30-Second Pitch section) when preparing for this information interview.

CONDUCTING THE INTERVIEW
If the interview is being conducted by telephone, call at the agreed upon time. If you are having a face-to-face meeting, arrive approximately ten minutes early. Be sure to clearly state your purpose for the interview. Indicate right away that you are only looking for information and advice. It is not appropriate to ask a networking contact to provide you with a job.

Prepare your questions carefully so you come across sincerely and genuinely interested in the person and the information they are sharing. You will be judged upon the scope of your questions and the way you deliver them. As an introduction, use your 30-second pitch (see 30-Second Pitch section) to discuss a little about your background, skills and interests. The goal is to be conversational and relaxed yet professional. Your questions should be broad and very open-ended. Remember that you are here to listen and learn, not impress the person with your qualifications for a job (see following list of questions).

Bring a resume and ask the person to review it if it seems appropriate. Many people ask for a resume to get a better understanding of you and your background. If the person has critiqued the resume, you can later send a final copy along with a thank you note.

Being enthusiastic and well prepared is the key to a successful interview. Contacts want to feel their time was well spent. In addition, the meeting may benefit them as well. If a position opens up in the future and you have made a positive impression, you may be in line for a job interview. End the meeting by asking for other contacts in the field who may be of assistance and if you could use this person’s name as a referral. Be sure to express your gratitude for their time and the information you received.

AFTER THE INTERVIEW
Evaluate the success of the discussion. Did it meet your goals and objectives? Did you come away with answers to most of your questions? Did it confirm or change your impressions of the occupation or industry? Did it help prepare you for future plans?

Prepare a brief thank you letter (see Correspondence section) outlining some specific points covered during your interview. Enclose a resume, if appropriate. Indicate that you will keep the person informed of your progress and any meeting you set up as a result of their referrals. If you have spoken with a Pace alumnus/a from the Career Advisory Network, complete and return the Participant Feedback Form to the Co-op and Career Services office.

Networking is an ongoing process that will continue to demand your time and attention. It means keeping in touch with established contacts, constantly reaching out to new ones and is essential to your career success.
QUESTIONS FOR NETWORKING & INFORMATION INTERVIEWS

Tailor these questions to your personal and career objectives:

**Career Preparation**
- What is the best preparation for this profession (i.e. education, part-time work, training programs, etc.)?
- What skills or talents are most important for this field and how can they be acquired?
- How did you become interested in this profession/organization? What are the good and bad points about this profession?
- What was your major in college and/or graduate school? How did it help you prepare for this career? What additional training/education have you had?
- How can graduate students find summer jobs or internships in this field? Are there other ways to get experience?
- Which areas of study would you recommend for this field?
- What journals, magazines, books, or websites would be helpful for me to learn more about this profession?
- What personal attributes do you think have contributed to your success in this field?
- What professional organizations do you belong to? Would you recommend I join?
- Which of my transferable skills should I emphasize when looking for employment in the field?
- What skills are most valued in this profession/industry?
- What are some good resources for job opportunities and further research?
- Do you have any suggestions regarding my resume?

**Job Content and Responsibilities**
- What products are manufactured (or services are provided) by your organization?
- Who are the customers? Your competitors? Your organization’s ranking within the Industry?
- What is a typical day like? Do you work alone or as part of a group?
- Can you describe the work environment (i.e. casual/formal, structured/flexible, etc.)?
- Which part of the job is most challenging for you?
- What do you like most about your position? The least?
- What are the greatest pressures, strains, or anxieties in your work? What are the toughest problems or decisions with which you must cope?
- What are the time demands related to this field?

**Industry/Job Trends and Environment**
- Tell me about the current state of the industry.
- What changes do you foresee in this profession/industry over the next five years?
- What is the outlook for jobs and career growth?
- In what other settings do people in this profession work (e.g. educational institutions, corporations, non-profits, etc.)?
- What are the titles/responsibilities of the people you work for/with?
- To whom do you report? Who reports to you?
- What are the typical entry-/mid-/high-level positions (depending on your experience) in this field?
- What is the typical career path?
- What are the beginning, mid-range, and top salaries in this profession?
- Where are the best employment prospects? What are employment prospects in your company?
“E-networking combines the traditional networking you do as part of your career search with the power of the Internet. It allows you to create a community of virtual contacts who can provide critical information on job leads, industry trends and possible openings. These are people whom you would never have met in any other way.” (Nancy Halpern)*

E-networking is an excellent way to find out about the hidden job market, learn about your industry, and develop a group of internet contacts. It is still true that about 80% of all jobs are acquired through networking. It’s not only what you know but who you know!

E-networking expands the breadth and scope of career opportunities through the use of listservs, newsletters, job search sites, employer homepages, usenet newsgroups, message boards, chat rooms, professional association websites and alumni online directories.

Job listings, contacts and resources can be accessed with speed and efficiency. Observing or participating in relevant usenet newsgroups, discussion groups or chatrooms allows you to learn about your field, make new contacts, find answers to frequently asked questions (FAQs), uncover hidden jobs, etc. Observe a group before participating in it. Some suggest not using your real name when participating in such groups in order to protect your privacy. First identify and then e-mail people who are knowledgeable about a subject. Alumni and professional online directories are a rich source of names and contact information of those individuals in industries and/or companies that you wish to target. Connecting online with fellow alumni and other professionals is a great way to seek advice, learn about a field or company, and make new contacts. This opportunity is a virtual information interview!

The Co-op and Career Services website provides you with easy access to many of these online resources (pace.edu/coopcs). Our professional staff offers graduate students and alumni the tools and skills necessary to target and utilize the appropriate sites.

E-correspondence is the key vehicle to successful e-networking (see E-Correspondence Section).

WEBSITES OF INTEREST:

- topica.com
- groups.yahoo.com
- google.com
- vault.com
- wetfeet.com
- asaenet.org
- pace.edu/alumnicomunity
- pace.edu/coopcs

In addition, Ryze.com and LinkedIn.com are two major online networking sites that are highly recommended. You can create a professional profile and link to others. Your profile acts like an expanded online resume, including not just career experience, but also more about what you’re looking for in a job. You can query organizations and people as well as a number of other options including industry, interests and schools attended. LinkedIn.com is more structured and geared slightly more towards business professionals. Ryze.com may be preferred for its breadth and depth of contacts.

CAREER NETWORKING GROUPS AND PROFESSIONAL ORGANIZATIONS

- **ChemPharma** – A networking group of the Chemical and Pharmaceutical industries, dedicated to the career advancement of its membership. ([chempharma.bizland.com](http://chempharma.bizland.com))

- **MENG** – Marketing Executive Networking Group. There are numerous chapters around the country. MENG also has a private Yahoo Group for members only. Requires a base salary of $150M, $150.00 membership fee and you must be sponsored by a member. MENG does require a referral and does have a screening process. ([mengonline.com](http://mengonline.com))

- **CDMA** – Commercial Development and Marketing Association. A vibrant association with over 850 members from the Chemical and Allied Industries. CDMA schedules two (2) national meetings (i.e. Spring and Fall) and sponsors regular local chapter meetings. Contact info@cdmaonline.org. ([cdmaonline.org](http://cdmaonline.org))

- **TENG** – Technology Executive Networking Group. Those interested should contact Edward Pospesil at 203-458-6566. ([brunerconsulting.com/about_TENG.htm](http://brunerconsulting.com/about_TENG.htm))

- **FENG** – Financial Executives Networking Group. This was the original “ENG.” ([thefeng.org](http://thefeng.org))

- **SENG** – Strategic Executive Networking Group. The contact for this group is Richard W. Taylor Jr., President and CEO, Taylor-Rodgers & Associates, 203-323-6080, taylor@taylor-rodgers.com.

- **IERG** – International Executives Resource Group. Meets in New York City. Membership fee is $25 annually. Membership is selective and consists of senior executives with considerable international business experience and who will actively share leads for senior positions with international business as a meaningful part of the job responsibilities. Contact Tate Pursell at Pursell mt@compuserve.com. Tate requests that you email him with your interest along with a 2-page resume (presumptively highlighting your international experience). ([thewallaces.net/body_ierg.html](http://thewallaces.net/body_ierg.html))

- **HRENG** – Human Resources Executive Networking Group. Meets in Stratford, CT. HRENG is supported by Goodrich-Sherwood’s Norwalk, CT office. Membership is made up of senior HR executives (6 figure comp) who meet biweekly. Anyone who wishes to join should contact Robert J. McIlmoyle (Work: 973-539-2025, Home: 973-884-1196, Email: rjmcilmoyle@hotmail.com).

The following organizations can also be accessed through our homepage by clicking Search for Jobs and Internships on the left and then Experienced Professionals:

- **New Canaan CaTS** – Career Transition and Support. Information that helps job seekers see that they can make networking work. Bringing the Fairfield County Connecticut and Westchester NY communities an online job search tool and Internet meeting place for people in career transition. ([newcanaancats.org](http://newcanaancats.org))

- **The Five O’Clock Club** – America’s premier counseling network. Provides thoughtful career-development help for busy people of all levels. LOTS of helpful information found here. ([5occ.com](http://5occ.com))

- **ExecuNet** – Provides jobs, knowledge and networking connections exclusively for executives and senior-level managers. ([execunet.com](http://execunet.com))

For a list of Professional Organizations, including the following sample links, go to our homepage. Click Search for Jobs and Internships on the left and then click Professional Organizations:

- **American Society of Association Executives** – Search the Gateway of over 6,589 Associations! The ASAE database is updated frequently, so check it often. ([asaenet.org](http://asaenet.org))

- **Career Resource: Links to Professional Societies** – List of job databases of various professional societies, research institutions, government agencies and other non-profit organizations. ([careerresource.net/society](http://careerresource.net/society))
HOW TO WORK JOB FAIRS

Job Fairs are excellent places to network, learn about companies and get jobs. Employers use them to attract and recruit candidates. Job fairs offer employers the opportunity to make brief contacts with hundreds of candidates and select a few for follow-up. They offer candidates the opportunity to network, make in-person contacts and apply for jobs with new organizations and those already of interest.

These tips will teach you how to work a job fair!

• Learn Who’s Coming Ahead of Time:
  Learn the names of participating employers by calling ahead of time. Narrow the list to those of most interest and research their products, services, and employment needs.

• Contact Employers of Special Interest Before the Fair:
  Take your list of targeted companies, send or email them a strong letter expressing your interest and add a resume slanted to their needs. Mention that you look forward to meeting them at the fair. Some job fairs require that you submit an electronic resume to the recruiting organizations prior to admittance.

• Prepare Your Two Minute Pitch/Summary of Your Qualifications:
  Job fairs offer only brief contact with organizations, so be prepared to make the most of your time. Use your pitch to summarize your background, achievements, and career interests.

• Dress for Success:
  The first impression you make is critical so dress in conservative, professionally tailored, well-pressed clothing. Your appearance will play a big part in determining employer interest. Be able to move freely around the room.

• Be Prepared:
  Take along a large supply of resumes and a list of your references. If giving out names of references, be sure to notify those people immediately.

• Have Questions:
  Try to have one or two questions in mind for each employer. These questions should reflect the research you have done on the employer and your interest. Pick up company literature for further research.

• Follow Up:
  As you leave each employer, get a business card, make notes for future reference and ask what you should do to advance your candidacy. Write a thank you note to employers of special interest.
SECTION 6

CORRESPONDENCE AND E-CORRESPONDENCE

Part I – Effective Written Correspondence

• Guidelines to Writing an Effective Cover Letter
• Basic Cover Letter Format
• Sample Cover Letters:
  Summer Internship/Graduate Student
  Full Time/Entry Level
  Career Services Job Posting
  Career Fair/Campus Interview
  General Interest/Experienced & Combined Degree Candidate
  Personal Contact/Experienced Candidate
  General Interest/Experienced Candidate
  Internet Job Posting/Experienced Candidate
  Classified Advertisement/Experienced Candidate
  Career Services Job Posting/Experienced Candidate
  Networking Alumnus/Graduate Student
  Networking Referral
• Guidelines to Thank You (and Other) Letters
• Basic Thank You Letter Format

• Sample Letters:
  - Statement of Interest
  - After an Interview
  - On-Campus Interview
  - Multiple Interviewers
  - Networking Referral
  - Summer Job Interview
  - Declining a Job Offer
  - Accepting a Job Offer
  - Follow-up to Job Rejection

Part II – EFFECTIVE E-CORRESPONDENCE

• E-Correspondence & E-Networking

• E-Correspondence Tips for Applying to Positions

• Sample E-Letters:
  - Information Interview/Alumnus/Graduate Student
  - Information Interview/Graduate Student
  - Wall Street Journal Article Contact
  - Online Alumni Community Contact
  - Online Career Advisory Network Contact
  - Pace Contact in Industry
PART I: EFFECTIVE WRITTEN CORRESPONDENCE

GUIDELINES TO WRITING AN EFFECTIVE COVER LETTER

Employers receive hundreds of resumes from job applicants. To make a great first impression, your letter needs to be well written to grab the employer’s attention. As soon as the envelope (or e-mail) is opened an indelible impact is made. Your cover letter often determines whether the resume is even read!

A cover letter is a marketing piece. It is your opportunity to introduce yourself, point out your job related qualifications, and demonstrate your written communication skills. You want the employer to be interested in what you have to say and want to learn more about how you match the qualifications for his/her job!

A cover letter should be one page, no more than three or four paragraphs and designed to:

• Market your skills, related experience and accomplishments
• Introduce yourself and establish yourself as a high value candidate
• Generate interest in meeting you

Remember, cover letters should ALWAYS accompany a resume, even if one is not specifically requested. A good cover letter takes time to write, but in the long run it will be worth the extra time and effort. It is the first sample of your work that the employer will read.

This guide will provide you with hints for writing effective cover letters. Basic to this are good grammar, correct spelling, and a writing style that reflects your personality and individuality. If you need assistance in preparing your correspondence, you can make an appointment to meet with a counselor in Career Services and Cooperative Education or the Writing Center.

Follow these guidelines when writing a cover letter:

• Keep your cover letter succinct and to the point.
• Limit your cover letter to one page.
• Always personalize your letter for maximum impact.
• Always mail or fax a cover letter with your resume
• Print your letters on standard size, high quality paper that matches resumes and envelopes. Use a laser or ink jet printer.
• Always address cover letters to a specific person. If you do not know the name of the appropriate individual, call the organization and request the proper contact person’s name and title.
• Let your letter reflect your professionalism, individuality and creativity.
• Demonstrate your abilities with concrete examples.
• Use variety in opening sentences.
• Avoid beginning every sentence with the “I” pronoun.
• Double check spelling of contact names and titles.
• Before sending out any correspondence, proofread carefully! Mistakes in your cover letter can result in immediate rejection.
• Sign your letters in blue or black ink.
• Do not staple your resume to your cover letter.
• Keep copies of all correspondence for your own records.

Note: See Part II, “Effective E-Correspondence,” for tips on writing electronic cover letters.
BASIC COVER LETTER FORMAT

Your Address
City, State, Zip Code
Date

Name
Title
Organization
Street Address or PO Box #
City, State, Zip Code

Dear Mr./Ms. Last Name: (Place a colon after the last name)

1st Paragraph:
State why you are writing. Identify the position, field or general area of your inquiry. Tell how you heard about the opening or organization.

Sample beginnings:
I am applying for the accounting position advertised in Career Services at Pace University.

or

I am writing in response to your advertisement in the New York Times.

or

Mr. James Brown suggested that I contact you to explore a possible summer cooperative education position at Credite Suisse First Boston.

2nd Paragraph (or more):
Indicate your career or job objective and why you are particularly suited for this company or type of work. Highlight your particularly relevant achievements and qualifications. Elaborate on key points from your resume without repeating your resume word-for-word. Point out facts such as related work experience, coursework or training. Communicate to the employer that you understand the position and have the qualities the employer seeks.

Closing Paragraph:
Refer the employer to an enclosed resume and/or application. Request a personal interview. Suggest arranging a mutually convenient time to meet. Reiterate your interest in the position. Give specific information about how you can be reached. Thank the employer for his/her time and consideration.

Sample closings:
During Spring break, I would like the opportunity to interview with you. Next week, I will call you with the hope of arranging an interview appointment.

or

I am available to interview for this position at your convenience. Please contact me at 212-346-1234. I will be happy to provide you with any additional information you may need.

Sincerely, (Place comma after the word Sincerely)

Your Signature (Write signature)

Your Name Typed (Type full name)

Enclosure (If a resume is enclosed, then type the word Enclosure)
Dear Ms. Crane:

Recently, I had the opportunity to attend “Acme Day” at your offices. While there, I was impressed with the people, products and company as a whole. Having spoken with several of your past interns, I am convinced that Acme has much to offer its marketing interns. As a first year marketing MBA student, I would like to be considered for your summer program.

Before returning to graduate school, I worked at News Magazine as a market research analyst for the Health and Beauty Aid account. In addition, I have experience in the consumer goods industry from an advertising agency’s perspective. As a media planner, I was actively involved in the many phases of brand management from the “other-side-of-the-desk.” For example, I had the opportunity to:

- Develop a strong quantitative background managing large budgets
- Work in a cross-functional team environment, interacting daily with people from the production, creative, research and account management departments
- Deal closely with brand managers on the client side, including senior executives
- Learn how to handle the constant changes inherent in brand management

Given my experience, I believe I have much to offer Acme and its Marketing Department. I would appreciate the opportunity to do so and to assist in continuing Acme’s strong reputation in the industry.

Sincerely,

Dawn Wang

Dawn Wang
DATE

Maria Stubbing
Director of Human Resources
Vestor, Hopping and Rally LLP
126 West Broadway
New York, New York 10013

Dear Ms. Stubbing:

As a recent graduate of Pace University with an MBA in Accounting, my goal is to bring
to an entry level auditing position the skills, knowledge, and experience I’ve gained
through my education and internships.

Along with my solid academic background, I have work experience in accounting
including auditing, analysis, and management of accounts receivable and payable. These
internships enabled me to further develop skill in spreadsheet creation and analysis using
MS Excel, PeachTree, and QuickBooks.

My strengths include high motivation and the ability to change priorities quickly. In
addition, I have demonstrated that I can effectively communicate with high levels of
management and with clients in a multi-cultural environment. This combination will
enable me to make a significant contribution to your firm.

Enclosed is my resume, which summarizes my experiences and education. In two weeks,
I will contact you to discuss the possibility of arranging a meeting to further discuss my
qualifications. If you need any additional information, you can contact me at (212) 765-
4321. Thank you for your time and consideration.

Sincerely,

Odonu Kabwe

Enclosure
Sarah Shah  
Director of Human Resources  
Hecht, Foster, Hardy & Company  
90 Wall Street  
New York, New York 10015

Dear Ms. Shah:

Your firm recently posted a Junior Analyst position with Career Services at Pace University. As a Management Science major with experience in this field, I am very interested in applying for this position.

In my current internship at Brown, James, and Worth, I report to the Comptroller and assist in the preparation of year-end reports, financial statements, and audit work papers. Much of what I do involves the use of Excel and Access. This experience has increased my skill in applying accounting principles and my confidence in learning new software applications.

In addition, as a founder of Nu Zeta Phi Fraternity, I had the opportunity to demonstrate and strengthen my leadership and communication skills. Through effective time management, I have balanced my work schedule, academic demands and extracurricular activities and have achieved my goals in these areas.

I would welcome the opportunity to discuss how my qualifications would enable me to make a valuable contribution to your firm as a junior analyst. Next week, I will give you a call to see if we can set up an interview. If you would like to contact me, I can be reached at (718) 456-7890.

Sincerely,

Ivan Janovski

Ivan Janovski

Enclosure
Date

Mr. Spencer Arnold  
Manager, Human Resources  
Blank, Inc.  
1 Grove Street  
Stamford, Connecticut 06555

Dear Mr. Arnold:

On February 28 at the Pace University Career Fair, I spent some time speaking with Mr. Larry Silver, Product Manager at Blank. He provided me with an excellent understanding of the dimensions of the Marketing Associate position and informed me that you will be participating in Pace’s Campus Interview Program. I wanted you to know that I submitted my resume to Career Services and hope to have the opportunity to meet with you on campus.

Along with an MBA degree, I can bring to this position experience as an Advertising Account Executive in the food service industry. I worked closely with the product managers at Kraft Foods and helped in their national branding efforts. The scope of these projects included developing advertising and promotional campaigns, conducting consumer research, creating tools for the sales force, and designing new packaging. To accomplish these goals, I led teams drawn from functional areas such as production, creative and budgets. These experiences parallel the work that I would be doing at your company.

I would welcome the opportunity to speak with you about how my background fits with Blank, Inc. Please let me know if there is anything else you need to assess my qualifications. If you need to reach me, please call 212-232-4567.

Sincerely,

Winnie Li

Winnie Li
Anthony Bellows, President  
Online Publishers  
575 Madison Avenue  
New York, NY 10036

Dear Mr. Bellows:

As more companies turn to the internet to expand their market recognition, there is a need for clear, well organized, and eye-catching websites. In a competitive field, employees who can incorporate the latest technology with an artistic eye and a business mind will determine Online Publishers’ success. With experience in new media, a Master’s degree in Publishing, and a combined Bachelor’s degree in Computer Science and Business, I have a combination of knowledge and skills to be an innovative member of your staff.

As the Associate Publisher for Marquee Publications, I developed skill in website creation and online publishing. From concept to implementation, I created websites for publications, trade shows, and online job opportunities. Two of the projects I supervised received the Outstanding Site Award for its industry as awarded by their professional organizations. A major factor contributing to this success is my academic background, which has enabled me to translate clients’ business needs into effective and exciting online presentations.

In addition, while attending graduate school, I worked as a freelancer using HTML and Java Applets to develop websites for two companies. I had opportunities to attend publishing and computer/internet related trade shows and seminars.

With my background in web development, publishing, and new media, I can help Online Publishers reach its goals. I will contact you next week to further discuss the position and my qualifications. In the meantime, I can be reached at (212) 456-7890.

Thank you for your consideration.

Sincerely,

Barrett Nelson

Barrett Nelson
Jose Santos  
12 Arrow Lane, Apt 11B  
Hoboken, New Jersey 07780  
201-543-9875  
jsantos@aol.com

Date

Taylor Malone  
Director of Personnel  
Penney & Strauss  
PO Box 1115  
New York, New York 10038

Dear Ms. Malone:

A mutual colleague of ours, Dorothy Chambers of Grey & Company, suggested that I write to you about available positions on your training staff. I am familiar with the training programs of Penney & Strauss and feel that I have much to offer your team.

As you will see from my resume, I have the research, planning, and program experience necessary to apply creative solutions to training problems. My four years of experience in this field includes organizational consulting to ten Fortune 500 companies and the training of thirty middle managers. Since I understand that you are currently investigating the purchase of a new media system for your programs, my extensive background in developing MS\PowerPoint Presentations and video and net training conferences could be very helpful to you in these early stages of this project.

Next week, I will give you a call and hope to arrange a time for us to meet. I would welcome this opportunity to speak with you so that we can discuss how my experience and qualifications will enable me to make a significant contribution to your team.

Sincerely,

Jose Santos

Enclosure
Date

Mr. Louis Gaines
County Medical Group
28 Faiston Street
Marlboro, NJ 12385

Dear Mr. Gaines:

In my six years as Sales Manager for a leading medical supplies distributor in Essex County, I directed the sales and marketing policies of the company’s line of medical supplies and accessories.

During that time:
- Annual billings more than tripled from $3.25 million to $10.75 million
- Profits rose five-fold from $150,000 to $785,000 within a four-year period
- Accounts within the same geographical territory increased by 250%

The success I had here and elsewhere in my twelve years of sales is not a coincidence. It is due to my completion of the MBA in Marketing Management from Pace University and a natural ability to analyze a marketing/selling situation. This combination has enabled me to design and implement innovative programs that have surpassed the competition.

What I have done for my previous employers, I am confident I can do for you. Next week, I will call to arrange a mutually convenient time to meet. I look forward to having the opportunity to discuss my qualifications and ability to increase your company’s sales and market share. I can be contacted at (201) 897-5423.

Sincerely,

May Lee

May Lee

Enclosure

Letter adapted from Martin Yate’s Cover Letters That Knock ’Em Dead
Dear Ms. Bennis:

I am interested in applying for the position of Customer Services Manager as posted on Monster.com on May 15th. As my resume indicates, I have extensive customer service and managerial experience with both Fleet Bank and Xerox. My accomplishments and interests lie in the following areas:

- **Customer and Sales Support:** I have managed customer service departments in call center and retail settings. At Fleet Bank, our $35 million franchise was recognized as the 4th leading branch in customer satisfaction due to outreach and retention efforts.

- **Management:** I have 4+ years experience in managing teams through goal setting and a commitment to exceeding business objectives. At Xerox, I was recognized with a National All-Star Award for best managerial practices.

- **Problem Solving:** My consistent use of problem solving and process improvement techniques led to my appointment to a national quality team at Xerox. Our efforts resulted in the development of new procedures that significantly improved business performance. At Fleet Bank, I designed a problem solving training course that was attended by all tellers from the Westchester County branches.

I would appreciate the opportunity to interview for the Customer Service Manager position and will call you in one week to discuss this possibility. Please feel free to contact me at (212) 212-2121. Thank you.

Sincerely,

Ramon Martinez
Date

Maggie Lane, Director
Social Services Agency
34-35 John Street
Brooklyn, New York 10834

Dear Ms. Lane:

In response to your advertisement listed in the Community Jobs Resource Catalog, I am applying for the position of Associate Project Director. As you will see from my material, I have the qualifications and experience necessary to accomplish the goals for the new director.

My interest in the position stems from being a volunteer for Children’s Judicial Advocates (CJA), a non-profit organization. Here, I act as a liaison for the courts and manage cases involving children who are in foster care. Working at CJA has enabled me to learn about the child welfare system, become an advocate and reap the rewards of knowing I have helped to place a child in a safe and permanent environment.

Having carefully read over your requirements, I have outlined below my qualifications for the Associate Project Director position.

<table>
<thead>
<tr>
<th>Your Requirements</th>
<th>My Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure quality services by conducting interviews and site visits</td>
<td>2 years experience conducting foster home and client visits with CJA and Telcomm</td>
</tr>
<tr>
<td>Supervise, hire and evaluate staff</td>
<td>1 year managing and evaluating staff of 15 with Telcomm</td>
</tr>
<tr>
<td>Conduct client assessments and make recommendations</td>
<td>2 years communicating with clients on services and products with CJA and Telcomm</td>
</tr>
<tr>
<td>Assist in training and presentations</td>
<td>Co-facilitated a diversity training program with City Volunteers</td>
</tr>
<tr>
<td>Maintain accurate case records</td>
<td>5 years experience managing high profile cases and clients with CJA and Telcomm</td>
</tr>
<tr>
<td>College degree</td>
<td>MA in Counseling, BA in Marketing</td>
</tr>
</tbody>
</table>

I would welcome the opportunity to meet with you to further discuss my qualifications. I can be reached at (212) 495-1534. Thank you for your consideration.

Sincerely,

Nora Kaufman

Nora Kaufman
Dear Ms. Feeney:

As a May 2002 candidate for the Master of Business Administration degree, I am very interested in being considered for the Associate position you posted in Career Services at Pace University.

While my enclosed resume will provide you with a general outline of my work history and educational background, I have listed your specific requirements and my applicable skills in those areas. I hope this will give you an idea of how I can add value to your organization.

Your Requirements: My Skills:
Information gathering/research skills  As Research Assistant at GHT, gathered data for various industry and client reports and gained familiarity with a wide variety of informational sources and databases

Interpersonal skills, demonstrated in one on one and team environments  Worked with top management of every department GHT. Developed relationships with traders, analysts, and CFOs. Participated in many successful team engagements at work and at school

Structured thinking, analysis, and problem solving skills  Led several large projects at GHT. Developed project plans, gathered and analyzed data. Implemented recommendations. Worked as an internal consultant. Developed reputation as the “person to see” when a problem needed solving

Complex task management skills  Involved in several firm-wide projects simultaneously at GHT. Developed strong time management and organizational skills

I would appreciate the opportunity to interview for the Associate position. I will call you in two weeks to arrange a meeting. Please feel free to contact me at (718) 987-6543 should you require additional information.

Thank you for your time and consideration.

Sincerely,

Patrick O’Conner

Patrick O’Conner
Date

Paul Benton
Director of Personnel
Westchester County Medical Center
21 Grasslands Road
Valhalla, New York 10609

Dear Mr. Benton:

I read about your recent promotion to Director of Health Care Administration at Westchester County Medical Center in the May edition of the Pace Alumni magazine. Congratulations!

As a fellow graduate of Pace’s Master of Public Administration Program, I thought I might contact you to learn more about opportunities in health care. Recently, I completed my degree and have just started to actively network. If possible, I would like to have the opportunity to meet with you for an informational interview. Since you have achieved what I hope to some day, I would very much like to learn more about your career path, receive advice from you, and get your feedback on my resume.

Enclosed is my resume for your review. Next week, I will give you a call to discuss the possibility of meeting. I know that you are very busy and truly appreciate whatever time you can give me. Thank you in advance for considering this request. I am looking forward to speaking with you.

Sincerely,

John Carter

John Carter

Enclosure
Date

Joseph Buchman
Deputy Director of Planning
ABC Government Agency
5 Executive Drive
Albany, New York 07798

Dear Mr. Buchman:

Rebecca White, Vice President of Eastern Industries in Port Chester, NY, and a fellow classmate of yours at State University, suggested that I contact you about my job search in the Capital area.

In September, I will be moving to Albany and am eager to make some professional contacts. Having interned with the New York City Mayor’s Office, I am interested in pursuing a career in government planning at the state level.

I would very much appreciate a half-hour of your time to discuss growth industries and organizations upstate. Next month, I will be in your area for a conference and would like to schedule an appointment with you. Within the next week, I will contact you to discuss the possibility of a meeting during that time. In the meantime, I can be reached at (212) 456-7890.

Enclosed is a copy of my resume for your review. I am looking forward to speaking with you soon.

Very truly yours,

Karen Keefe

Karen Keefe

Enclosure
Always write a thank you note after a job interview, informational interview, or any other professional meeting with an employer or contact. This is an extremely important part of your job search campaign and is too often overlooked by job seekers. Consider it an essential step in the process, not an option. Writing these notes demonstrates that you are a professional and that you know and do what is appropriate and expected. The thank you note is really the final phase of the interview process. It gives you one more opportunity to express genuine interest in the job and to present your qualifications by reiterating in a brief way what you can bring to the job. In this note, you can add information on additional experiences that you may not have been mentioned in the interview and express how this will be of value to the organization in a more specific and focused way. Thank you notes should be written and sent the same day of the interview (and definitely within 48 hours of the interview). Notes should be sent to everyone who interviews you. Many people do not take the time to write these notes and those who do will stand out. It will demonstrate that you are keyed into relationship building and know the appropriate steps to take in terms of professional courtesy. The style and tone of the note will demonstrate your writing skills and will also communicate your enthusiasm for the position. Some recruiters have indicated that if a candidate does not write a thank you note, s/he may not be invited back for a second interview. Another recruiter said that if deciding between two candidates, a thank you note makes the difference.

The content and emphasis of a thank you note depends upon who is being thanked and why.

After a job interview:
- Thank the interviewer for meeting with you.
- Express your enthusiasm for the position and employer.
- Reinforce your strengths and how they relate to the position.

After an informational interview or networking contact:
- Thank the person for meeting with you and providing information.
- Indicate how you plan to follow up on suggestions he or she made in regard to your career exploration and/or job search.

Accepting a job offer:
- Accept the offer formally.
- Express your excitement about the opportunity to start the position.
- Indicate your enthusiasm for the position and company/organization.

Follow these guidelines when writing thank you notes:
- Always ask for a business card from each person who interviews you.
- Send a separate letter or e-mail to each person you meet.
- Send your thank you letters within 24 to 48 hours of the interview.
- Re-phrase your notes to reflect what happened during each specific meeting.
- Refer to some part of the personal conversation to show the employer you were interested in the discussion.
- Remind the employer of your particularly relevant skills and qualifications.
- Reiterate your interest in the position, department, and company.
- Use a professional tone and express your individuality.
- Keep the letter to two or three paragraphs.
- Print your letters on standard size, high quality bond paper that matches your resume and envelopes and use a high quality laser or ink jet printer.
- Proofread the letter carefully!
- Double check spelling of contact names and titles!
- Sign your letters in blue or black ink.
- Prepare a file for each company and keep copies of all correspondence for your records.
- Handwritten notes are sometimes acceptable but only do this if your handwriting is legible and neat! Use conservative stationery or thank you note cards. Keep note brief and professional.

Note: Do it now! Don’t put it off. While the experience is fresh in your mind, write your note. Review and edit it the next morning.
BASIC THANK YOU LETTER FORMAT

Name
Street address
City, State, Zip Code
Phone number
E-mail address

Skip 2 to 3 spaces

Date
Skip 2 spaces

Name
Skip 2 spaces
Title, Department
Company/Organization
Street Address
City, State, Zip Code

Skip 2 spaces

Dear Mr./Mrs. Last Name:
Skip 2 spaces

Paragraph One:
Simply thank the interviewer and re-emphasize your interest in the position.

Skip 2 spaces

Paragraph Two:
Remind the employer why you are a good candidate for the position. Refer to something specific from the interview. Mention any additional points you would like to make that you did not mention during the interview.

Skip 2 spaces

Paragraph Three:
Thank the interviewer again and add that you look forward to hearing from them.

Skip 2 spaces

Sincerely,

Signature
Skip 4 to 5 spaces between Sincerely and typed name

Name
Barbara Sommers

Request for an Interview with Advanced Systems, Inc.

I would like to be considered for your Information Systems internship, which was posted by the Cooperative Education Program at Pace University. This position matches well with my previous work experience, knowledge and career goals.

The computer, analytical and communication skills you require are ones that I have gained through my employment and academic experiences. My position at Pace University’s Computer Center gave me the opportunity to hone my computer skills and knowledge as I assisted users with all MS Office tools, Internet applications, and hardware. By assisting, on average, 50 students a day with computer-related questions I developed extremely strong communication skills. In addition, as a member of Dr. Brown’s research team, I analyzed research data and interpreted results, which strengthened my analytical skills.

Enclosed is my resume for your review. If I can provide you with anything additional, please let me know. I would very much like to schedule an interview to meet with you to discuss how I would contribute to the success of your company. I can be reached at (111) 455-9800.

Thank you for your time and consideration.

---

Note: A statement of interest can take the place of a cover letter when responding to an online posting that does not provide you with contact information. The content of the statement is basically the same except that you do not use the formal headings, addresses or closings.
Dear Mr. Brady:

Thank you for meeting with me on Thursday, May 29th to discuss the Technical Support Specialist position available at Global Industries. I enjoyed talking with you and Sarah Smith about the direction and goals of your division.

As you described, Global Industries is looking for someone to streamline its information management area. I am confident that my PC knowledge and experience working with customers, vendors, and users in a corporate environment would enable me to meet Global Industries’ needs. At the same time, I was happy to learn that there are ample opportunities for me to continue to grow professionally.

Once again, it was a pleasure meeting with you. I look forward to hearing from you soon. If there is additional information you need from me, please do not hesitate to call me at (201) 876-2233.

Sincerely,

Viji Mehta
Date

Nicholas Crane
Assistant Principal
Watch Children Grow School
456 Grain Avenue
Queens, NY 28394

Dear Mr. Crane:

It was a pleasure to meet with you at Pace University yesterday to discuss the Teaching Assistant Internship. The position, as you presented it, seems to be a great fit for my skills, experience, and career goals.

Of particular interest was your plan to implement an innovative approach to teaching reading. I would be very interested in having the opportunity to assist in the development of such a program. Last summer, as an intern at Children’s Space, I developed and implemented a reading program in which members of the community read to the students an hour each day. As a result, the students’ excitement about reading increased.

In addition to my enthusiasm, I will bring to Watch Children Grow a strong foundation for teaching, innovative thinking, and high level of motivation. My coursework at Pace, considerable internship experiences in facilitating children’s learning, and my artistic background will enable me to design and develop creative and effective strategies for teaching children.

Thank you for taking the time to interview me. I look forward to hearing from you soon.

Sincerely,

Felicity Basso

Felicity Basso
Eric Bozley  
Director, Counseling Center  
Manhattan University  
67 Broadway  
New York, NY 10012  

Dear Mr. Bozley:

It was a pleasure meeting with you and your colleagues, Alicia Dunkin and Denise Garret on Wednesday, October 1st. Thank you for taking time out of your busy schedule to discuss the Counselor position available in the Manhattan University’s Counseling Center.

After learning more about this opportunity, I would like to reiterate my strong interest in working as a member of the Counseling Center’s team. This position matches my desire to work with a student population in a diverse urban setting where I can combine both my professional and academic experience. I wanted to mention that at Pace University, I worked with the Office of International Students and counseled students who were having difficulties making the transition to living and studying in a new country. With the mentoring of the counseling staff, I was able to help many students make this adjustment. I look forward to helping international students at Manhattan make similar adjustments.

Please relay my appreciation to your staff as well. I look forward to hearing from you soon. If you need any additional information from me, I can be reached at work (212) 876-7135 or at home (212) 889-2208.

Sincerely,

Jill Bergenstein

Jill Bergenstein
Dear Ms. Mertz:

It was a pleasure meeting you at the “Evening of Networking,” sponsored by Career Services at Pace University last month. I appreciated your interest in my job search and would like to particularly thank you for putting me in contact with Jane Bryant at ABC Marketing Company in Boston.

Ms. Bryant was very generous with her time and provided me with a great deal of useful information about job hunting in the Boston area. She also made valuable suggestions for strengthening my resume and gave me the names of a few colleagues who might be interested in my background and skills.

Consequently, I have updated the enclosed resume. Please feel free to make any additional comments. I value your opinion and welcome your suggestions. Again, thank you for being so helpful. I will keep you posted on the progress of my search.

Sincerely,

Danielle Portella

Danielle Portella
Date

Sonya Gellar
Market Development Manager
XYZ Broadcasting
267 East 43rd Street
New York, NY 10035

Dear Ms. Gellar:

Thank you for meeting with me on Friday, May 15th. It was a pleasure to visit XYZ Broadcasting and learn more about the Music, News, and Website internship available for the summer.

After speaking with you, I am confident that my academic course work in both business and systems, and familiarity with the field of marketing have prepared me for the research, writing, and programming tasks we discussed. My internet abilities, writing skills, and artistic eye match the technical, communication, and creative requirements needed to be successful in this position. In addition, I am a hard working, organized, responsible and detail oriented person who is eager to make a contribution to the team.

The Music, News, and Website Internship at XYZ sounds like a wonderful opportunity and I would welcome the challenge of being an intern on your staff. I look forward to hearing from you and thank you once again for your consideration.

Sincerely,

Farukh Saeed

Farukh Saeed
Name
Street address
City, State, Zip Code
Phone number
E-mail address

Date

Name
Title, Department
Company/Organization
Street Address
City, State, Zip Code

Dear Mr./Mrs. Last Name:

I was very pleased to receive your offer of employment for the position of position title with your organization. However, after careful consideration, I have decided to decline.

I want you to know that I was very impressed with the professionalism of your interview process. Thank you for the chance to learn more about your organization and to meet with people in your company.

Again, thank you for offering me the opportunity to be a part of such a fine company.

Sincerely,

Signature

Name
Dear Mr./Mrs. Last Name:

This letter is to confirm my acceptance of the job offer extended to me for the position of **title of position**. As agreed, I will start on **day, date**.

I want you to know that I was very impressed from the start with the professionalism of the interview process. My goal was to find a company where I would have the opportunity to be challenged and further develop my professional skills. **Name of Company** is where I had hoped to work after graduation and as I began to experience the company first hand, I was even more convinced that this was where I wanted to work. I am very excited about beginning my career at **name of company** and look forward to the challenges that lie ahead.

Thank you for the opportunity to be a part of **name of company**.

Sincerely,

**Signature**

Your name
Dear Ms. Woodward:

Although I am disappointed that I did not receive the job offer, I am writing this note to thank you for your words of encouragement and your offer to forward my resume to D&D’s Human Resource office. I have met with many people throughout my job search and wanted you to know that I was very impressed with the professionalism of your organization and appreciated your direct and honest style.

While my experience did not match the needs of the Associate Media Buyer position, I hope you will still keep me in mind for future openings in your office. I remain very interested in joining your staff and becoming a member of the Broadcast Media team.

Again, thank you for your time and consideration.

Sincerely,

Angie Marrero

Angie Marrero
PART II: EFFECTIVE E-CORRESPONDENCE

E-CORRESPONDENCE & E-NETWORKING

E-CORRESPONDENCE
Often candidates are asked to e-mail correspondence and application materials such as cover letters, resumes, and thank you letters to employers. Although the medium is different, you are still transmitting business correspondence and certain rules apply. Even though you are corresponding via the internet, your message will still make a first business impression. So, make sure it is a professional one!

To increase your chances of the employer reading your resume, prepare a message that is professional, straight-to-the-point, and brief! E-correspondence is usually about half the length of a traditional letter.

When applying for a position, mention how you learned about the opportunity and what you have to offer in terms of related skills and experience. Utilize key words and phrases that are meaningful to the employer. But, be succinct. To catch the reader’s attention, present the most important points first.

Most employers prefer to receive the cover letter in the text of an e-mail rather than as an attachment. This is due to their concern about viruses. Always follow the particular employer’s instructions about how to send your resume and application materials.

Remember, e-correspondence should be to the point, well written, and professional. Focus on what will make you stand out as a highly desirable candidate for the position. Again, keep the message brief, not more than one screen, and include attention-grabbing items of information. You want them to read your resume and invite you for an interview.

E-NETWORKING & NETIQUETTE
“E-networking combines the traditional networking you do as part of your career search with the power of the internet. It allows you to create a community of virtual contacts who can provide critical information on job leads, industry trends and possible openings. These are people whom you would never have met in any other way” (Halpern, Nancy. “E-Networking.” Riley Guide. July 31, 2001).

E-networking is an excellent way to find out about the hidden job market, learn about your industry, and develop a group of internet contacts. It is still true that about 80% of all jobs are acquired through networking. It’s not only what you know but who you know!

E-networking expands the breadth and scope of career opportunities through the use of listservs, newsletters, job search sites, employer homepages, usenet newsgroups, message boards, chat rooms, professional association websites and alumni online directories.

E-correspondence is the key vehicle to successful e-networking. It is immediate, requires no introductions, bypasses the gatekeeper, and eliminates phone tag and first impression jitters. While less formal than traditional business correspondence, e-correspondence should still adhere to proper business standards and follow internet etiquette rules, “netiquette.” This is your first business impression. It should capture the attention of the reader or group.

Note: Remember that e-networking does not replace face-to-face contact, but rather complements it while you strive to establish real connections.
E-CORRESPONDENCE TIPS FOR APPLYING TO POSITIONS

• **Always** follow employer instructions for electronically submitting cover letters and resumes. Some may ask you to send them as e-mail attachments. Most will want you to include these in the body of an e-mail.

• Use the subject line to state the position title, job number (if applicable), and/or where you learned about the position. For example:

  Marketing Director, Job # H23, NY Times

• You may want to use the subject line to grab the employer’s attention. Be aware that e-mail software may have difficulty with very long subject lines. As with all e-correspondence, be concise. For example:

  MBA, 7 Yrs Exp, Marketing Director, Job # H23, NY Times

• Catch the employer’s attention in the opening paragraph by highlighting your skills and abilities. Show her/him you are a great fit for the job. For example:

  As an HR Generalist with five years experience in both insurance and banking, my work has focused on employee relations, recruiting, and training.

• Keep the e-mail brief! Limit it to one screen so all information is shown without the employer having to scroll down. Focus on key strengths, skills and achievements that relate to the position.

• Use key words and industry buzzwords to highlight relevant skills. These buzzwords and critical noun phrases will increase the likelihood that your cover letter will impress the reader.

• Type your message in black, 10 point, Times New Roman, Arial, or Courier font on a white background. Do not bold, underline, italicize, etc.

• Remember that this is business correspondence. Use appropriate standards. Keep your message professional and easy to read. Include a salutation and a closing. Leave a space between paragraphs. Omit the employer’s address in an e-mail cover letter. Under your name, list your phone number and e-mail address.

• Thoroughly check spelling and grammar! Do not solely rely on a spell check feature. Be sure to proofread. E-mail yourself before sending it to the employer to make sure that your letter is error free in terms of content and style.

  Adapted from “Tips for A Dynamic E-mail Cover Letter” by Randell S. Hansen, Ph.D. found on quintcareers.com/e-mail_cover.letters.html.

When using e-mail for networking purposes, follow these guidelines:

• Keep your e-mail brief, on one screen and use black font
• Use last names in the formal salutation (i.e., Dear Mrs. or Mr. Jones)
• Avoid acronyms or informalities (i.e., TIA for “Thanks in advance”)
• In closing, include your first and last name
• Send the e-correspondence to yourself before e-mailing it!

• Check spelling, grammar and usage
• Tell how/where you got their name
• State your interest or question
• Request a follow up by phone, e-mail or fax
Information Interview/Alumnus/Graduate Student

Subject: Pace Graduate Requests Information Interview

Dear Ms. Pace:

In reviewing the Pace On-line Alumni Community, I learned that you work at J.P. Morgan Chase. I graduated from Pace in 1996, have six years experience in insurance, and am currently in my first year of the MBA program. Since I am interested in obtaining advice on how to best prepare myself for a career in finance, I would appreciate the opportunity to talk or meet with you for an information interview.

Attached is my resume for your review. Next week, I will give you a call to arrange a time for us to meet that is convenient for you. I appreciate your time and consideration of my request.

Sincerely,

Mark Lubin, ’96
212-346-9065
mlubin@aol.com

Information Interview/Graduate Student

Subject: Pace IT Student Requests Information Interview

Dear Ms. Dyson:

As a Pace student currently pursuing a degree in the field of Information Technology, I am seeking the opportunity to speak with you regarding career opportunities UBS Paine Webber.

My internship experiences at Accenture gave me hands on experience with Visual Basic, C++, SQL, and Java. As a computer science major, I have demonstrated the ability to learn new applications quickly and on my own.

Next week, I will give you a call with the hope of being able to set up an appointment with you. I have attached my resume for your review. If you would like to call me, I can be reached on my cell phone, 914-123-4510.

Sincerely,

Steven Li
sli@att.net
914 123-4510
Wall Street Journal Article Contact

Subject:  Your Wall Street Journal Article

Dear Ms. Friendly:
I read your article in the Wall Street Journal and was impressed with your insights. I am contacting you because I am interested in working in the field of ________. As I begin my job search, I would appreciate getting your point of view on effective job search strategies and having the opportunity to learn more about the work you do.

As an experienced Financial Analyst with Merrill Lynch, (insert some background information).

Thank you for your time and consideration. I will call you early next week to discuss the possibility of setting up a time to meet.

Sincerely,
Mary Riccardi
mriccardi@hotmail.com
212-345-9876

Online Alumni Community Contact

Subject:  Pace’s Online Alumni Community Contact

Dear Mr./Ms. Pace:
I found your name on Pace’s On-line Alumni Community and learned that you work within the _______ industry. I am a Pace Alumnus/a in the (field) Class of (?)..

Our alumni network has always been a great resource for the Pace community. I am seeking an opportunity to speak with an experienced professional such as yourself regarding career opportunities in (field) or at (name of company). Currently I am in a career transition. As you will see from my resume, I have over (x) years experience in _________ (insert some personal information). I look forward to hearing from you.

Sincerely,
Your Name ’90 (year optional)
name@earthlink.net
201-546-1009
Online Career Advisory Network Contact

Subject: Pace Graduate Student Requests Information Interview with Alumni Career Advisor

Dear Mr./Ms. Jones,

I obtained your name from the Career Advisory Network at Pace’s Graduate Career Services Office. I am currently an MBA student majoring in Marketing and am interested in pursuing a career as a Marketing Manager. I was delighted to learn that you work in the industry and, as an Alumni Career Advisor, are willing to meet with Pace students to discuss your field.

I would like to set up a meeting at a mutually convenient time so that I can learn more about the field of Marketing. I will give you a call next week to see if this would be possible.

Thank you in advance for your time and consideration.

Sincerely,

Your Name ’03 (year optional)
Yourname@pace.edu
914-123-4567

Pace Contact in Industry

Subject: Pace Alumnus/a Seeks Advice

Dear Mr./Ms. Pace:

I was pleased to learn that you work within the ________ industry. I remember you from (class, club, etc.).

As a Pace graduate student (or alumnus/a) in (field) Class of (?), I am seeking an opportunity to speak with an experienced professional regarding career opportunities in __________.

Currently I am in a career transition (insert background information).

Sincerely,

Your Name ’88 (year optional)
name@mindspring.com
203-452-1714
SECTION 7

CAREER PORTFOLIOS

Develop a professional career portfolio containing your resume, work samples, certifications, degrees, awards, references and more. Learn how and when to use an effective portfolio.

- Career Portfolios 86-87
CAREER PORTFOLIOS

A Career Portfolio is a compilation of your work, achievements, education, goals, philosophies and more. A Career Portfolio showcases your skills and provides a tangible record of work samples, licenses and degrees. It illustrates your career path to date. A Career Portfolio does not replace a resume, but expands upon and complements it.

THE CAREER PORTFOLIO

• Provides a process for career development
• Presents concrete proof of skills and learning
• Offers an opportunity for creative self-expression
• Serves as a marketing and self-promotional piece for job seekers to use in interviews or for the self-employed to present to prospective clients
• Functions as a career-planning tool for workers in transition and facilitates self-discovery and self-evaluation
• Is a performance appraisal and promotional tool for workers employed within an organization
• Enables students to track and record learning experiences while in school and after graduation and to identify transferable skills to use in a job search

WHEN TO PRESENT YOUR PORTFOLIO

• In an interview:
  ➢ To illustrate skills that you are asked to describe
  ➢ As proof of your accomplishments as they relate to the position for which you are interviewed (new position or promotion opportunity)
• In an employee performance evaluation meeting within an organization:
  ➢ To illustrate contributions and accomplishments to manager(s) and human resources

CONTENTS OF A CAREER PORTFOLIO

• Table of contents
• Career and professional development goals and/or student action plan
• Self-assessment records
• Your work philosophy/description of your beliefs about yourself
• Skill areas
• Cover letter and resume (separate cover letter and resume for each type of position in your job search)
• Work samples (including memos, proposals, research papers, projects)
• Works in progress (activities and projects)
• Copies of certifications, diplomas, degrees, awards and transcripts
• Record of community service or volunteer activities
• Letters of recognition and recommendation/reference
• Military awards, records, or badges
• Professional Memberships and Service
• Faculty and Employer biographies
• Academic Plan of Study (coursework, workshops, conferences and seminars attended)
• List of networking contacts (with permission from contacts)
• Reference contact information (name, title, phone numbers, e-mail addresses)
• Newspaper clippings or other relevant media that feature you, the candidate
MATERIALS NEEDED FOR SHOWCASING YOUR CAREER PORTFOLIO

- Three-ring binder
- High-quality paper
- Photosheet holders, plastic pouches (optional)
- Tabs or dividers

GUIDELINES FOR SHOWCASING YOUR CAREER PORTFOLIO

- Do not include original documents
- Arrange materials and samples chronologically by date, function, or skill area
- Keep to a consistent format
- Include 10-15 items in your Career Portfolio
- Do not punch holes in your documents
- Write captions or narratives for each work sample
- Use titles at the top of the page (or a caption below)
- Create all text on computer. Do not hand-write any text
- Do not use too many fonts or styles
- Use a high-quality printer
- Number sheet protectors, not contents
- Have an extra copy of your Career Portfolio just in case an employer needs to keep yours to review
- Target your Career Portfolio so it includes only relevant information to the opportunity you are seeking

Note: Do not send a Career Portfolio with a resume or cover letter unless requested to do so.

SECTION 8

INTERVIEWING, EVALUATING AND NEGOTIATING

• Introduction & Types of Interviews 89
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• Negotiating Salaries & Making Your Final Decision 104
Employment interviewing can be an intimidating experience, especially if you don’t know what to expect. Preparation is the key to reducing anxiety, so don’t take the “wing it” approach. A job search is analogous to a sales campaign and an employment interview is the time to make your sales pitch! Think of yourself as the product and be prepared to be a sales expert. What distinguishes you from the competition? Why should the employer hire you? What do you have to offer that’s different from the other candidates? By knowing your “product” inside and out, you’ll be able to convince an employer to hire you and overcome objections skillfully. The interview is a two-way process: you are there to present your information in an honest, straightforward manner and to evaluate potential job opportunities. The employer is assessing you as a candidate, trying to predict future performance, in addition to “selling” you on the organization and job opportunity. You are both on a fact-finding mission and playing two roles, alternating between participant and observer. What are employers looking for in an interview? They are evaluating candidates on many different criteria: tangible and intangible. Technical knowledge and ability, past performance, successes and accomplishments, problem solving and creative talents are all tangible evidence. Personal qualities, verbal and non-verbal communication skills, self-confidence, interpersonal skills and enthusiasm are all more subjective. Interviewers are basically trying to determine three major points:

1. Do you have the **skills/background** to do the job?
2. Are you **willing** to do the job?
3. Will you **fit** into the organizational culture?

With all this in mind, we strongly urge you to use this guide and follow the Boy Scout motto, “Be Prepared!” Successful interviewing is a skill one can develop through preparation and practice!

**TYPES OF INTERVIEWS**

There are several different types and formats of interviews you may encounter during your job search. You may find that several aspects of these interviews are combined. You may first encounter a “screening” interview where you meet with a human resource professional to determine if you meet the basic qualifications and could be recommended for an interview with a hiring manager. Most campus interviews are screening interviews. While a one-on-one interview is the most common, you may encounter a panel or group interview where there are two or more interviewers. Be sure to maintain eye contact with each person and address him or her by name. Try to address all interviewers as you ask and answer questions. Telephone Interviews have also become more common as a screening tool. Be sure to pay attention to your verbal communication and have your resume at hand. If possible, schedule the conversation at a convenient time and in a quiet location. Be aware that any communication with a potential employer is being evaluated.

There are five basic styles of interviews, **Structured/Traditional, Behavioral, Non-Directive, Stress, and Case:**

1. **The Structured/Traditional** interview is the most common. The discussion is generally directed by the interviewer, with a question and answer format similar to the outline provided later in this section. The interviewer speaks approximately 25% of the time.

2. **Behavioral Interviewing** has become very popular. This approach is built on the premise that past behavior will likely predict future behavior. Questions are targeted to reveal details of past performance with specific examples. The line of questioning probes your approach to situations and the results of your efforts. Employers are generally looking for critical areas such as problem solving, decision-making and leadership. The STAR technique is the key to answering behavioral-type questions (**see STAR Method and Practice: Behavioral Questions, both in this section**).

3. **The Non-Directive** interview is very unstructured and more like a conversation where the interviewer is less likely to ask specific questions. The interviewer asks open-ended questions like “tell me about yourself” and expects the candidate to direct most of the conversation. This type of interview clearly illustrates how prepared you are for the interview as you have the floor for 75% of the time.

4. **The High Stress** interview is designed to see how well you handle stress, your confidence level, and how composed you remain in a tense situation. While this is not a very common interview style, you may encounter some aggressive interviewers.

5. **Case Style** interviewing is now commonly used by management consulting firms, particularly at the graduate level. In this method, an employer presents a fictional business problem and expects a response that shows your thought process. You will be evaluated on your ability to analyze, formulate and present a business plan.
Before you can successfully “sell” yourself to a potential employer, you must do a thorough self-assessment. You need to identify your skills and what you have to offer before you can convince someone that you are the ideal candidate. In addition to the information provided in the Competencies, Interests, and Values (CIV) section of the Guidebook, review the list of skills and personal characteristics below and highlight those that apply to you.

When doing your skills analysis focus on:

**Work Content Skills** – those that relate specifically to being able to do a certain job. These skills are gained through work, education, and personal experience.

**Self-Management Skills** – those personal characteristics related to your personality and to how you work within an organization or perform tasks.

**Transferable Skills** – those general skills that can be applied to a wide variety of settings and have been developed naturally or through education, training and experience.

**Keep the following in mind as you analyze yourself and the position:**
- Take time to identify your skills, strengths, and past experiences as they relate to the position you are seeking.
- Try to get a detailed job description. If one is not available, research similar positions or speak with a career counselor to help you find more information.
- Reflect back on your activities, accomplishments and achievements. Think about the skills you used in these activities/accomplishments as they relate to each job description.
- Identify what makes you stand apart from the competition!
- Evaluate your educational experience and what skills you’ve developed as a student.
- Use the action verb list (*see Resume section*) to help you think about yourself. How would you describe yourself? What skill/functional areas are your strongest? How do they relate to the position you are seeking?

**Top Ten Qualities Employers Seek in Job Candidates:**
- Communication
- Technical
- Leadership
- Motivation/Initiative
- Work Experience
- Academic Record
- Analytical
- Teamwork
- Honesty/Integrity/Ethics
- Interpersonal

**Before going on an interview, prepare highlights for each of the jobs you’ve held based on the following:**
- A one sentence description of your overall responsibilities
- Number of people and the job titles of those you managed or supervised
- Size of budget you oversaw, if applicable
- New products/systems developed or re-designed
- Service improvements or other recommendations of yours that were implemented
- Technical contributions
- Original reports or publications initiated/produced
- Qualitative impact of your work on the organization (i.e. morale, quality issues)
- Other bottom-line contributions, money saved, new business generated etc.
- Compliments received from supervisor/colleagues

**Questions to help you find your unique contributions on the job:**
- What did you leave behind at this job that wasn’t there before you came?
- In what way did you do the job differently (more successfully) than your predecessors?
- What imprint did you leave in the organizational sand? What touch did you add? Name the skills you used from this experience.

*Adapted from* The Professional Job Changing System, An Easier Way to Find the Right Job, by Robert Berger.*
SECOND INTERVIEWS
A second interview is usually held as part of the hiring process. This is a final step before a job offer or rejection. Since the first interview is generally a screening interview, you can expect that the second interview will be conducted by the supervisors for whom you will be working. The second interview is where jobs are won or lost!! Even though an invitation for a second interview is a positive reflection of your first interview, it is not a guarantee of a job offer. Second interviews offer both parties a better chance to make informed choices. The employer can make a more in-depth analysis of you as a candidate, and you have a chance to see the work environment, meet staff members and gain useful insight into the company’s culture.

What to Expect: The interview day may include multiple interviews, information sessions, tours, meals and other activities. The actual interview may include some combination of one-on-one, behavior based and group interview formats. Be prepared to answer some questions repeatedly throughout the day. The second interview is usually longer, sometimes lasting a half to a whole day and is conducted at the employer site. Your day could include a mealtime meeting (see the following page for tips on dining etiquette). Before leaving, find out how long you can expect to wait before hearing about an employment decision. Don’t be afraid to convey your enthusiasm about a job if you feel that there is a good fit and that you are eager to join their team. If you receive a verbal job offer at the end of your interview day, you may accept it or request a defined time frame in which to make a decision.

Words of Wisdom:
• No matter how relaxed you are, maintain your professional demeanor at all times. Take extra copies of your resume and your reference list with you. Be sure to obtain prior permission from those you list as references.
• Be ready to accommodate different styles of interviewing with various people you will meet – not all of them will be skilled interviewers.
• Keep your antennae out. If the company has brought you back, they are serious about you. Is this the kind of place you would like to work?

DINING INTERVIEWS
As part of the interview process you may be invited to lunch or dinner with an employer. Increasing numbers of employers are making use of mealtime interviews. Why? Meetings showcase your social behavior allowing the interviewer to evaluate your image, poise and personality. These observations can lend insight into how you will behave towards others in the workplace and/or with prospective clients. Here are a few tips for dining your way to success.

• Dress as you would for a formal interview.
• Be prepared to engage in a casual conversation, usually “pleasant small talk” such as the weather, recent news events, sports or travel.
• Rehearse your 30-second pitch and review your resume in order to stress pertinent aspects of your background during the meal.
• Do not order alcoholic beverages during a mealtime meeting. Alcoholic beverages can negatively affect your alertness and ability to be articulate, especially if your stress level is high. We recommend ordering a club soda (“with a twist”) regardless of what your host orders.
• Avoid smoking, even if your companion lights up. If you are adverse to smoking and your companion chooses to sit in a smoking section then you must grin and bear it. In the case of extreme allergies you might “diplomatically” request a non-smoking table.
• When ordering use your host as a guide and stay in the moderate price range.
• Be alert to the following:
  ➢ Always place your napkin in your lap and leave it there throughout the meal.
  ➢ Cut the lettuce in a salad to avoid showers of dressing.
  ➢ Avoid foods with strange flavors, smells or those that are sloppy.
  ➢ Downplay any dietary preferences such as vegetarianism, allergies, etc.
  ➢ Always let your host pick up the bill, even if it is placed in front of you.
  ➢ Familiarize yourself with proper dining manners.

Refer to Corporate Protocol: A Brief Case for Business Etiquette by Valerie Grant Sokolosky 1988, Harrison House.
Initial impressions count, so be sure to have interview attire that is professional and comfortable! Quality clothing along with an appropriate, neat hairstyle will combine to make a professional image. Dressing like you already have the job is demonstration of self-confidence.

**IMAGE TIPS FOR WOMEN**

- **Suit or Dress:** A conservative colored suit is always appropriate, but a tailored dress may also be worn. Avoid floral prints. The skirt should be around the knee with no high slit. Be sure that the skirt is not too tight and that you are comfortable sitting down in it. Today, many professional women wear pantsuits but we advise against it on the first interview.

- **Blouse:** A business-like blouse that looks neat under the suit and is flattering. White or pastels are always good but a different color is also acceptable if it is professional. Make sure that it is freshly pressed and has a conservative neckline.

- **Shoes:** Mid-heel pumps in black, brown or navy. Don’t wear light color shoes, sandals, or very high or narrow heels. Make sure that your shoes are well polished and in good repair.

- **Hose:** Neutral color hose is always safe, but hose that blends with the hemline is also acceptable. No textures, patterns or opaques. Carry an extra pair of hose in a briefcase or pocketbook in case you spring a run on the way to the interview.

- **Accessories:** Conservative jewelry and simple style earrings, avoiding big hoops and bangles. Your pocketbook should be leather and in good condition. You may want to use a professional looking briefcase instead of a pocketbook and carry a smart looking portfolio in which you will keep extra copies of your resume, a note pad and a business-like pen. If you smoke, do not have cigarettes visible in your briefcase or pocketbook.

- **Grooming:** Fingernails clean and not too long. Polish is fine as long as it is conservative. Hair clean and well groomed. Make-up should be natural and conservative especially with eye shadow and liner. Do not wear a heavy cologne or perfume. Be sure that your clothes are spotless. Check for lint and dandruff before your interview. Avoid strong smelling foods and freshen your breath before your interview. Do not smoke for several hours prior to the interview if possible.

**IMAGE TIPS FOR MEN**

- **Suit:** Single breasted suit of gray, black, navy or pinstripe. Fabric should be wool or wool blend. Sleeves should end at wrist bone.

- **Shirt:** Long sleeved, button down or spread collar of white or light blue. Collar should fit perfectly and one inch of cuff should show beyond suit. Fabric should be cotton or cotton blend and should be well ironed.

- **Ties:** Conservative stripe or small pattern preferably of silk. No bright colors.

- **Shoes:** Laced oxfords black, brown or cordovan. Tassel slip-ons are acceptable. Make sure your shoes are shined and in good repair!

- **Socks:** Solid and dark to match the shoes and high enough to cover the calf.

- **Accessories:** The only jewelry that should be worn is a conservative watch and perhaps a conservative ring if that is what is usually worn. A good leather belt to match your shoes or you could wear suspenders, but not both. Carry a professional looking portfolio in which you can keep extra resumes and a note pad. Buy a professional looking pen. If you smoke, do not have cigarettes visible in your pocket or portfolio.

- **Grooming:** Make sure your hair is neat, your nails are clean and everything is polished and professional. Make sure that your clothes are spotless. Check for lint and dandruff before your interview. Avoid strong smelling foods and freshen your breath before an interview. Do not wear strong smelling after-shave or cologne. Avoid smoking for several hours prior to the interview, if possible.
Once you’ve outlined what you wish to convey to potential employers during an interview and stories you wish to tell, you need to practice. Find a friend, stand in front of a mirror, work with a Career Counselor and attend an Interviewing Workshop sponsored by Career Services. Practice what you want to say and how you want to say it. Your answers should communicate strength, purpose and enthusiasm. Be prepared to cover major points about:

- Education
- Work experience
- Accomplishments
- Activities
- Goals

PRACTICE YOUR COMMUNICATION SKILLS (VERBAL)

- Check your tone of voice.
- Use correct grammar and a strong vocabulary.
- Avoid “um” and “uh” and phrases like “okay” and “you know.”

PRACTICE YOUR COMMUNICATION SKILLS (NON-VERBAL)

- Check your non-verbal communication: posture, facial expressions, eye contact and nervous mannerisms.
- Sit up straight in the middle of the chair, with one arm on the armrest and the other on the table (if there is an armrest or a table in the office).
- Don’t “talk too much” with your hands; keep your hands in your lap and observe the culture of the company first to see if it is fast-paced or conservative, then determine how much hand motion you should have.
- Use a firm handshake; sweaty palms are not good!
- Don’t tip back in the chair; it may signify overconfidence or arrogance. Also, leaning forward too much in the chair may give the recruiter the impression that you are too eager (that you are “in the recruiter’s lap”) or that you are demanding something from him/her.
- Try not to cross your arms during the interview; it can communicate defensiveness, insecurity, or rigidity.
- Maintain good eye contact; avoiding eye contact may give the impression that you have something to hide.

PRACTICE TALKING ABOUT YOURSELF

- Practice the 30-second pitch, which answers the question “Tell me about yourself.” State your selling points with emphasis and enthusiasm. (Refer to the 30-Second Pitch page of the Networking Section)
- Practice using the STAR method (see below).
- Get comfortable with you as the main topic! For those who are naturally shy or less inclined to talk about themselves, this will take practice. But, if you don’t sell yourself – who will? Stating the facts is not boasting!
- Practice relaxation techniques.

PRACTICE INTERVIEWING TECHNIQUES

- Practice restating complex questions and clarifying before answering.
- Practice answers to questions on the following pages and study questions you may want to ask.
- Practice emphasizing positive aspects of your experience. Learn how to avoid negative comments.
- Practice pausing before answering.
- Practice overcoming objections and anticipating concerns the employer may have about your qualifications.
- Set up a mock interview with a Career Counselor. Have it videotaped and play it back to analyze.

THE STAR METHOD: FORMING ANSWERS TO QUESTIONS

You may encounter various types of questions in a job interview, but all of them are geared toward getting to know you and understanding your knowledge and experience as it relates to the position. Carefully outline what you want employers to know about you, then prepare stories based on the following format called the STAR method! **STAR stands for:** **ST** (situation/task) **A** (action – what you did) **R** (results – the outcome of your effort)

**Question:** “Give me an example of how you utilized your organizational skills.”

**Situation** - This past semester I was involved in Homecoming Weekend at Pace. My assignment was to publicize the event.

**Action** - I made a list of all the student organizations, newspapers and radio stations to contact and made all the calls to request publicity spots. I delegated the creation of posters and flyers to the art major on the committee.

**Results** - At the end of the weekend, we totaled a 65% increase in attendees from the previous year.

The STAR method proves goal setting and organizational skills through a concrete story. This approach can be used for all kinds of answers to interview questions. Practice creating STAR stories highlighting your transferable skills and using the sample questions on the next page.
COMMONLY ASKED QUESTIONS

- **Tell me about yourself.** This is a very open ended question and you should use it to make a brief statement about your education and professional background, why you’re interested in the position and how you are qualified for it.
- **Why did you choose this major/career?** Indicate a particular skill or interest. Tell a story about it.
- **What courses/subjects did you like best or least?** Talk about the courses in your major and the ones in which you performed best.
- **What are your long and short-term career goals?** You need not be specific but you must show a knowledge of career paths and opportunities in the industry.
- **What do you consider your greatest strength?** Pick one that relates to the position and give an example using the STAR method.
- **What do you consider your greatest weakness?** Choose a weakness not related to the position, but indicate that you are working to strengthen it. Avoid personal weaknesses by focusing more on a technical skill or area of knowledge. You could also discuss a negative that the interviewer already knows or one that you have clearly improved upon and was a former weakness.
- **What motivates you?** Tell a story about your accomplishments and what was personally satisfying.
- **Why should we hire you?** Use this question to review the major key points of your interview outline. Stress your strengths.
- **Why do you want to work for our company?** Show your knowledge of the company, what you’ve learned at the interview and discuss your personal goals and values.
- **What have been your most significant achievements?** Tell a STAR story!
- **What qualities do you possess that make you think you’d be successful in this job/industry?** Use your research to back up the personal qualities that make you the best candidate.
- **What do you do in your free time?** Talk about a hobby, sport or special interest, but don’t fake it.
- **In what ways do you think you can make a contribution to our organization?** Reiterate contributions made in the past and relate them to this organization.

BEHAVIORAL QUESTIONS (Remember that these are the questions looking for past behavior)

- **Describe a situation where you had to coordinate the activities of other people.**
- **Describe a time when you successfully balanced several competing priorities.**
- **Tell me about a time when you worked the hardest and had the greatest sense of achievement.**
- **How do you go about organizing your work and scheduling your time?**
- **Give me an example of a goal you set and how you achieved it.**
- **Describe a successful project you completed which required long hours.**
- **Describe a time when you had to work with someone who was uncooperative.**
- **What is the greatest decision you’ve had to make within the last 6 months?**
- **Describe a time when you had to adapt to a variety of people or situations.**
- **Give me an example of where you had difficulty in a course and what steps you took to remedy it.**
- **Give me an example of a time where you took on a leadership role.**
- **Tell me about a time you had to handle a difficult situation with a co-worker.**
- **What did you do in your last position to contribute toward team success?**

Note: Answer all of these types of questions using the STAR method (see previous page). Think back on your classroom, work and other experience to find examples demonstrating various skills. Remember to give factual responses that show results.
FINANCE
- What are the latest trends in the industry? (This question is appropriate for all industries)
- What is your outlook for the market?
- What are the elements of a good investment?
- How do you define cash flow and why?
- Explain the capital asset pricing model.
- Explain how a company’s gross margin can decline if revenues are constant
- Have you ever been involved in the strategic planning of a corporate restructuring, merger, or acquisition? If so, what was your role?
- Describe a recent Mergers & Acquisitions transaction that you’ve read about.
- When should a company issue stock rather than debt to fund its operations?
- How would you value a company with no revenue?
- What has been your experience with financial planning, forecasting, budgeting (i.e. if applying for financial analyst position)?
- What are the different multiples that can be used to value a company?
- What markets do you follow and why?

ACCOUNTING/TAXATION
- Why have you chosen the field of Accounting?
- What strengths and skills do you possess which will enable you to be an effective (Auditor, Staff, Sr. Accountant, Budget Analyst, Internal Auditor, Controller, etc.)?
- Which accounting software applications have you used (i.e., Peachtree, QuickBooks etc.)?
- What has been your experience in analyzing financial statements?
- How does the technology used today affect daily auditing activities?

CONSULTING
- What are the latest trends in the consulting industry?
- Do you have a consulting “presence”? Please explain.
- Describe a business problem and the steps you used to resolve it. (Be prepared to answer case questions.)
- What do you have to offer that the other candidates for this position do not have? Discuss your previous work experiences as they relate to the responsibilities of this position?
- What skills do you think a good consultant should possess?

MARKETING/ADVERTISING
- How has the advertising industry been affected by the Internet?
- As a Brand Manager, what would you do if your product was losing sales?
- How would you go about acquiring new business for our agency?
- What is the difference between account driven and creative agencies?
- As a team leader, project manager, or participant, discuss an advertising/marketing campaign you were assigned. What obstacles faced your team? What was the outcome of the campaign?
- What would be your strategy in developing a new ad campaign?
- What are the latest trends in Brand Management?
MANAGEMENT
- Describe your management style.
- What is your approach to crisis management?
- Discuss the pros and cons of a proactive and reactive approach.
- What imprint did you leave in the organization of your last employer?
- If you were the manager for a product that was rapidly losing sales, what would you consider doing before increasing the price your product?
- How would you communicate organizational changes to your staff?
- As part of our management team, what would you see as the biggest threats and opportunities to our company?
- If you were getting resistance from a certain department on meeting a deadline, how would you handle it?
- Tell me about a project that challenged your analytical and leadership skills.
- How have you motivated people over whom you had no authority?
- What are you currently reading?

INTERNATIONAL BUSINESS
- What is your interest in international business?
- What do you understand by the term “globalization”?
- What are the implications of free trade for international business?
- What are some of the issues international businesses face that may be different than those faced by a business operating solely domestically?
- Do you speak any foreign languages?

INFORMATION SYSTEMS/COMPUTER SCIENCE/TELECOMMUNICATIONS
- What is your area of expertise (i.e., Programming, Networking, Database/Project Management, Software/Hardware Application, Customer Service, etc.) and how did you choose that area as a career path?
- What programming languages do you know? What is your level of proficiency in each? (Applicant may be asked to provide one or write a program during the interview.)
- Approximately how many clients have you serviced on a daily basis and what were some of the issues that they called in to your department?
- How have you and your IT staff interfaced with other departments within the organization to implement technological changes/upgrades?
- Have you designed your own web page(s)? If so, what language(s) did you use?
- What are the operating systems in which you are proficient? Software applications?
- What has been your experience in constructing a Local Area Network?
- What does a system upgrade for the entire organization entail (i.e., installing new operating systems such as Windows NT or XP)?
- Can you describe some of the projects you have managed? What were some of the analyses that you performed to implement your new structure (design, program, database, network, etc.)?

HUMAN RESOURCES/ORGANIZATIONAL BEHAVIOR
- Have you ever developed/implemented a Performance Management/Evaluation System? If so, describe the basis of your model and explain, in detail, some of the competencies upon which your organization based the new appraisal.
- In your previous positions in Human Resources, how involved were you in the organization’s Diversity initiatives?
HUMAN RESOURCES/ORGANIZATIONAL BEHAVIOR (cont’d)
• What training programs were offered, and which programs did you facilitate?
• Were you ever responsible for reviewing/updating the salary structure/ranges? If so, explain which sources your organization based these reviews upon.
• How does one determine which Benefits Programs and Services are most suitable and cost-effective for the organization?
• What is your perspective on “pay-for-performance”?

SCHOOL PSYCHOLOGY/COUNSELING
• What is your (preferred) theoretical orientation and why?
• What personality/career/intelligence assessment instruments have you administered and what is your level of proficiency in administering each one?
• What has been your experience working with clients in community agencies, hospitals, clinics, or schools?
• Are you licensed/certified to provide services (school psychology/ counseling) in New York State? If so, please provide documentation.
• What is your area of specialization (i.e., Substance Abuse, Mental Health, Bereavement/Grief, Eating Disorders, Domestic Violence, etc.) and how many hours or years have you worked in this specialty area?
• What do you believe your role as School Psychologist should be in relation to Guidance Counselors, Teachers, Parents, Principals, and Social Workers?
• What has been your experience with facilitating group counseling sessions?

TEACHING/EDUCATION
• Why did you choose teaching? Why this particular level?
• Have you had any papers, articles or books published?
• How did your student teaching experience (or previous full-time teaching opportunities) prepare you for this position?
• Can you give an example of a lesson plan you prepared that had the most impact on your students? What made it so effective?
• Are you certified to teach in this state?

PUBLIC ADMINISTRATION
• What is your understanding of economic analysis as it applies to governmental policy issues such as public welfare, healthcare, the environment, transportation, education, and taxation?
• What is your understanding of budgeting and finance as it applies to government, healthcare, or the nonprofit sector?
• What are some public policy issues facing city governments today?
• What has been your experience in handling labor relations issues (in government, healthcare and nonprofit sector)? Have you ever negotiated a collective bargaining agreement? If so, explain the process.
• Have you ever written a proposal for a grant/funding? If so, explain. If not, how would you go about writing one?

PUBLISHING
• Have you been involved in book/magazine writing, editing, production, and/or design? If so, can you provide a portfolio (or samples) of such work?
• Tell me about the last book you read.
• In what specific areas of publishing are you interested (i.e., academic, books/magazines, trade publications, children’s books, desktop, internet), and why?
• What publications do you read and why?
Interviewers expect candidates to ask questions. In fact, candidates who do not ask questions are often eliminated from consideration. Remember, you are evaluating the employer and need to have as much information as possible in order to make your decision. Make sure questions indicate that you have researched the company, the position and the industry. Be sure not to ask questions already explained by the interviewer, in company literature or at the information session. Here are twenty possible questions. Think about them and ask those that are appropriate.

- Could you describe more fully the duties and responsibilities of the position?
- Is this a newly created position or are you filling a vacancy?
- How are new hires trained and developed?
- How many employees in the department and will I be working as part of a team?
- Who would be my immediate supervisor?
- What is the management style of the organization? The department? The supervisor?
- What new projects or initiatives are planned for the near future?
- What major projects could I expect within the first six months/year on the job?
- How would you describe the work environment?
- Could you describe the career paths of people in this job/department?
- What are the opportunities for advancement or professional growth?
- How and when will my performance be evaluated?
- What do you see as the strengths of the department/division?
- What are the priorities of the organization over the next year?
- What is the greatest challenge currently facing the department/organization?
- Could you describe a typical day for someone in this position?
- What does it take to be highly successful in this organization?
- What percentage of employees pursues advanced degrees?
- What skills are most valuable in performing this job?
- How are important decisions made in this department?
At any point during the job search process you may be confronted with pre-employment questions you are not required to answer by law. Keep in mind that all questions should be job-related, specifically in reference to how your qualifications relate to the job responsibilities. Deciding how to respond to an illegal question is not easy and may depend on a variety of factors. In all cases, try to respond positively about your qualifications for the position!

Employers may not ask questions about:

- **Age**
  How old are you? When were you born? When did you graduate from high school/college?

- **Marital Status**
  Are you married? Do you intend to get married soon? Do you have children?
  Are you a single parent? Do you have reliable child care? Are you pregnant?
  Do you plan on having children soon? Can you travel?

- **Religious Preference**
  What is your religious affiliation? What church/synagogue etc. are you a member of? What do you do on Sundays/Friday nights? Is there any day of the week you are unable to work? Are you a member of any religious group?

- **Ethnic Origin**
  What country where you born in? What’s your nationality? Where are your parents from? What languages do your parents speak? Are you bilingual?
  What language do you speak at home? What is your racial/ethnic group?

- **Sexual Preference**
  What’s your sexual orientation? Are you a member of any gay/lesbian groups? Do you date members of the same or opposite sex?

- **Disability**
  Do you have any disabilities? What health problems do you have? Have you ever been denied health insurance? Do you take any prescription medication? Are you physically fit?

- ** Arrest Record**
  Have you ever been arrested? What kinds of law suits have you been involved in?
  How many times were you arrested and for what?

- **Affiliations**
  To what clubs or organizations do you belong?

- **Personal**
  What is your maiden name? How long have you lived at your current address? How much do you weigh? Would you submit a photograph?
  Do you own a car, home, etc.? What is your credit history?

These are by no means all the questions you may encounter, but should give you a good idea of what might be considered discriminatory.

If asked an illegal question, you have three options:

1. **You can answer the question.** You’re free to do so, if you wish. However, you might be giving an answer that could harm your chances of getting the job.
2. **You can refuse to answer the question.** Unfortunately, depending on how you phrase your refusal, you run the risk of coming off as uncooperative or confrontational.
3. **You can examine the question for its intent and respond with an answer as it might apply to the job.**
<table>
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<th>Inquiry Area</th>
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| National Origin/Citizenship | • Are you a U.S. citizen?  
• Where were you/your parents born?  
• What is your “native tongue”? | • Are you authorized to work in the United States?  
• What languages do you read/speak/write fluently?  
(This question is okay only if this ability is relevant to the performance of the job.) |
| Age                  | • How old are you?  
• What’s your birth date? | • Are you over the age of 18?  
• Would you be willing to relocate for the summer?  
• Would you be able and willing to travel as needed for the job?  
(This question is okay if it is asked of all applicants for the job.) |
| Marital / Family Status | • What’s your marital status?  
• With whom do you live?  
• Do you plan to have a family?  
  When?  
• How many kids do you have?  
• What are your child-care arrangements? |  
• List any professional or trade groups or other organizations that you belong to that you consider relevant to your ability to perform this job.  
• Are you able to lift a 50-pound weight and carry it 100 yards as that is part of the job? |
| Affiliations         | • What clubs or social organizations do you belong to? |  
| Personal             | • How tall are you?  
How much do you weigh? (Questions about height and weight are not acceptable unless minimum standards are essential for the safe performance of the job.) |  
• Are you able to perform the essential functions of this job?  
(This question is okay if the interviewer has thoroughly described the job.)  
• Can you demonstrate how you would perform the following job-related functions?  
• As part of the hiring process, after a job offer has been made, you will be required to undergo a medical exam. (Exam results must be kept strictly confidential, except medical/safety personnel may be informed if emergency medical treatment is required, and supervisors may be informed about necessary job accommodations, based on exam results.) |
| Disabilities         | • Do you have any disabilities?  
• Please complete the following medical history.  
• Have you had any recent or past illnesses or operations? If yes, list them and give dates when these occurred.  
• What was the date of your last physical exam?  
• Do you need an accommodation to perform the job?  
(This question can be asked only after a job offer has been made.) |  
| Arrest Record        | • Have you ever been arrested? |  
• Have you ever been convicted of _________?  
(The crime named should be reasonably related to the performance of the job in question.) |
| Military             | • If you’ve been in the military, were you honorably discharged? |  
• In what branch of the Armed Forces did you serve?  
• What type of training or education did you receive in the military? |

*Adapted from an article by Rochelle Kaplan, Job Choices 2000, National Association of College and Employers.*
**TIPS FOR SUCCESS**

- Stay alert, focus and listen to what is being said to you. Maintain eye contact and smile.
- Ask for clarification if you do not understand a question.
- Avoid yes/no and brief answers.
- Don’t be afraid to stop and think about an answer to a question. You may even paraphrase a question before answering. Employers will have an impression of you as a thoughtful individual, one who will think before acting!
- Interviewers don’t expect you to have all the answers; it’s okay to admit you don’t know.
- Always remain positive; never volunteer negative information. Avoid negative words and phrases like “No, I haven’t” or “No, I can’t.” Try to put all answers and statements in a positive form.
- Don’t lapse into casual conversation or let your guard down. Remain professional and focused on your goal, stressing your qualifications for the job!
- Don’t initiate or discuss the salary question until you’ve proven your value as a candidate or have been offered the job.
- Take some initiative during the interview, but do not try to control it. If the conversation starts to move away from the job itself, try to focus it back to you as a candidate.
- Employers want to hire people who are competent, bright, friendly, likable, enthusiastic, and honest. Try to project those qualities.
- Ask intelligent, well thought-out questions showing that you are serious about the job. Incorporate any information from industry or company research to illustrate knowledge and interest.
- Maintain a conversational flow with the interviewer by asking questions, probing and expanding the depth of the discussion. Build on areas of interest based on the interviewer’s reactions.
- Include specific, quantifiable details in your examples and stories, repeating your strengths, skills and assets. Use your Career Portfolio to illustrate examples of your work (see Career Portfolio section).
- Keep your answers concise and to the point. Don’t ramble. Structure your answers using the STAR format, always giving examples.

**THE WRAP UP**

Here you can ask additional questions and/or make your final comments about wanting the job. One strategy would be to ask the employer how you compare with other candidates for this position. This question allows you to address any concerns or perceived weaknesses that the employer may have regarding your candidacy. You can respond to these concerns right there at the interview, rather than waiting until your receive a rejection letter with no opportunity for recourse.

**Example:** When asked how you compare with other candidates, an employer may tell you that he/she thinks you lack sufficient experience for the position. In response, you can emphasize and discuss how the following qualifications give you a competitive edge and fresh perspective as compared to more experienced candidates:

- master level courses
- new ideas
- transferable skills
- projects
- knowledge of state of the art technology
- ability to work with teams

In conclusion, remember to emphatically state your interest; don’t assume that the interviewer is aware of your enthusiasm. Ask about the next step in the interview process and the length of time before notification regarding decisions or second interviews. Thank the interviewer, shake hands and state that you enjoyed the meeting. Be sure to get a business card! Be pleasant to the secretary on your way out. The opinions of office staff are often valued in the assessment of candidates.
AFTER THE INTERVIEW: RECAP & FOLLOW-UP

• **Analyze your performance** after each interview. Ask yourself: Was I prepared? Did I keep the interviewer’s attention? Which questions gave me difficulty? Did I cover my outline of “selling points”? Did I learn enough about the job and employer? What areas do I need to better prepare for the next interview? Where could I have elaborated more? In addition, assess whether or not you would want the job. Ask yourself if there are any points you want to clarify. Think about what potential concerns the interviewer may have about you.

• **Write a letter** of appreciation within 24 hours. Be sure to reiterate your interest in the position. Make it as personal as possible so that the interviewer will remember you. Include any documents or information requested. Restate points that you may not have communicated effectively. If you interviewed with more than one person, write to each one. Request that your thanks be conveyed to others involved in the interview process. The letter doesn’t have to be long, but an immediate correspondence shows that you are sincerely interested in the position *(see Correspondence/E-Correspondence section).*

• **Review the interview with a Career Counselor** and discuss areas of concern. Practice interviewing or set up a mock interview for constructive feedback! Review feedback forms if part of Campus Recruiting.

• **Follow up with the employer** if you have not heard anything within two weeks regarding your status as a candidate, unless you were given a specific time frame during the interview.

• **If you receive a rejection letter**, follow up with a note expressing interest in future positions for which you may qualify. If you are comfortable, ask for feedback on your interview or why you were not selected as a candidate.
RESPONDING TO REJECTION & EVALUATING JOB OFFERS

RESPONDING TO REJECTION
Your cover letters and resume are perfect. You send your resume to hundreds of employers and rarely receive a response. You may get a few interviews and even a second, but no offer. Your self-confidence begins to dwindle and you start to feel negatively toward the whole process. Rejection is part of the process and letting it interfere with your progress will have a direct effect on your success. Sometimes, being rejected is an excuse to stop. Once you stop actively pursuing interviews, you no longer leave yourself open to rejection but you’re still stuck at square one. These are some tips to help you deal with it!

➔ Depersonalize the Process – Employers receive hundreds of resumes. They can’t possibly respond to or interview all the candidates. In today’s market, most employers do not acknowledge the receipt of resumes.
➔ Don’t Make It All or Nothing – Try not to set up a situation of rejection as personal failure! Look at each interview as a possibility, not the be all and end all!
➔ Don’t Blame the Interviewer – Recognize that interviewers have their own agenda and you can’t possibly know all the variables going on behind “the scene.”

EVALUATING JOB OFFERS
It is important that you make a decision that most closely suits your personal and career goals. Consider the following questions and factors:

- Does this position match my Competencies, Interests and Values? (See CIV section)
- How does this job fit into my long-term career plans?
- Does this job take me in a direction I want to go?

**Job Content/Company Information** – Fully understand the nature of the job. Is the job interesting to you? What are the daily responsibilities? Why is this position available? Will you develop marketable skills in this position? Are you proud of the products or services of the employer? What is the company’s future, history and mission? Has it recently undergone any mergers, acquisitions, or downsizing?

**Your Manager/Supervisor** – To whom will you report on a daily basis and what has been his/her experience with the organization? Is there chemistry and will this person serve as a valuable mentor? Will this person be someone who will be interested in your growth? Ideally you want a manager who encourages your professional development.

**Your Staff** – How many people will you be supervising? Who will be directly reporting to you? What is the experience level of the staff? Have you met with the members of the staff?

**Salary/Performance Evaluations** – Is the salary competitive? (See Negotiating Salaries) How are individual salary increases determined (job performance, job level, length of service, etc.)? When and how are salary reviews/promotions handled?

**Benefits/Perks/Job Location** – Evaluate company benefits such as bonuses, profit sharing, vacation/sick/personal time, medical/dental/optical benefits, short and long-term disability, life insurance, pension/retirement/401K plans, tuition reimbursement, alternative work arrangements, emergency child and elder care assistance, club memberships, etc. How long will your commute be? Will the company provide a car or transportation reimbursement? Will the company provide reimbursement for relocation expenses?

**Co-workers** – Try to get a sense of co-worker personalities and work styles. Will you get along with your peers? Will you be working in a team environment? If so, what will be your level of accountability for assignments?

**Culture** – Is the organization flexible or rigid? Does the culture of the organization fit in with your values? Does the company offer the right work/life balance to fit your lifestyle? Will there be any flexibility during emergencies? Will this opportunity promote growth and advancement? How are organizational changes communicated to employees? How are employees trained on new company programs and initiatives?
NEGOTIATING SALARIES
Much is at stake when negotiating a compensation package. Prepare your strategy beforehand and approach the negotiation process with a positive attitude, seeking a satisfying conclusion for both you and the employer. Follow these key points to prepare:

- **Assess Your Financial Needs** – Estimate how much money you need to survive, keeping in mind that approximately 28% is taken from your gross salary for taxes. What is your current salary? What is your ideal salary?
- **Salaries** – Do your homework and research typical salary ranges in your field for amounts based on experience and geographic location. Salary information is available from the NYS Bureau of Labor Statistics and various sites that can be found through our website by clicking on Job Search Tools on the left and then Salary Guides & Negotiation.
- **Benefits** – Your base salary is just the starting point when negotiating. Benefits can add thousands of dollars to the final compensation package. In addition to your base salary, you may also receive bonuses, profit sharing, stock options, commissions, a company car, pensions and signing bonuses. Other benefits may include health insurance, retirement or 401k plans, paid vacation/sick and personal time, tuition and relocation assistance (as previously discussed).
- **Responsibilities** – Consider promotions, performance reviews, accelerated reviews and expanding the responsibilities of the position when mapping out your final strategy.
- **Discussing Dollars** – Your best strategy, once an offer has been quoted, is to take your time to consider it. The initial offer is typically the lowest salary. Your goal is to aim for the top of your estimated salary range, but be prepared to compromise. Some employers may have set pay structures with little room to negotiate. Prepare your statements in a positive manner, using neutral words or phrases such as, “The offer seems a bit ‘conservative’ or ‘disappointing,’ although the position is attractive,” or “Given the responsibilities of the job and my qualifications, I would expect the salary to be more in the range of $______.” Be prepared to propose other forms of compensation or reward as mentioned above. Non salary benefits may have tax exemptions and prove valuable. Be careful not to over negotiate, but asking for greater compensation is an expected part of the acceptance process. Knowing your bottom line and planning your strategy will pay off. Remember, the salary you negotiate today will influence your future earnings.

MAKING YOUR FINAL DECISION
In an ideal world, all job offers would occur at the same time and decisions would be easy. Since this rarely happens, we suggest some guidelines concerning an ethical approach to accepting or declining offers.

- **Most employers will establish a deadline date** by which you need to inform them of your decision. You may want to tell the employer that you have other interviews, and would like additional time to consider their offer. Some employers will be understanding. Others may try to apply pressure. You may have to negotiate a later deadline. Make sure you have a date in mind and ask the employer to agree. Then, you must adhere to that agreed upon time limit with no exceptions and communicate your decision on that date.
- **Accepting a job offer is a serious commitment.** Once you accept, it is considered proper business ethics to discontinue all job search activities. In fact, you should inform employers that you have accepted an offer and are no longer eligible for consideration. It is unacceptable to reverse your decision. Once all negotiation has ended and you’ve agreed upon an offer, obtain written confirmation. Asking for an offer in writing prevents a possible future misunderstanding. Write your own acceptance letter spelling out your understanding of the agreement.
- **If you receive an offer that does not interest you,** decline as soon as possible. This enables the employer to offer the job to another candidate. Make sure you do so in a positive, polite way. In the future you might be interested in this company, so close the door gently. You could say, “At this time, your offer does not meet my needs but thank you for considering me.”
- **Ethical standards** are important throughout your entire job search and professional life. Remember, integrity goes a long way!
SECTION 9

THE JOB SEARCH CHECKLIST

• The Job Search Checklist       106
Here is a review of the basic steps to a successful job search campaign.
Have you done the following?

✓ **TAKE INVENTORY**: Complete a thorough self-assessment of your skills, strengths, achievements and goals.

✓ **BE ORGANIZED**: Keep files, notebooks, all correspondence, calendars, etc. Track job inquiries for follow up, responses, contact information and job descriptions.

✓ **SHARPEN YOUR TOOLS**: Target your resume(s) and all written correspondence to the occupation(s) and industry(s) you are pursuing.

✓ **MASTER YOUR PITCH**: Practice and commit to memory your “30-Second Pitch” which answers the question “tell me about yourself,” starting with your resume summary statement.

✓ **NETWORK AGGRESSIVELY**: Find successful professionals through all your personal contacts, professional and community organizations, friends, relatives and alumni associations.

✓ **INTERVIEW EFFECTIVELY**: “KNOW THYSELF!” Be able to deliver the important information about your work experience, academic preparation, strengths, skills, activities, affiliations, and why you are the candidate of choice. Be confident and enthusiastic. Practice, practice, practice.

✓ **RESEARCH COMPANIES AND INDUSTRIES**: Identify potential employers through directories, before interviewing. Subscribe to free on-line services of the Wall Street Journal, The New York Times and Crain’s. Employers report the number one reason candidates are rejected: lack of knowledge about the organization.

✓ **CREATE A PORTFOLIO**: Develop a professional portfolio containing your resume, work samples, certifications, degrees, awards, references, etc. Bring it with you on interviews.

✓ **ASSESS YOUR PROGRESS**: Are you following up with employers, contacts and career counselors regularly? Are you reviewing your interviews to strengthen weak points? Are you attending professional conferences, taking courses, volunteering, staying active and productive?

✓ **TAKE ADVANTAGE OF ALL RESOURCES**: Connect with all educational institutions that you attended to find out about their alumni services. See what your state employment agency has to offer you as well as local community resources. Join networking/job search support groups that meet weekly. Attend job fairs; explore outplacement services and executive search firms.

✓ **USE OUR JOB SEARCH TOOLKIT**: Access this resource on the Cooperative Education and Career Services web page by clicking Job Search Tools on the left.

Stay connected to Career Services!
SECTION 10

INVEST IN YOURSELF

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- Build Your Investment Action Plan: 109
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    - Communication Interpersonal Skills 114
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INVEST IN YOURSELF: PROACTIVE CAREER MANAGEMENT STRATEGIES

The decade of the 90s redefined the experience of careers and introduced the terms “re-careering” and “boundaryless” careers. Prior to this, college graduates typically would begin and end their career in one industry, many times working for one company for 25-30 years and retiring with full medical benefits and a pension plan.

Today employees are faced with redefining their careers and struggling to maintain work/life balance. Recent advances in technology and information systems have enabled employers to reach employees not only by telephone and traditional mail, but also by e-mail, voicemail, beepers, and instant messaging. In the 21st century it is imperative that one develops proactive career management strategies that include identifying and obtaining critical skills and maintaining work/life balance.

Many employees unfortunately have experienced downsizing, mergers, and layoffs, which are now an accepted part of the new work reality of the 21st century. In the early days of this business phenomenon, if employees were ranked or appraised highly within their area of expertise they could afford to feel safe from layoffs, holding onto a sense of traditional job security. In the recent rounds of layoffs, the concept of job security has vastly changed. Downsizing, mergers and layoffs are now a bonafide business model proven to cut expenses and increase or maintain revenues and shareholders’ profit margin.

Today it is important to realize that the safe feeling of job security resides within you, not your company! It is incumbent upon you to develop proactive career management strategies that will provide career growth and a sense of “new job security” throughout your lifetime. An important change in career growth is that most people will change jobs and careers four to six times throughout their working years.

To be successful over a lifetime of careers, new work rules apply – the first of which is that you need to think outside of the traditional hierarchy career path and develop proactive career management strategies.

Your newly developed strategies will empower you to:
- Compete for promotions or move laterally within a company
- Use transferable skills to change to a different company or industry
- Design several financial avenues rather than depend on a 9-to-5 job for your sole source of income
- Expand a traditional job to encompass nontraditional aspects that are of value to you
- Quite possibility, totally change your career

To begin to help you develop proactive career management strategies for 21st century career success, we have identified key components of the “new job security.”

Key components of the new job security include:
- Identifying your competencies, interests and values (CIV’s)
- Designing a vision statement
- Developing a personal proactive career management strategies action plan
- Increasing your professional equity
CIV’S: COMPETENCIES, INTERESTS AND VALUES

The first step in developing proactive career management strategies is to understand your core competencies, interests and values, or CIV’s. You must do this before you begin to develop your Action Plan.

Competencies relate to your skills and experience. Interests relate to job functions you enjoy. Values relate to what is important to you or what motivates you. In order to effectively build your Career Vision Statement or develop your Action Plan, you must do the exercises in Section 2, CIV’s: Competencies, Interests and Values.
BUILD YOUR INVESTMENT ACTION PLAN:
CAREER VISION STATEMENT

Before you begin to develop your career management strategies, evaluate your current situation. Regardless of whether you are job searching as a new graduate or because you have just been downsized, take the time to reflect about past, present, and future career aspirations. The exercises in this booklet can be helpful in generating thoughts you might want to incorporate in your career vision.

Randall Hansen’s article, Developing a Strategic Vision for Your Career Plan (quintcareers.com/career_plan.html), is another excellent source of information and provides links to additional articles and exercises. Remember writing a career vision statement is a process that will require you to spend time reflecting and researching different options that are available to you – it is not a one time writing assignment.

One of the first aspects of this reflection should be defining success for yourself. Too often our definition of success can be directly attributed to our parents, family members, managers or company’s definition. Below is a list to help you get started in drafting your career vision statement.

• Define what success means to you.
• Have you been the one in the past to determine your career direction? If not, are you ready to begin to do so?
• If you did not have to worry about money, would you have selected your current career path? If not, have you identified a new one.
• What hidden talents and skills make you unique as an employee?
• Develop a list of key responsibilities that have motivated you throughout your school time and career.
• Identify your lifetime accomplishments including your personal life.

Your Career Vision Statement should include short term and long-term career goals. As you complete the following section, you may want to refer back to your statement and expand upon it. It should end with a statement identifying ways in which you are willing to Invest in Yourself.

In the exercise that follows, Building Your Professional Equity, you will be presented with four categories, or “pieces” to the Investment Action Plan “puzzle”. In each section there will be an opportunity for you to examine what you currently offer (“Current Investments”) as well as what you are willing to invest going forward (“Future Investments”).
BUILD YOUR INVESTMENT ACTION PLAN:
CAREER VISION STATEMENT
BUILD YOUR PROFESSIONAL EQUITY: EDUCATION, PROFESSIONAL DEVELOPMENT, & INDUSTRY KNOWLEDGE

Reflect on your career investment vision statement and identify education experiences that will help you Invest in Yourself. Identify both formal and informational educational goals.

- Beyond your graduate degree, are you investing in continuing education credit programs, certificate programs, certifications, professional diplomas, and doctoral degrees? The need for post-graduate study depends on your industry of choice.

- Are you participating in in-house training programs, courses your company may offer?

- If your organization has reduced or eliminated in-house training programs due to downsizing/budgetary constraints, are you taking advantage of external programs (offered by professional organizations or institutions affiliated with your industry)?

- Beyond your job responsibilities, are you familiar with company and industry trends?

- Do you keep up with newspapers (Times, Journal, Crains New York) and websites (Reuters, Bloomberg, CNN, CNBC)?*

- Do you review trade publications?*

- Do you review your company’s (and competitor’s) websites and annual reports?*

- Do you receive publications from professionals in your industry to learn about new research?*

*Note: Refer to the Section on Job Market, Company and Industry Research for detailed information on how to conduct your research.
## BUILD YOUR PROFESSIONAL EQUITY: EDUCATION, PROFESSIONAL DEVELOPMENT, & INDUSTRY KNOWLEDGE

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Based on the information gathered from the previous competency exercise, the following are a few points to consider when examining communication and interpersonal skills.

- How do you relate to and influence others (clients, colleagues, staff, management)?
- In addition to Professional Development, what steps are you taking to develop and enhance your interpersonal skills?
- Do you have what it takes to negotiate while pursuing new opportunities within the organization (salary, benefits, perks, etc.)?
- Have you pursued promotional and/or lateral opportunities within the company?
- How do you present your written and oral proposals/business plans to Senior Management, staff, peers, clients, industry colleagues?
- Have you had previous training in delivering presentations?

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Note: Refer to Section 2, CIV’s: Competencies, Interests and Values, for more information on Competencies.
In addition to formal education, professional development, industry knowledge, and interpersonal skills, have you considered the importance of your reputation and professional visibility? This is where the concept of networking comes into practice. In order to be recognized by your colleagues, peers and senior management within the industry, you will need to ask yourself the following questions:

- Are you involved in any formal Mentorship/Coaching Programs?
- Are you a member of professional organizations?
- Are you present at industry functions?
- Do you hold any position on any committees or boards?
- Do you volunteer your time to work-related activities internally and outside of the office?
- What do your colleagues in the industry know about you?
- What is your level of expertise? Can you articulate such expertise?
- Do you have the initiative to take on more responsibilities?
- Are there opportunities for you to shadow peers and managers? If you are a manager, do you provide direct reports the same opportunities?

Note: Refer to Section 5, *Networking and Information Interviewing*, which also includes a list of Networking Groups and Professional Organizations.
## BUILD YOUR PROFESSIONAL EQUITY: PROFESSIONAL VISIBILITY & REPUTATION

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BUILD YOUR PROFESSIONAL EQUITY: ETHICAL STANDARDS/INTEGRITY

A key part of your professional reputation is your ethical standards and personal integrity. This is an area that many of us do not think about until we are faced with a difficult ethical question. Below are a few questions to help you start to think about your own standards.

- How do you conduct business?
- How do you conduct yourself while you are conducting such business?
- Do you know your company’s policy on business practices?
- How do you put theory (academic preparation on ethics in MBA program) into practice in your professional life?

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SECTION 11

CAREER CHANGERS

- Common Issues in Stages of Life and Career Development 119
- Steps for Changing Careers 120-121
COMMON ISSUES IN STAGES OF LIFE AND CAREER DEVELOPMENT

Whether or not you’ve been recently downsized, are in transition or genuinely desire a new direction, changing careers can be particularly challenging. The following outlines common issues faced by people as they move through different stages of life and career development (the asterisks indicate the most common issues):

**Twenties**
- Enthusiasm and eagerness to work*
- Work identity
- Narrow perspective of work
- Family expectations vs. own
- Self-assessment
- Anxiety around financial independence

**Thirties**
- Measuring up – image is everything*
- Permission to be who you are
- Purpose
- Work/life balance
- Relationship focus
- Career focus (if no spouse)
- Integrate work experience
- Clarify
- More focused about going to school
- Super-delayed adolescence
- Choosing a mentor

**Forties**
- Maintain their standard of living*
- Flexibility
- Mid-career focus
- Programmed to move up the ladder
- Re-evaluation of values, preferences
- Need to think about “Plan B”
- On the Job Security

**Fifties**
- Work/life balance*
- Do I still want to do this?
- Loss of health, mortality
- Empty nest syndrome
- Financial concerns
- Lack of technical skills
- How to apply wisdom and skills to new models/structures
- Find new ways to apply skill sets
- Burnout or energized, depending on how long in your field
- Deal with less experienced management
- Not being appreciated for your expertise
- Age discrimination
- Healthier and working longer shift in mindset
- Menopause (For women, this is a time when they wish to shift the focus from family to career. For men, this is a time when they want to “pause,” slow down and question whether to put their life into their career or have more time for leisure, spouse and family)
- Sandwich generation between children and parents: spending more time helping elderly parents
- Want to develop “other side”
- Still being accepted as “able”

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*Adapted from the Connecticut Counseling Association Professional Development Workshop, Spring 2002, James P. Trotzer, Ph.D.*
Understanding your own career development and stages of life issues will help you better decide how you would like to change your career and what industries/careers you would like to target. The following steps will guide you in the process.

**STEP 1 – IDENTIFY YOUR CIV’S**
The first step in a career change is to understand your core competencies, interests and values, or CIV’s. Competencies relate to your skills and experience. Interests relate to job functions you enjoy. Values relate to what is important to you or what motivates you.

Refer to the Competencies, Interests and Values section for further assistance on how to direct your research and career change. Understanding your core CIV’s will enable you to best identify your career targets. It will also enable you to market yourself more effectively and help you with resume writing, business correspondence, your “30-second pitch,” networking, interviewing and market research, all of which are covered under separate sections of this Guide.

**STEP 2 – CONDUCT MARKET RESEARCH**
The second step is to conduct your market research, focusing on the industries and occupations in which you have an interest. In researching the job market, you’ll become aware of potential industries, employers and job opportunities. Keep in mind current employment trends (growth industries) and particular influences in your geographic area. Use the results of your research to create a list of target industries, companies, positions and contacts.

Market Research can be conducted through the use of both Primary Source information (personal contacts, annual and financial reports and other first hand documents such as interviews) and Secondary Source information (research via the Internet and published/printed articles that analyze or interpret facts).

Some excellent secondary sources for industry/occupation information and guides are listed below. Once you have an industry/career direction, you'll be better able to find out what skills are required for that industry/position (see Job Market, Company and Industry Research section for additional resources).

- wetfeet.com
- vault.com
- mbajungle.com

**STEP 3 – IDENTIFY YOUR TRANSFERABLE SKILLS**
Communicating your skills and achievements to potential employers in your new market requires time and planning. The key to a successful career change is identifying your transferable skills, the foundation on which all else rests. Transferable skills are general or universal skills that can be developed in one job or activity and transported to another. They are customarily divided into three basic categories:

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Once you have clearly defined those skills that you can take with you in your new field of pursuit, you will need to effectively market them.
STEP 4 – TARGET YOUR RESUME
The next step is to meet with a Career Counselor to revise and develop your resume with your new objective in mind (see Resume section for additional information and sample resumes). Begin with a thorough self-assessment of your previous work experience, activities and education and start to shape your new resume. In general, a chronological resume may not provide the best format to present your transferable skills and past experience. Consider developing a profile section to concisely describe who you are and where you want to go. This profile can communicate your strengths and objectives. Also, consider a summary of qualifications section where you extract and highlight your relevant experience and skills. The employer doesn’t have to go looking if you put these essential points at the top of your resume. You may want to use a functional format designed to organize your experience in three or four transferable skill areas such as management, business development, teaching, supervising, financial analysis, etc. This allows you to emphasize those transferable abilities you are trying to utilize in your new career or desired position.

STEP 5 – NETWORK/E-NETWORK AND GATHER INFORMATION
Gathering information about an industry and profession allows you to form a realistic picture of opportunities within the field. Meeting with contacts for Information Interviews allows you to develop a network to use for your job search. Information Interviewing and Networking is the process of conducting exploratory informational conversations with persons who can provide you with career advice and introduce you to others who can assist you with your goals. For some people, contacting and speaking to professionals in their field of interest can be intimidating. However, most people like to provide information to those breaking into the field, and enjoy talking about their own work. The purpose of conducting information interviews is two-fold. Talking with experienced professionals is the best way to get a realistic picture of the profession, industry or company. They can describe to you the particular culture of their organization, the type of jobs within it, typical career paths of employees and provide a clear description of their own career. These insiders can also serve as key contacts in your future job search. Since most job openings are never listed in the classified ads, insiders can lead you to the “hidden” job market (see Networking/E-Networking section for information on Information Interviews).

STEP 6 – JOIN BUSINESS AND PROFESSIONAL ASSOCIATIONS
Joining a professional association related to your field is extremely important in establishing yourself as a professional and expanding your network. Along with giving you the opportunity to get to know people and network, joining associations allows access to a hidden job market as newsletters are often published with job announcements for members only. Establish your presence and credibility so that when opportunities become available, people will think of you. Volunteer to participate in any way you can: attend meetings, serve on committees, write for a newsletter, plan a program or event, and attend conferences and seminars.

To locate an organization, use The Directory of National Trade and Professional Associations and the American Society of Association Executives website. The latter and other professional organizations can be accessed through our website by clicking on Search for Jobs and Internships on the left and then Professional Organizations. For more, refer to the list of Career Networking Groups and Professional Organizations in Section 5. Ask professionals in your field for local chapters of national organizations. The membership of your relevant professional association is an entire pool of key people to tap for your job search!

Consider joining a job search group. There are many groups that meet in the community to provide support, information and networking during your job search. Many hold events with speakers. A support group can keep your spirits up and speed your search.

STEP 7 – CONTINUE TO LEARN, INTERN AND VOLUNTEER
Taking courses in your field of interest allows you to remain in step with current trends and provides an environment in which to develop contacts. Keeping your skills sharp will add to your attractiveness as a candidate, particularly if you are unemployed. If an employer sees you are taking classes, they know you are serious about your new field. Obtaining an internship or volunteering in your chosen field is a great way to gain practical experience and access the hidden job market. These activities can also expand your networking potential and bring you in contact with other people with your same interests.
SECTION 12

INTERNATIONAL STUDENTS

- Co-op Education Information 123-124
- Job Search Tips 125
- Cultural Barriers to the Job Search 126
- U.S. Workplace Values, Attitudes & Business Idioms 127
- Online Job Search Information 128
As part of your educational experience here at Pace, you may be eligible to gain study related, practical work experience through our Co-op Education program. The following guidelines provide you information to begin your search. While the Co-op program cannot guarantee employment, our goal is to assist you in every way we can. Your Co-op Counselor and International Student Advisor will work together with you during this process. Frequent communication with them is essential!

Policies listed in this section are subject to change. In order to stay current with USCIS* (formerly INS) rules and regulations, you must be in continual contact with the Office of International Programs & Services (OIPS). For the most recent information, refer to their website, accessed through the Pace website (pace.edu) under Student Services. You can also refer to the International Student page of our website by clicking Search for Jobs and Internships and then International Students.

**ELIGIBILITY FOR CO-OP**

International Students are eligible to work off campus in study related positions only with authorization from Cooperative Education and the Office of International Programs & Services. Students are responsible for completing all the necessary documentation prior to employment. Your I-20 (F-1) or DS-2019 (J-1) and passport must be updated. Do not let them expire. Written proof of authorization to work must be shown to an employer prior to beginning employment.

- Students must be fully matriculated in a degree or certificate program as a full time student (12 credits for Bachelor candidates, 9 credits for Master candidates).
- Students must be in F-1 status for one full academic year before they are eligible to work off campus.
- J-1 Visa holders: Eligibility and authorization are determined by different criteria. The International Student Advisor can provide this information.
- Students who meet the eligibility requirements may participate in a paid internship which MUST be related to their current major.

In order to begin working in a co-op position, visit the International Student Advisor to fully understand your eligibility to work in the US.

- Complete the Co-op Employment Eligibility Memo and have it signed by the International Student Advisor. Keep a copy for yourself.
- Once your documentation has been returned to the co-op office, you’ve met with a Co-op Counselor, had your resume approved and attended a workshop, you may begin to view Co-op Jobs Online and select those for which you qualify and are interested.

**EMPLOYMENT OPTIONS**

Students may work in a co-op position:

- Part-time (maximum 20 hours weekly) during the academic year
- Full-time for the summer or if you are registered for your thesis in the semester that you wish to work and you have completed all required coursework

*USCIS – United States Citizenship and Immigration Services*
EMPLOYMENT OPTIONS (cont’d)
Students working on-campus in a Graduate Assistantship (10 or 20 hours weekly) cannot work during the academic year in a co-op position off-campus but may do so for the summer.

FINDING YOUR OWN CO-OP
You may contact potential employers on your own and accept off campus employment as long as the position meets the USCIS and Co-op criteria as approved by your Co-op Counselor. The position must be directly related to your field of study and you must meet all co-op eligibility requirements.

If you are offered employment, see your Co-op Counselor immediately to discuss the specifics of the position and if it meets the criteria.

Once your Counselor approves the co-op placement, you will need to obtain Employment authorization on your Form I-20 from the International Student Advisor (see next section) and a letter, on letterhead, from the employer stating the following:

- Your job responsibilities, job title, name & address of employer
- Number of hours working per week
- Hourly wage
- The length of assignment (must be the equivalent of a semester)
- Signature, name and phone number of a company official

AUTHORIZATION TO WORK
Congratulations! You’ve been hired! Our goal is to support you throughout your co-op placement. To make the most of your work experience, stay in touch with your Counselor, keep your work authorization up to date and notify us if there are any changes in your work assignment. After three (3) months we will ask you to complete an evaluation of your co-op assignment and ask the employer to evaluate your performance. This information will be shared with you.

In order for F-1 visa holders to start working:
- The co-op office will send a Placement Confirmation Memo to the International Student Advisor with the specifics of your job.
- You must meet with the International Student Advisor and have your Form I-20 endorsed with an employment authorization. This is your legal proof of authorization to work and must be shown to your employer. Allow three - four (3-4) days for the paperwork to be completed.
- The Advisor will send a copy of your endorsed Form I-20 to the Co-op office confirming your approval to work.
- You will be authorized to work for one semester only! If you plan on working into the next semester, you must have your I-20 updated, prior to the expiration date. Failure to maintain your employment authorization will be a violation of your visa status!

In order to work you will need a Social Security Card and number. Consult with the Office of International Programs & Services for information on applying for a Social Security number and the closest Social Security Administration location.

AFTER GRADUATION
F-1 Visa students working in a co-op position may continue with their employer after graduation for an additional 12 months under Optional Practical Training as an extension of your program of study. Check with your International Student Advisor at least three months prior to your graduation.
As an international student you face certain challenges and restrictions regarding the U.S. job search. We suggest that you begin your search early and work closely with a career counselor.

- **Communication skills are very important.** Use every possible opportunity to strengthen your command of spoken and written English. Keep in mind that Co-op and Career Services provides assistance with resumes, cover letters and other print and electronic correspondence.

- When looking for potential employment, remember that you have unique assets that increase your competitiveness with American students. In addition to promoting your academic training, you possess bilingual abilities, adaptability, a unique cultural background and possible professional experience. Emphasize these strengths and qualities. Then focus your job search on employers looking for them.

- Networking/E-networking is extremely important for international students. By networking we mean systematically making personal, written, or telephone contacts with relatives, friends, and alumni in the United States and back home who may be able to help you in the search. Each person whom you contact becomes a participant in your search. Fellow students from abroad who have gained some experience with the U.S. job market can be extremely helpful with your search for a position.

- Ordinarily it is best to concentrate on employers that have some connection (offices, plants, subsidiaries, marketing teams, sales forces) to your country of origin. These companies may have an interest in you to work for them in this country or to return to your home country after initial training in the United States. To locate international companies operating in the U.S., speak with a reference librarian at a Pace library and refer to Section 3 of this Guide and the websites listed on the last page of this section.

- In most cases, you may be eligible for 12 months of practical training after graduation related to your studies, but you may find that some employers will be reluctant to hire international students because of their visa restrictions.

- One of the most invaluable sources you have here in the U.S. is your embassy. Often foreign embassies maintain lists of contacts for employment. Call them!

- Honesty about your visa status in all employer contacts is the best policy. Please make your “permission to work” status clear in every letter, resume, or direct contact with a company representative.

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*Adapted from “Advice for International Students,” Hofstra University Career Center, 1999*
CULTURAL BARRIERS TO THE JOB SEARCH

U.S. EMPLOYER EXPECTATIONS

CONFLICTING VALUES OF ANOTHER CULTURE

SELF-PROMOTION

- assertiveness
- confidence in openly discussing goals, personal qualities and accomplishments
- follow-up with employers (telephone inquiries regarding application status, thank-you notes)
- appropriate dress/grooming/hygiene

- aggressiveness
- unless presented as part of group activity, citing accomplishments and skills is viewed as boastful, self-serving and too individualistic
- asking employer directly about status of application is rude
- appearance is not as important as technical expertise

COMMUNICATION

- open and direct responses to questions
- eye contact with interviewer and relaxed posture
- appropriate space and other non-verbal behaviors

- directness is disrespectful
- eye contact, especially with persons of higher status (e.g. employer, interviewer) is disrespectful
- body language of respect

SELF-DISCLOSURE

- personal descriptions of experience, hobbies, strengths and weaknesses
- answers to questions related to personality (e.g. leadership style, problem-solving abilities)

- personal questions about likes/dislikes, etc. are considered an invasion of privacy and are discussed only with close friends and family
- items unrelated to work are unimportant

CAREER SELF-AWARENESS

- demonstrating knowledge of self, career goals and how they relate to the job
- responsible for own career development
- discussion of long-range plans

- jobs are sometimes available through government or family
- questions about role in a company indicates potential disloyalty
- company assigns work responsibilities; individual must be flexible to accept whatever is available

FINDING EMPLOYMENT

- use of wide variety of resources for identifying jobs, friends, family contacts, professional journals and associations, career services, faculty
- networking

- many jobs are found through government or family
- dependency relationships in job search are fostered; one resource (e.g. academic advisor, employment agent) will find appropriate job

INTERVIEW PROCESS

- concerned with image and professional style
- personal hygiene, shower and shampoo often
- congenial interviewing environment that encourages openness, some joking, exchange of information

- qualifications more important than image
- personal hygiene has an effect on professional and social relationships
- sitting with person of higher status requires deference; job applicant is polite and does not ask questions or provide information that may indicate lack of respect for interviewer

TIME ORIENTATION

- arrive 5-10 minutes before interview appointment

- personal relationships are more important than time; anywhere from 15 min – 2 hr. late from agreed meeting time is not insulting

INDIVIDUAL EQUALITY

- egalitarian attitude regarding wealth, social status
- gender does not affect interview relationship
- age is not a factor

- show deference to people of greater wealth, older, higher social status
- males are expected to assume dominance in interactions with females
- younger persons defer to older ones


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U.S. WORKPLACE VALUES & ATTITUDES & BUSINESS IDIOMS

U.S. WORKPLACE VALUES & ATTITUDES TO BE CONSIDERED ONCE HIRED
An understanding of the following cultural values and attitudes held by U.S. employers and employees will prove helpful to you when hired for practical training and full-time employment. (Information adapted from International Careers Consortium, 1997)

U.S. Employers:
• Require male and female employees to be treated equally.
• Expect workers to conform to specific business standards of dress.
• Prefer direct contact in problem solving rather than using intermediaries.
• Value assertiveness over passive or aggressive behavior.
• Are production and goal oriented.
• Stress promptness (reporting to work, keeping appointments, returning calls, etc.), productivity and efficiency.
• Prefer self-reliance, resourcefulness and creativity.
• Want employees to ask questions for verification before acting independently.

U.S. Employees:
• Are goal-oriented and focus on job advancement.
• Operate “individualistically,” even while in a team environment.

BUSINESS IDIOMS
In addition to learning professional jargon specific to your industry, learning commonly shared “business idioms” will enhance your general understanding of communication within the workplace and other areas. The following examples of business idioms are taken from the website www.geocities.com. To view more and take a Business Idiom Quiz, refer to: www.geocities.com/Athens/Aegean/6720/Business.html.

“Across the board” = including everyone or everything
The computer company decided to give the workers an across-the-board increase in their salary.

“Ball Park figure/estimate” = a rough estimate or figure
The contractor gave us a ball park figure for the cost of repairing the new building.

“Banker’s hours” = short work hours
My sister’s husband owns his own company and is able to work banker’s hours with his large staff.

“Bean-counter” = accountant
We asked the bean-counters to look over the figures in the new budget.

“Cut corners” = economize
We have been forced to cut corners on stationery expenses during these severe economic times.

“Deliver the goods” = succeed in doing well what is expected
The new owner of the company is not very popular but he is able to deliver the goods.

“Gain ground” = go forward, make progress
Our company has been gaining ground in our attempt to be the best in the industry.

“Fill the bill” = be just what is needed
That new machine should fill the bill as to what we need to finish the job.

“Piece/slice of the action” = a share in the activity of the profits of something
The inventor wanted a large piece of the action of the profits from the new computer that he had invented.

“Heads will roll” = someone will be punished
Heads will roll when our boss learns about the money that we have lost recently.
ONLINE JOB SEARCH INFORMATION

Website links providing job search information and resources for international students seeking employment can be found on our website. From our homepage, click on Search for Jobs and Internships on the left, then click on the heading International Students.

✓ AsiaJobSearch.org – Asiajobsearch.org is the only web-based employment search service devoted exclusively to Asian graduates of U.S. colleges and universities.

✓ Career Conferences – CCA brings employers and students from every conceivable industry and every background together to meet and interview face-to-face. (careerconferences.com/international.html)

✓ CareerForum.net – Jobs and career fairs throughout the world.

✓ Council on International Education Exchange (CIEE) – Information on exchange, travel, and international study programs. (www.councilexchanges.org)


✓ ForeignMBA.com – Very useful information for both undergraduates and graduates. The book Finding a Job in the US: Guide for International MBAs is available for purchase on this web site.

✓ CareersInAfrica.com – Global Career Company is the premier specialist in the recruitment of graduates and professionals into emerging markets worldwide including Africa, Asia, and Central Europe.

✓ H1VisaJobs.com – Jobs with American firms with H-1B sponsorship/transfer, Green Card.

✓ Monster: Work Abroad – Read about other people's experiences of being part of the global workplace, transitioning to a new culture, and various tips and insights for the international job search. (international.monster.ca)

✓ InternationalStudent.com – Covers the multitude of issues dealing with being an International student in the US.

✓ IntlCareers.org – Excellent article addressing the conflict of "When in the hiring process do I reveal that I'm an international student?" (intlcareer.org/non-us.html)

✓ JobWeb.com: Challenges for International Students – Excellent and comprehensive article addressing every issue concerning international students. Provides insightful advice and guidance, as well as numerous links that address the international student job search. (www.jobweb.com/resources/library/international/us_employment_81_01.htm)

✓ Metro International – A not-for-profit organization serving international students from more than 100 countries on college and university campuses in the tri-state area of New York, New Jersey, and Connecticut. (www.metrointl.org)

✓ SpanUSA.net – The Executive Search Firm specializing in the placement of bilingual Spanish-English speaking professionals and executives of every ethnic background in the United States and Latin America.

✓ University of Baltimore's CareerLink – An article by Barry Dunkin on the value of an international internship and the impact that it could have on your career. (www.ubalt.edu.careersrv/careerlink)