

**R**ESUMES

**I**NTERVIEWING

**AND**

**M**ORE

**Career Services Center**

Kent State University

261 Michael Schwartz Center

(330) 672-2360

[www.kent.edu/career](http://www.kent.edu/career)

# Resumes, Interviewing and More

*Resumes, Interviewing, and More* is designed to provide users with basic guidelines to create resumes and cover letters and prepare for interviews. Additional career planning information is available in the Career Services Center library and on-line at the Career Services web site at [www.kent.edu/career](http://www.kent.edu/career). Please remember that career counselors are available on a drop-in or appointment basis to provide guidance and feedback.

## Table of contents

<b>SECTION 1:</b>	<b>The Resume Writing Process</b>	<b>page 2</b>
<b>SECTION 2:</b>	<b>Chronological Resume Components</b>	<b>page 3</b>
	A. IDENTIFICATION	page 3
	B. OBJECTIVE OR SUMMARY	page 3
	C. EDUCATION	page 5
	D. SPECIAL SKILLS	page 6
	E. WORK EXPERIENCE	page 7
	F. LEADERSHIP EXPERIENCE	page 9
	G. HONORS AND ACTIVITIES	page 10
	H. INTERESTS	page 10
	I. REFERENCES	page 11
	RESUME EXAMPLES	pages 12 - 16
<b>SECTION 3:</b>	<b>The Functional Resume</b>	<b>page 17</b>
	FUNCTIONAL RESUME EXAMPLE	page 18
<b>SECTION 4:</b>	<b>The Cover Letter or Letter of Application</b>	<b>page 19</b>
<b>SECTION 5:</b>	<b>Cover Letter Recommended Format</b>	<b>page 20</b>
	COVER LETTER EXAMPLES	pages 21 - 25
<b>SECTION 6:</b>	<b>Action Words for Resumes and Letters</b>	<b>page 26</b>
<b>SECTION 7:</b>	<b>The Thank You Letter</b>	<b>page 27</b>
<b>SECTION 8:</b>	<b>Interviewing</b>	<b>page 28</b>

## **SECTION 1: The Resume Writing Process**

**Step 1** Much of the resume is simple to write. However, many individuals find that the Work Experience and Activities sections can be the most challenging. Brainstorm by identifying your strengths (things you could promote to an employer). Some find it helpful to list all jobs, activities, volunteer work, extra-curriculars, etc, and then list specific tasks and responsibilities under each. From each task/responsibility, skills can be identified which were used or developed in that position. These skills can eventually be used as action verbs in descriptions, but also to help identify strengths.

Edit your rough draft to fit a maximum of two pages. A final resume of one page is recommended for most new college graduates although many education majors use two pages. If you need the space - use it. **DON'T WORRY IF YOUR RESUME IS NOT PERFECT YET!!**

**Step 2** Have your resume proofed by one or two persons you trust as having expertise in resume development and your career field (Career Services staff member, faculty member, a professional in your field) to avoid being overwhelmed by the variety of methods used to create resumes.

**Step 3** Do not utilize templates since they create future editing challenges.

**Step 4** Print the final copy of your resume on quality bonded paper. With high competition for positions, your resume **must** look professionally prepared.

In general, a resume should:

- Be flawless, contain **no** typos or grammatical errors, and be visually attractive with headings highlighted and appropriate spacing.
- Look like an original. Copies should be smudge-free with a neat appearance.
- Serve as a formal business document, so abbreviations should be avoided.
- Include specifics whenever possible. (Examples: numbers, dollars, percentages, etc.)
- Contain words that denote action or accomplishment to enhance the overall effect of the resume.
- Contain accurate and honest information. (Example: A 2.98 GPA listed as a 3.0 is not acceptable.)
- **Always** be accompanied by a cover letter when mailed or emailed.
- Be printed on conservative colored paper. (Ivory, beige, tan, gray. Stay away from trendy colors such as mauve, marble, etc.) White is best for scanning.
- Be free of personal pronouns and complete sentences. Use action verbs to describe each task/responsibility via phrases.
- Be free of personal information such as age, marital status, height/weight, etc., which could be used to discriminate against the applicant and **not** contain a photograph of the applicant.
- **Not** be stapled if two pages in length. Place your name and 'Page two' on the second page.
- When writing numbers, 10 and over are numerical, and nine and under are written out as words.

Of course, there are some exceptions to these guidelines, depending on the career field and position. Be sure to speak with a Career Specialist if you have any questions.

## **SECTION 2: Resume Components**

### **A. IDENTIFICATION**

1. Insert your complete Name in a larger font size (i.e. – Times New Roman 13 - 15 point font)
2. Indicate complete Street Address.
3. Enter City, State, and Zip Code.
4. Identify your Phone Number including area code.
5. E-mail address - under one side or the other, if using two addresses.
6. If using two addresses, indicate your last Date of Residence under either side - month, day, year.

College students should definitely include both current and permanent addresses so employers can make contact with you during school breaks. However, if you only have one address, center it directly under your name.

#### **IDENTIFICATION EXAMPLES**

#### **AUDREY REID WILLIAMS**

##### **CAMPUS ADDRESS**

410 Olson Hall  
Kent, Ohio 44243  
(330) 672-3234  
(Until May 20, 2005)

##### **PERMANENT ADDRESS**

3550 West Market Street  
Akron, Ohio 44300  
(330) 898-2547  
[arwilliams@yahoo.com](mailto:arwilliams@yahoo.com)

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#### **Bret T. Marsh**

##### **CURRENT ADDRESS**

337 Clark Hall  
Kent, Ohio 44242  
(330) 672-5892  
[bmarsh@kent.edu](mailto:bmarsh@kent.edu)

##### **PERMANENT ADDRESS**

3465 West 34th Street  
Cleveland, Ohio 44100  
(216) 324-2984  
(After May 31, 2004)

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#### **RICK WAYNE**

4335 Summit Street  
Kent, Ohio 44240  
(330) 678-4629

### **B. OBJECTIVE OR SUMMARY**

An **objective** is used to describe your career goals to an employer and should tell the reader what you want to do. Try not to be overly wordy or too limited in your focus. If you want to target different types of positions or industries, you may need to develop a different resume targeted to each area. Do not send a resume for a position if the objective does not match the position. The remainder of the resume is used to support why you are qualified for a position. Do not write your personal philosophy or request that the company do something for you. Avoid using vague philosophical fluff: e.g. "To obtain a rewarding career with a progressive company that will allow me to contribute and at the same time provide advancement and personal growth."

A **summary** is generally used by a student or alumnus *who has had several years of full-time professional work experience*. Briefly, the summary highlights your achievements and matches them with your career goals. A summary should contain three to five well-written, strong sentences and may include academic background, area of expertise, examples of leadership, or personal strengths.

❖ **Please note:** You can use either an Objective **or** a Summary in your resume, but you cannot use *both*.

## **OBJECTIVE EXAMPLES**

### **OBJECTIVE**

Seeking a fall 2004 internship using acquired accounting and finance knowledge.

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### **OBJECTIVE**

An entry-level finance position leading to management. Willing to relocate.

---

### **OBJECTIVE**

Desiring position as a general news and/or sportswriter with a Midwestern paper.

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### **OBJECTIVE**

To obtain a summer internship in the field of sports broadcasting.

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### **OBJECTIVE**

Seeking a position as a facilitator in a church, to assist the pastor, church organizations, and church youth. Will relocate.

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### **OBJECTIVE**

An entry-level social work position dealing with substance abuse.

---

### **OBJECTIVE**

Seek human services position in an agency that requires strong grant writing experience.

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## **SUMMARY EXAMPLES**

### **SUMMARY**

Experienced in international banking. Speak fluent German and Spanish. Financial Management degree from a private college. Exceptional communication skills and ability to quickly adapt to other cultures.

---

### **Summary**

Several years experience in marketing and management with focus in market research. Proven communication skills, both written and oral.

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### **SUMMARY**

Experienced in many aspects of computer programming. Five years professional work experience at 3M with training by two senior analysts. Bachelor's degree in Computer Science.

---

### **SUMMARY STATEMENT**

Experienced in many aspects of broadcast journalism. News Room Assistant at WEWS television. Excellent editing and organizational skills.

---

### **SUMMARY**

Experienced in case management with six years handling substance abuse and child neglect.

## C. EDUCATION

### COLLEGE:

1. List your most recent degree (as officially written on diploma) first, followed by month and year of graduation. Do not include "Anticipated" or "Expected" with your graduation date.
2. Include name of institution where you received your degree. On same line, include city and state.
3. Display your Major(s), Minor(s), or Areas of Emphasis, Concentration, etc.
4. Insert GPA if it is 3.0 or above -- it is not beneficial to list your GPA if it is below 3.0. Grade Point Average can be expressed as Cumulative GPA and/or Major GPA. Do not refer to a 4.0 scale.
5. If you financed the majority of your degree you may add the phrase, "Financed 90% of education." This may show employers that you are hardworking and goal oriented; however, this is optional.
6. Indicate Significant Coursework or Certifications. Only list courses that directly support your career objective. Do not list more than six courses. *Coursework is most relevant for internship candidates.* You could also list Special Training, Areas of Emphasis that support your objective, or Relevant Skills here, i.e. computer languages/software, foreign languages spoken, etc.

**HIGH SCHOOL:** This section need only be included **if applicable in some way to your career objective or if you were not involved in college activities and thus plan on listing honors, leadership, etc. related to your high school experience instead.**

1. List High School Diploma, followed by the month and year of graduation (*in examples xx is used for date*).
2. Include the name and location of the high school.
3. Insert class rank, GPA, or class honors, e.g. Valedictorian.

### **EDUCATION EXAMPLES**

#### **EDUCATION**

**Bachelor of Business Administration**, May 20XX

Kent State University, Kent, Ohio

Majors: Accounting/Business Management

GPA: 3.92

Additional Coursework in Computer Science:

Operating Systems, Computer Networks, Systems Programming, Web Design & Programming

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#### **EDUCATION**

Master of Arts, May 20XX

Kent State University, Kent, Ohio

Concentration: Individual and Family Studies

GPA: 4.0

Thesis: *Above and Beyond: High-Achievers  
in Disadvantaged Schools*

Bachelor of Arts, May 19XX

University of Akron, Akron, Ohio

Major: Sociology

GPA: 3.4

**EDUCATION:** Bachelor of Arts, December 20XX  
Kent State University, Kent, Ohio  
Major: Spanish Minor: German  
Major GPA: 3.4

Latino Studies, August - December 20XX  
Universidad Nacional Autonoma de Mexico, Mexico City, Mexico

German Language and Culture Coursework, May - June 20XX  
Goethe Institut, Graffing bei Munchen, Germany

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**EDUCATION:**

Bachelor of Science, May 20XX  
Kent State University, Kent, Ohio  
Major: Fashion Merchandising

Diploma, June 20XX  
Western Reserve Academy, Hudson, Ohio  
GPA: 3.8

Significant Coursework: Fashion Fundamentals, Fashion Visuals, Fashion Fabrics, Fashion Drawing I, Marketing Research, Store Operations

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**EDUCATION:** Associate of Applied Science, May 20XX  
Ashtabula Campus – Kent State University, Ashtabula, Ohio  
Major: Nursing

## D. SPECIAL SKILLS

You might want to emphasize special skills in a separate category by itself. Other possible headings include:

Foreign Language Skills: list individual languages spoken

Overseas Travel: list countries visited

Computer Skills: list programming languages, operating systems, software, etc

### **SPECIAL SKILLS EXAMPLES**

**SPECIAL SKILLS:** Travel: Spain, Portugal, and Belgium  
Languages: Fluent in Spanish and Portuguese; conversant in French  
Computer Skills: Macintosh applications including QuarkXpress 6.0, Claris Works and Adobe PageMaker

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**Computer Skills:** Windows 2000/XP, JAVA, Microsoft Excel, PowerPoint

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**Foreign Languages:** Fluent in German and Japanese

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**COMPUTER SKILLS** Operating Systems: Unix, MS-DOS, Windows95/98/2000/NT  
Programming Languages: JAVA, CFML, Euphoria, Linux, C++

## E. WORK EXPERIENCE

1. List the title of the position you held. Begin with your most recent experience first.
2. Reference the name of the organization and location (city and state).
3. Insert dates you were employed. Make sure you are consistent in use of months, semesters, etc.
4. Describe your work experience. Use past tense verbs like "achieved" instead of passive words like "was responsible for." (See Action Word List at end of this section). Try to show not only what you did, but also how well you did it. You can accomplish this by citing accomplishments, supervision, responsibilities, etc. Use past tense even if you are still employed in the position. Use phrases, not entire sentences, and eliminate all personal pronouns (I, me, my, etc.).

All of your work experience may be included under this heading, or you may divide it up to better support your career objective by placing all directly related experience (paid or unpaid) under one Related Experience heading. Other headings which might be used include:

### RELATED WORK EXPERIENCE

### RETAIL EXPERIENCE

### OTHER EXPERIENCE

### RELATED EXPERIENCE

### OTHER WORK EXPERIENCE

### VOLUNTEER EXPERIENCE

## **WORK EXPERIENCE EXAMPLES**

### **RELATED EXPERIENCE**

**Field Experience Intern**, Townhall II Substance Abuse Program, Kent, Ohio.

Acted as a team member by preparing and presenting lectures to residents. Provided leadership in small and large groups. Completed social histories and conducted initial assessments. Helped develop treatment plans for individuals. (January - May 20XX)

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### **RELATED WORK EXPERIENCE**

Extern, *Scott Advertising*, Chagrin Falls, Ohio, January 20XX  
Observed in the areas of general accounting, cost accounting, payroll, accounts payable and receivable, billing, and credit. Reinforced desire to become accountant.

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### **ACCOUNTING EXPERIENCE**

*Staff Accountant/Intern*, Arthur Andersen, Cleveland, Ohio, Spring 20XX  
Participated in eight audits (banks, colleges, and schools). Handled cash receipts, cash disbursements, accounts payable, and payroll. Prepared corporate tax returns.

---

### **OTHER WORK EXPERIENCE**

**Computer Operator and Grader**, Math Department, Kent State University, Kent, Ohio, 20XX-20XX  
**Secretary**, English Department, Kent State University, Kent, Ohio, 20XX-20XX  
**Salesperson**, Cedar River Country Club, Adams, Minnesota, Summer 19XX

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### **RELATED WORK EXPERIENCE**

Clerk, *Apples Food Store*, Tallmadge, Ohio, 20XX-Present. (Worked while attending college.) Ordered merchandise for frozen, dairy, and produce; verified and paid bills; calculated retail prices; analyzed and balanced accounts; prepared and made bank deposits up to \$6000.

## **BROADCAST EXPERIENCE**

*Sports Director, WKSR - FM, Kent State University, Kent, Ohio. July 20XX - May 20XX*

Reported sports, broadcasted live play-by-play of basketball and baseball games, ordered telephone lines for broadcasting away games, and supervised two other sportscasters.

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## **INTERNSHIP**

**International Representative**, United Bank of Denver, Denver, Colorado, 20XX.

- Responded to customer and internal bank inquires about international services.
  - Researched political and economic conditions for reports in Saudi Arabia.
  - Gained knowledge in letter of credit document negotiation and foreign currency.
- 

## **RELATED WORK EXPERIENCE**

**Admissions Tour Guide Vice President, Kent State University, Kent, Ohio, 19XX-Present**

- Developed and trained 17 participants in Admissions outreach programs.
  - Participated in staff meeting discussions about retention and enrollment management.
  - Recruited students from eight area high schools.
  - Aided staff in recruitment of transfer students from Cuyahoga Community College.
  - Assisted in selection, training, and scheduling of 60 tour guides.
- 

## **RECREATION EXPERIENCE**

**Backpacking Co-Director and Counselor**, Outlaw Ranch, Custer, South Dakota (Summers 20XX and 20XX)

- Organized backpacking program that served 100 high school students.
- Ordered food and equipment.
- Planned and presented orientation programs.
- Educated campers and maintained order.
- Counseled all ages of children and adults in an outdoor environment.
- Led 10 groups of 10 high school students in mountains for week-long trips.

**Football Supervisor**, Summit County Parks and Recreation, Akron Ohio (Falls 20XX and 20XX)

- Planned and supervised the flag football program for 50 grade school boys.
  - Created ways to motivate the players and make football interesting and fun.
- 

## **COUNSELING EXPERIENCE**

**Advising Center Peer Counselor**, Hiram College, Hiram, Ohio (September 20XX-Present)

- Assisted students with academic advising.
- Conducted seminars on careers.
- Interviewed over 50 freshmen to determine career development needs.
- Wrote articles for office newsletter.

**Resident Assistant**, Kent State University, Kent, Ohio (September 20XX-May 20XX)

- Functioned as liaison between 48 residents and college administration.
- Counseled and advised residents on personal and college related problems.
- Planned educational programs including fundraisers.
- Assisted with administrative details.

## F. LEADERSHIP EXPERIENCE

1. List the title of the position you held.
2. Reference the name of the organization and the location, including city and state.
3. Indicate the period of time you held the position.
4. Describe your experience. Use past tense action oriented words like "achieved" instead of passive words like "was responsible for." (See Action Word List at the end of this section). Try to show not only what you did but also how well you did it. You can accomplish this by citing accomplishments, supervision, responsibilities, etc.

### **LEADERSHIP EXPERIENCE EXAMPLES**

#### **LEADERSHIP SKILLS**

**President**, Kent State Education Association, Kent State University (20XX - Present)

Conducted monthly meetings and secured guest speakers, functioned as liaison between association and faculty.

**Vice-President**, Outdoor Club, Kent State University (20XX – 20XX)

Organized annual backpacking week, involving over 40 members. Established outdoor education program providing activities and guidance to area youth.

**President**, Art Education Council, Kent State University (19XX – 20XX)

Planned educational programs. Developed an arts exploration program allowing local high school students to tour the Kent State University Art Gallery.

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#### **LEADERSHIP EXPERIENCE**

Vice President, Sigma Alpha Epsilon Fraternity, Kent State University, Kent, Ohio (20XX-XX)

Assisted President with management of 65 member fraternity; conducted meetings in President's absence; managed fundraising project for United Cerebral Palsy.

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#### **LEADERSHIP**

Instructor, University Orientation, Kent State University, Kent, Ohio (20XX-Present)

Advised 25 new freshmen on university resources; co-taught an eight-week accredited course with faculty member, assessed the class performance of students in order to assign accurate grades.

Lake Hall Representative, Kent Interhall Council, Kent State University, Kent, Ohio (20XX-20XX)

Served as a liaison between students and campus administrators; proposed and voted on policies designed to improve life within residence halls; elected as the council representative for Lake Hall.

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#### **LEADERSHIP EXPERIENCE**

Kent Student Ambassadors:

Vice President (20XX-20XX)

Served as a student representative to current and prospective students, members of the community, alumni, faculty and administration. Assisted various departments with numerous campus events.

Kent State University Student Senate:

Senator for Academic Affairs (20XX-20XX)

Solicited student input into academic policy. Represented student body to university officials.

## G. HONORS AND ACTIVITIES

1. List the activities you were involved in and/or honors you received in college. If the activity is not self-explanatory, you might need to clarify if you have enough space.
2. List the activities you were involved in and/or honors you received in high school. (This is included only if significant/applicable and if high school was also included in your Education section.)

### HONORS / ACTIVITIES EXAMPLES

#### HONORS AND ACTIVITIES

##### COLLEGE:

Kappa Delta Pi  
Kent Band, Treasurer  
Kent Interhall Council  
Dean's List

##### HIGH SCHOOL:

Valedictorian  
German Club  
Rotary Club Achievement Award  
National Honor Society

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#### HONORS

- Dean's List, six semesters
  - National Dean's List
  - Phi Beta Lambda - Steering Committee Member
  - Phi Beta Lambda-State Competition
    - First place award, Accounting I
    - Third place award, Payroll Accounting
  - Lutheran Mutual Scholarship for Outstanding Leadership
- 

#### ACTIVITIES AND HONORS

Who's Who Among Students in American Universities, 20XX  
Prentice Hall President, 20XX  
Most Valuable Player, Tennis Team, 20XX  
Intramurals, 20XX

## H. INTERESTS

List the interests that will show employers you are a well-rounded individual or that support your career objective. For example, hobbies, travel, intellectual activities, or special interests. This section can be optional if space is already limited on your resume. List up to six maximum.

### INTERESTS EXAMPLES

#### INTERESTS

Playing the clarinet, scrap booking, and coin collecting

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#### PERSONAL INTERESTS

Hiking, camping, sailing, golf

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#### INTERESTS

Cooking, European travel, gardening, knitting

## I. REFERENCES

You may write one of the sentences that appear below or include a reference page. If you include a reference page, you do not need one of these statements.

- Option 1:** References available upon request.  
**Option 2:** References and portfolio available upon request.  
**Option 3: \*** References available from: Career Services Center  
P.O. Box 5190  
Kent State University  
Kent, Ohio 44242-0001  
(330) 672-2360  
career@kent.edu

\*You MUST be registered for the Credentials Service with the Career Services Center. Education majors are encouraged to utilize this service, or may consider a self-managed credential file. Contact Career Services at (330) 672-2360 for more information.

### REFERENCE PAGE EXAMPLE

## References for LAUREL A. KELLER

**Ms. Anna Lorning**  
*Office Manager*  
DeWeese Health Center  
Kent State University  
P.O. Box 5190  
Kent, Ohio 44242  
(330) 672-2252  
alorning@kent.edu

**Mr. Jay White**  
*Manager*  
The Ground Round  
2041 Route 59  
Kent, Ohio 44240  
jwhite@msn.com

**Dr. Kevin Graham**  
*Assistant Professor*  
Kent State University  
P.O. Box 5190  
Kent, Ohio 44242  
(330) 672-2211  
kgraham1@kent.edu

**Ms. Jenna Anderson**  
*Volunteer Coordinator*  
Geauga Humane Society  
P.O. Box 116  
Novelty, OH 44072  
(330) 338-4819  
jenna@geaugahs.org

# LAUREL S. KELLER

9867 East Summit Street

Kent, Ohio 44240

(330) 678-1234

laurelkeller@aol.com

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**OBJECTIVE:** Obtain an entry level position in public service involving environmental protection, utilizing strong communication and interpersonal skills. Willing to relocate.

**EDUCATION:** Bachelor of Arts, December 2002  
Kent State University, Kent, Ohio  
Major: English  
Cumulative GPA: 3.5                      Major GPA: 3.7

**SIGNIFICANT COURSEWORK:** Technical Writing, Advanced Business and Professional Writing, Intercultural Communication, Lake Erie Environmental Science

**COMPUTER SKILLS:** Windows 2000/ME, Microsoft Word, Excel, PowerPoint, Publisher

**WORK EXPERIENCE:** **Receptionist**, DeWeese Health Center, Kent State University, Kent, Ohio  
Greeted students and staff in professional manner, answered phones and responded to inquiries, maintained database of patient information, typed, faxed, and filed documents, collaborated with team to create Patient Care Policy and Procedure Manual, designed brochures on variety of health-related issues. (2001-Present)

**Server**, The Ground Round, Kent, Ohio  
Provided customer service including greeting patrons, taking food orders, and suggesting items, trained four new employees. Presented "10 Ways to Enhance Your Customer's Experience" using PowerPoint at meeting.  
(1999-2001)

**Cashier**, Chardon Memorial Pool, Chardon, Ohio  
Collected up to \$1500 daily, maintained financial records, effectively communicated with public, managed customer complaints. (Summer 1999)

**HONORS/ ACTIVITIES:** Dean's List, six semesters  
Member, Ecology Club  
Volunteer, Geauga Humane Society

**INTERESTS:** Bicycling, hiking, camping, learning about environmental issues

**REFERENCES:** Available Upon Request

# Daniel A. Stevens

## CURRENT ADDRESS

138 Water Street  
Kent, Ohio 44240  
330-672-2360  
(Until May 31, 2003)

## PERMANENT ADDRESS

456 Forest Lane  
Wickliffe, Ohio 44092  
440-322-9898  
[dstevens5@kent.edu](mailto:dstevens5@kent.edu)

## OBJECTIVE

To obtain an entry level position in the field of sports marketing

## EDUCATION

Bachelor of Business Administration, May 2003  
Kent State University, Kent, Ohio  
Major: Marketing  
Overall GPA: 3.1    Major GPA: 3.5

## SIGNIFICANT COURSEWORK

Sport Marketing, Event Planning and Production, Organization and Administration of Athletics, Marketing Policies and Strategies

## COMPUTER SKILLS

HTML, Microsoft Word, Excel, PowerPoint, Deluxe Print Shop

## RELATED EXPERIENCE

Intern, Akron Aeros, Akron, Ohio  
May - August 2002  
Gathered and wrote stories for press releases and game notes. Facilitated the set-up and operation of promotional booths at various locations around Akron. Organized and ran contests for fans during each game.

Volunteer, Kent State University Women's Basketball Team, Kent, Ohio  
October 1999 - May 2001  
Disseminated game information to student population. Kept statistics for each home game.

## OTHER WORK EXPERIENCE

Sales Associate, Kohl's, Mentor, Ohio  
May 1999 - Present  
Interacted with the general public, operated cash register, stocked and organized the men's department.

## LEADERSHIP EXPERIENCE

Vice President, Kent State American Marketing Association, Kent, Ohio  
September 2000 - May 2001  
Recruited new members and maintained membership directory. Communicated with employers, faculty and staff to solicit speakers.

## HONORS/ACTIVITIES

Dean's List, four semesters  
Habitat For Humanity, Spring Break 2002

## REFERENCES

Available Upon Request

# JOSHUA K. SWEENEY, JR.

7481 Merriman Road • Akron, Ohio • 44313 • 330/864-0091

**OBJECTIVE:** A unique opportunity to utilize my diverse procurement and engineering abilities in conjunction with my international experience.

**EDUCATION:** **Bachelor of Science, Physics and Mathematics, 1987**  
Washington and Lee University, Lexington, Virginia

**RELEVANT SKILLS:** International Experience: Three years employment in Germany, conversant in German  
Computer Skills: Windows '95, Office '97, Microsoft Word, Excel, PowerPoint, Quattro Pro, Harvard Graphics, QuickExpense, Email/Internet, Champs (plant maintenance system)

## EMPLOYMENT:

**BARQUETTE COMPANY, INC.                      Strongsville, Ohio                      1995-Present**  
Barquette is a performance materials and industrial products manufacturer that achieved \$7 billion sales in 2002. The Performance Materials Division is a global supplier of specialty polymers/additives and consumer specialty products, achieving \$1.8 billion sales in 2002.

**Purchasing Manager**                      Corporate Capital Equipment/MRO                      June 1998-Present

- Managed and coordinated \$110 million in capital and MRO expenditures on global basis.
- Dotted line responsibility for 16 plant-purchasing agents with approval authority for purchases greater than \$100,000.
- Negotiated over 12 Design Build Contracts for manufacturing facilities in Belgium, India, and Malaysia.
- Average yearly savings resulted in seven percent of total expenditures.
- Launched and implemented MRO integrated supply project.

**Senior Purchasing Agent**                      Corporate Capital Equipment                      January 1995-June 1998

- Managed and coordinated \$75 million in capital expenditures on global basis.
- Supervised three senior buyers at corporate facility.
- Maintained and updated purchasing section of corporate policies and procedures manual.
- Implemented computer standardization program worth \$2.3 million in savings
- Developed, maintained, and managed supplier base.

**YOKOHAMA RUBBER COMPANY                      Montebello, California                      1990-1995**  
Yokohama is an internationally recognized performance tire and technical products manufacturer.

**Supervisor/Purchasing Agent**                      Corporate Raw Materials and Capital Equipment                      November 1990-December 1995

- Purchased \$114 million in raw materials including textiles, wires, oils, lubes, and solvents.
- Negotiations during 1993 resulted in cost avoidances of 28% of total purchases.
- Supervised and trained current capital equipment buyer and customer service representatives.
- Supported five plant-purchasing groups.
- Performed forecasting, marketing analysis, inventory control, and just-in-time management.
- Specialized in purchase of custom designed equipment for all manufacturing processes.

**CONTINENTAL INC.                      Hanover, Germany                      1987-1990**  
Continental is one of the world's major automotive components suppliers.

**Buyer**                      Corporate Capital Equipment                      September 1987-October 1990

- Selected for General Tire - Continental Tire Exchange Program as liaison for \$400 million Upgrade Expansion Project.
- Substantial travel required in Italy, France, Holland, Germany, and Czechoslovakia.

## Susan A. Brown

762 Oak Park Boulevard Kent, Ohio 44240 (330) 678-1234 (Until September 2002)  
9876 Elm Street Lorain, Ohio 44567 (216) 987-6543 (Permanent)  
[sbrown@kent.edu](mailto:sbrown@kent.edu)

### OBJECTIVE

To obtain a position in the corrections field utilizing acquired education and experience.

### EDUCATION

Bachelor of Arts, August 2002  
Kent State University, Kent, Ohio  
Major: Criminal Justice, Major GPA: 3.45

### COMPUTER SKILLS

Microsoft Word, Excel, PowerPoint, Internet, email

### RELATED EXPERIENCE

- Intern**, Adult Probation Department of Summit County, Akron, Ohio (2001 - Present)
- ◆ Screened adult offenders for appropriate referrals.
  - ◆ Facilitated group meetings for first-time offenders.
  - ◆ Kept detailed records of interactions with clients and outside agencies.

- Security Aide**, Kent State University, Residence Services, Kent, Ohio (1999 - Present)
- ◆ Enforced university policies and regulations in halls and various buildings campus-wide.

- ◆ Worked cooperatively with campus police department.
- ◆ Responded to behavioral and/or crisis situations using communication and behavioral management skills.
- ◆ Received extensive training on safety measures, communication skills, conflict management and two-way radio procedures.

### OTHER WORK EXPERIENCE

**Camp Counselor**, Camp Burton, Burton, Ohio (Summers 1998 - 2000)

**Waitress**, Olive Garden, Cuyahoga Falls, Ohio (1998 - 1999)

**Server**, Applebee's, Cuyahoga Falls, Ohio (1997 - 1998)

### ACTIVITIES

**Member**, Alpha Iota, Criminal Justice Fraternity (1998 - Present)  
Historian (2001 - Present)  
Secretary (1998 - 1999)

**Volunteer**, Habitat for Humanity (1998)

### REFERENCES

Available Upon Request

## JULIE GILLIGAN

6732 Forest Glen Trail ♦ Parma Heights, Ohio 44260 ♦ (330) 345-6789 ♦ [jgilligan@earthlink.net](mailto:jgilligan@earthlink.net)

### OBJECTIVE

Obtain entry-level human services position working with children and families.

### EDUCATION

**Bachelor of Arts**, May 2003  
Kent State University, Kent, Ohio  
Major: Human Development and Family Studies  
Concentration: Family Life Education  
Overall GPA: 3.3 Major GPA: 3.7

### SIGNIFICANT COURSEWORK

Child Development, Family Law and Procedure, Family Intervention Across the Lifespan, Community Health

### SPECIAL SKILLS

Computer Skills: Microsoft Word, PowerPoint, Internet, email  
Language Skills: Fluent in American Sign Language  
Certifications: First Aid, CPR

### RELATED EXPERIENCE

Child Development Center, Kent State University, Kent, Ohio

#### Teacher Assistant (Spring 2002 - Present)

- ◆ Assisted teacher in supervision of 15-25 children ranging in age from two to five.
- ◆ Designed and implemented activities, helped with discipline, and planned field trips.

#### Intern (Fall 2001)

- ◆ Observed and recorded children's classroom behavior for research project.
- ◆ Assisted in planning activities, and managing children's behavior.

### OTHER WORK EXPERIENCE

**Office Assistant**, Admissions Office, Kent State University, Kent, Ohio  
(October 1998 - Present)

- ◆ Greeted public, answered phones, directed students to appropriate personnel.
- ◆ Performed general office work, such as typing, filing, and copying.

**Lifeguard**, Parma Heights Recreation Department, Parma Heights, Ohio  
(Summers 1995 - 1997)

- ◆ Ensured safety of swimmers.

### ACTIVITIES

Member, National Counsel on Family Relations  
Member, Women's Rugby Club

**Stacey Lynn Smith**

**CURRENT ADDRESS**

Box 309 Tri Towers  
Kent State University  
Kent, Ohio 44243  
(330) 672-3424

**PERMANENT ADDRESS**

112 North Street  
Meadville, Ohio 16638  
(614) 542-4000  
(After January 2004)

**OBJECTIVE**

To obtain an entry-level position within higher education administration, particularly in the areas of Admissions or Residence Services.

**EDUCATION**

**Master of Education**, December 2003  
Kent State University, Kent, Ohio  
Major: Higher Education Administration  
Concentration: Student Development

**Bachelor of Arts**, May 2000  
Kent State University, Kent, Ohio  
Major: Psychology

**HIGHER EDUCATION EXPERIENCE**

**Admissions**

- Tour Guide Vice President, Kent State University, Kent, Ohio (January 2001 - Present)
- Developed and trained 17 participants in Admissions outreach program
- Participated in staff meeting discussions about retention and enrollment management
- Represented University as a panel member at the Ohio Association of College Admissions Counselors New Admissions Officer Workshop
- Recruited students from eight area high schools
- Assisted staff in recruitment of transfer students from Bowling Green State University
- Hosted high school students while on campus: guided tours, provided information on campus life, and oversaw overnight housing
- Assisted in selection, training, scheduling, and development of 60 tour guides

**Residence Services**

- Graduate Assistant, Lake Hall, Kent State University, Kent, Ohio (August 2001 - May 2003)
- Developed and presented program on effective counseling skills
- Created and presented developmental programs for staff
- Provided programming resources for Resident Assistants
- Organized New Student Move In Day
- Counseled and advised staff and students
- Aided in training of 24 Resident Assistants

Resident Assistant, Prentice Hall, Kent State University, Kent, Ohio (August 1998 - May 2000)

- Provided academic and personal counseling
- Coordinated social and educational programs
- Encouraged individual responsibility and wise decision making
- Supervised the living environment of 38 women

**Student Activities**

- Operations Assistant, Kent Student Center, Kent, Ohio (August 1996 - May 1998)
  - Coordinated evening set-up activities for special events
  - Performed secretarial duties for Director
- Alcohol Peer Counselor, Kent State University, Kent, Ohio (August 1997 - May 1998)
- Recruited, trained, coordinated volunteers, and developed four health programs
  - Served as educational and counseling resource for the Kent community

**SOCIAL WORK EXPERIENCE**

**Senior Practicum Student**

- Robinson Memorial Hospital, Ravenna, Ohio (January - April 2000)
- Developed programs for Intensive Care Unit and Stroke Club
- Facilitated weekly Stroke Club
- Provided counseling for patients and families
- Completed psychiatric social assessments
- Assisted with referrals to community agencies

**Head Counselor**

- Imago Dei Ministries, Clintonville, Wisconsin (May - August 1998)
- Taught leadership and outdoor living to 46 junior and senior high school students
- Presented educational programs within the framework of Lutheran ministry
- Assisted with care plans and arranged activities
- Developed program to commemorate Older American's Month

**RECOGNITION AND INVOLVEMENT**

**Honors**

- Scholastic All-American
- Outstanding College Students of America
- Regents Scholar
- Dean's List
- Harry S. Truman Scholar

**Activities**

- Chair, Political Action Committee
- Member, Student Senate
- Member, Senate Review Committee
- Vice President, Social Work Club
- Member, Students for Peace and Justice
- Volunteer, Adopt-a-Grandparent

**MEMBERSHIPS**

- American College Personnel Association
- Ohio College Personnel Association
- National Association of Student Personnel Administrators

**REFERENCES**

Available on request

## **SECTION 3: The Functional Resume**

A functional resume catalogues work experiences and abilities by major skill area in order to highlight strengths and weaknesses rather than focus on specific jobs or dates of employment.

A functional resume is beneficial when:

- A. track records do not justify a chronological resume for entry level type jobs
- B. much of the work has been volunteer, free-lance, consulting, or temporary
- C. there is a variety of different, relatively disconnected work experiences
- D. career growth has been stagnant or there has been an extended absence
- E. in the process of career change
- F. the need to emphasize capabilities not used in recent work experience
- G. mature professional has extensive expertise and jobs

A functional resume is **not** beneficial when:

- A. career growth pattern is emphasized
- B. listing specific employers is important, as in highly traditional fields
- C. limited amount of functions have been performed
- D. recent employers are highly prestigious

Setting up the functional resume:

- A. **Contact Information:** name, address, phone
- B. **Job/Career Objective:** must be clear and concise because the functional areas will be picked and ranked according to the objective  
**OR**  
**Functional Summary:** a short one to three sentence description that encapsulates experience and highlights skills related to the objective
- C. **Functional Headings:**
  - 1. four or five separate paragraphs
  - 2. list in order of importance as related to the objective
  - 3. within each paragraph stress the most significant abilities and accomplishments as related to the objective
  - 4. use past-tense, action-oriented verbs
- D. **Employment History:**
  - 1. brief synopsis of actual work experience: dates, employers, and titles
  - 2. if no work experience or work experience is very spotty, leave section out, but be ready to discuss it in the interview
- E. **Education:**
  - 1. if last attendance date is within three years, include after Contact Information, not here
  - 2. if longer than three years or in an unrelated field, no matter how recent, include here
  - 3. indicate degree received, date, institution
  - 4. grade point average can be included if it is above a 3.0
- F. **References:**
  - 1. same guidelines as chronological resume

❖ **General Resume Guidelines listed at the beginning of the Resume Section still apply.**

## FUNCTIONAL RESUME EXAMPLE

# MAURICE MANNING

177 Champlain Street • Akron, Ohio 44306 • (330) 996-5351 • manning@beaconjournal.com

**OBJECTIVE** Seeking a position in human resources, utilizing strong interpersonal communication and management skills.

### SKILLS

#### Management

- Supervised and directed the daily activities of a staff of seven clerical personnel, including training, scheduling and workflow distribution
- Appraised employee performance levels based upon individual and team objectives
- Conducted monthly staff meetings and fulfilled the role of an effective liaison between management and support staff

#### Recruitment

- Wrote vacancy notices to accurately reflect the qualification requirements for clerical positions
- Utilized written and online resources to advertise vacancies and generate applicants
- Performed all aspects of the hiring process for support staff, including prescreening, behavioral interviewing, assessment of qualifications, and reference checks
- Negotiated wage and benefit agreements

#### Communication

- Developed an employee procedures manual for distribution to all new employees during orientation
- Organized and facilitated two in-service training programs for a staff of 20
- Coordinated with personnel office on EEOC compliance
- Utilized listening and verbal skills to resolve technical, professional, and interpersonal conflicts among individuals from diverse backgrounds

#### Technical

- Experienced with PC and mainframe computer operations
- Recently achieved Microsoft Office Suite certification
- Mastered new word-processing program in two weeks

### PROFESSIONAL EXPERIENCE

Office Manager, Editorial Department, Akron Beacon Journal, Akron, Ohio  
1997 - Present

Administrative Assistant to Vice President, American Greetings, Inc., Cleveland, Ohio  
1993 - 1997

### EDUCATION

Kent State University, Kent, Ohio  
Bachelor of Arts, May 1993  
Major: History  
GPA: 3.3

### REFERENCES

Available upon request

## **SECTION 4: The Cover Letter or Letter of Application**

The letter of application, or the cover letter, as it is commonly called, accompanies a resume that is mailed. A cover letter may or may not be required for an online job posting, so it is best to pay attention and adhere to application guidelines. When handing your resume directly to an employer, a cover letter is not needed.

The cover letter is an important tool in the job search and can serve to highlight your written communication skills, which can help you stand out as a candidate. It must be well written, free of errors, and grammatically correct. In order to help get noticed by the employer, you need to customize your letter to each organization, matching skills, experience and personality traits to the advertised position. The cover letter should be personable, introduce you and your resume to the employer and generate interest in the reader.

### **TIPS FOR WRITING EFFECTIVE LETTERS**

- The letter should be one page in length composed of three to four paragraphs. All margins are left justified.
- Identify the person to whom the letter should be addressed and, if necessary, call the organization for the correct name spelling and title. For online postings, include contact person and/or title that are listed. For blind box ads with no contact information, you should still attempt to identify the organization from the description if possible. Only address the letter to “Dear Sir or Madam” if you are not able to find the necessary contact information.
- Highlight specific information in your letter not contained in your resume, such as “soft skills” (teamwork, communication) and personality traits. Use the letter to connect experiences with skills and traits.
- Do not over use the word “I.”
- If the employer asks you to include “salary requirements” in the letter, always state your requirements in a range and that you are open to negotiation. You should research salary figures for position and geographic area. If an employer asks you to include “salary history,” he or she is looking for consistency. Gaps or salary cuts should be explained in general terms.
- Read your letter out loud to ensure that your ideas flow, and to catch any awkward sentences or overuse of words or phrases.
- Have somebody else proofread your letter.
- Bring your letter to the Career Services Center for assistance from a Career Specialist during “drop-in” hours.
- Print your letter on quality paper, preferably the same paper as your resume.
- Don’t wait until the last minute. An effective cover letter takes time and thought to create.



## **SECTION 5: Cover Letter Recommended Format**

*(Letter should be centered vertically on the page.)*

Your street address  
City, state and zip code  
Today's date

-----*3 Line Spaces*-----

Name (Make a real effort to obtain a name - this is important).  
Title of the professional  
Name of the organization  
Address of the organization

-----*1 Line Space*-----

Dear Dr., Mr., Mrs., or Ms. Jones:

-----*1 Line Space*-----

### First Paragraph:

- a. Specify the position for which you are applying and where/how found out about it.
- b. Specify your degree and where you received it.
- c. State basic reasons for applying.

-----*1 Line Space*-----

### Second Paragraph:

- a. Highlight your qualifications - past work experience - internships - academic development - personality traits. Try to elaborate on at least one major achievement.
- b. In all likelihood, this will be your largest paragraph – remember, you are “selling” your skills.

-----*1 Line Space*-----

### Third Paragraph:

- a. Refer the reader to the enclosed resume.
- b. Make general comments about resume highlights.
- c. Indicate why you wish to work for their company/organization specifically – requires research.

-----*1 Line Space*-----

### Fourth Paragraph:

- a. Express the fact that you are qualified for the position.
- b. Express your desire to meet and discuss your qualifications - Ask for an interview.
- c. Give your phone number. If necessary, specify a certain time to call.
- d. Indicate that you will call in one week to confirm that your materials have been received.

-----*1 Line Space*-----

Sincerely,

(Be sure to place your signature here.)

-----*3 Line Spaces*-----

Your name - typed out.

-----*1 Line Space*-----

Enclosure (Use only when including your resume or other materials with your letter.)

1427 East Summit Street  
Kent, Ohio 44240  
November 22, 20XX

Ms. Kathy Hinton  
Personnel Officer  
Boys' Village  
2803 Akron Road  
Wooster, Ohio 44691

Dear Ms. Hinton:

I am very interested in the Cottage Advisor position posted on your web site. Please accept this letter and the enclosed resume as an application for this position. I will receive my Bachelor of Arts degree in Justice Studies from Kent State University this December. In addition to my major coursework, I completed a minor in Human Development and Family Studies. I believe that this combination, paired with my experience working with disadvantaged youth, makes me an ideal candidate.

I recently completed an internship at the Juvenile Halfway House run by Oriana House, a residential chemical dependency treatment and corrections facility for boys and girls ages 12-18. As an intern, I coordinated activities, conducted tutoring sessions, maintained safety and security of the building, and co-facilitated support group meetings. I also gained a broad knowledge of the corrections system as it pertains to juveniles, including shadowing social workers during court hearings and building relationships with parents, foster parents, and other community agencies. My experience at the Juvenile Halfway House allowed me to see firsthand the value of a residential treatment program, and to obtain experience working with youth with substance abuse issues and other addictions, as well as delinquent behaviors. As you can tell, this internship made a tremendous impact on me, and I know that I have the skills and passion necessary to work in a setting such as Boys' Village.

In addition to my experience as an intern, my resume also reveals that I have a solid background in administrative and communication skills, as evidenced by my three years of service as a Student Receptionist in the College of Business. Finally, my active participation in professional associations such as the National Council on Family Relations and Alpha Iota, a Criminal Justice fraternity, indicates my long-standing commitment to the field.

In reviewing the Boys' Village web site and other literature, one aspect of the treatment that truly intrigues me is the use of art therapy. I have a strong interest in all types of art, especially painting and sculpting. Though I have no formal training in this area, I feel that my creativity and interest would prove beneficial to the young men in my cottage.

I would welcome the opportunity to meet with you and further discuss my qualifications. I am sincerely interested in this position and in learning more about Boys' Village. Thank you in advance for your consideration.

Sincerely,

Garrett Childers

Enclosure

Box 321 Tri Towers  
Kent, Ohio 44243  
April 2, 20XX

Terri J. Williams  
Vice President  
Bank of America  
Human Resources, Northwest Division  
P.O. Box 37000  
Portland, Oregon 97707

Dear Ms. Williams:

I am writing in reference to the Management Trainee position available at multiple locations in Portland, Oregon. I became aware of the opening through the Career Services Center at Kent State University. I will be graduating from Kent State University this August, receiving a Bachelor of Business Administration with an emphasis in Finance.

Six years of full-time and part-time work in the field have captured my career interests in banking. I realized that a degree was needed in order to fulfill my goal of attaining a higher managerial position, so I pursued my education and am nearing its completion. Through my banking experiences and academic background, my communication, time management and leadership skills have all been strengthened. This is evidenced by my involvement in work, classes, and professional organizations. I am eager to learn new skills and ideas, and strive for results.

In researching your organization, I was impressed by the 35% growth rate that Bank of America has experienced within the past three years. Additionally, I am very interested in the many innovative ideas that your organization has implemented, including the mentoring program for first year employees.

The enclosed resume highlights my experiences and skills; additional information and references are available upon request. I would welcome the opportunity to meet with you and further discuss my fit at Bank of America. I currently live in Kent, Ohio, but am planning to relocate to the Portland area shortly after graduation. I will be in Portland beginning May 20<sup>th</sup>, and will be available for an interview at that point. If it fits with your schedule, I would be eager to speak with you via telephone prior to that date. You can reach me in Ohio at (330) 671-8878 until May 19<sup>th</sup>. Beginning May 20<sup>th</sup>, you can reach me in Oregon at (206) 301-1904. Additionally, I use email regularly and can be contacted at any time at [tmayers@yahoo.com](mailto:tmayers@yahoo.com). Thank you for your time and consideration.

Sincerely,

Taylor M. Mayers

Enclosure

138 Water Street  
Kent, Ohio 44240  
April 10, 20XX

Ms. Anne E. Little  
Director of Athletics  
Winston-Salem State University  
601 Martin Luther King Junior Drive  
Winston-Salem, North Carolina 27110

Dear Ms. Little:

I am writing in reference to the open position of Assistant Athletic Director for Sports Information. I will be earning a Bachelor of Business Administration degree with a Marketing concentration in May 20XX, and am eager to utilize both my academic and sports industry experience at Winston-Salem State University.

A combination of academic coursework and practical experience in the sports industry has prepared me to become an effective team member at the "Campus of Champions." As a volunteer for the Kent State women's basketball team, I increased my knowledge of the year-round operation of a Division I sports program. Maintaining and disseminating various game statistics has provided me the opportunity to illustrate my accuracy, attention to detail and ability to adhere to strict deadlines. Through this process, I developed trusting relationships with players, coaches and members of the media. My internship with the Akron Aeros further developed my writing and organizational skills. Via press releases and other team publications, I was able to combine technical and creative writing styles that both informed and entertained the reader. I operated promotional booths throughout the Akron area, which enhanced public awareness of the Aeros. As a result of these experiences, I have grown accustomed to weekend and evening hours.

As my resume indicates, I have experience with HTML. My increased responsibilities with the women's basketball team this season will include assisting with their web site. I have sought out opportunities to enhance my interpersonal skills as well. My involvement as Vice President of the American Marketing Association has given me more confidence in communicating with a wide range of audiences.

With my related experience and educational background, I believe I can make a significant contribution to the Winston-Salem State University Athletic Department. I would like an opportunity to further discuss the position and my qualifications. To arrange an interview, please call me at 330-672-2360. I will contact you in a week to confirm receipt of my materials. Thank you for your consideration.

Sincerely,

Daniel A. Stevens

Enclosure

2400 Acorn Path  
Kent, Ohio 44240  
May 5, 20XX

Mr. Ben Wisemann  
Director  
Henning Theatre  
234 Maple Road  
Cleveland, Ohio 44115

Dear Mr. Wisemann:

I recently became aware of an opening for a House Manager at Henning Theatre advertised in the May issue of ArtSearch. Please accept my letter and resume as an application for the position. I have a Bachelor of General Studies degree and a minor in Business Administration. My goal is to obtain a position where I can combine my love for the arts, a well-rounded liberal arts education, and my business knowledge.

As my resume indicates, I have worked hard to develop my professional skills in the area of business management. Specifically, I served two summers assisting the manager of a large convention center that held over 2,000 patrons. During that time, I was directly involved in attracting nationally known entertainers to the center. I also scheduled events, performances, and employees. I also have experience in a theatre setting, as I volunteered during numerous Kent State University theatrical performances. My experience is broad - I sold tickets, assisted in fundraising, designed and distributed publicity materials, and even participated in the excitement of the show by working as a stagehand. I feel that I could easily combine my knowledge of and passion for the theatre with my experience managing a large facility, which would make me an excellent candidate for the position at Henning Theatre.

Additionally, my direct involvement as a performing artist in the Kent State University Choir has given me a unique perspective to bring to the position. A good understanding of performers' needs, together with my business experience, would allow me to be a part of the whole environment - a total manager.

By virtue of my education and experience, I feel I am well qualified for this position. I would welcome an opportunity to meet and discuss my qualifications. Being a part of a winning team is important to me. I am impressed with the reputation of Henning Theatre and believe I could make a strong contribution. Please contact me for an interview at your convenience. I will call you in ten days to see if you have received my materials. Thank you for your consideration.

Sincerely,

Whitney McAllen

Enclosure

765 River Front Boulevard  
Kent, Ohio 44240  
August 3, 20XX

Ms. Bonnie Pitzer  
Director  
Family and Children First Council  
Summit County Children Services  
264 South Arlington Street  
Akron, Ohio 44306

Dear Ms. Pitzer:

Please accept this letter and enclosed resume as evidence of my interest in the Early Intervention Coordinator position at Family and Children First Council, as advertised in the August 2, 20XX edition of the Akron Beacon Journal. I will graduate this month with a degree in Human Development and Family Studies with an emphasis in Family Life Education from Kent State University, and believe that my education and experience are well suited for this position.

Last year I interned at Head Start of Summit County. During the first part of the year I worked with children from low-income families coordinating and supervising activities, and assisting the teacher with behavioral management. During the second semester I worked more closely with the administrative team, assisting with the research and writing of a \$25,000 grant, and coordinating efforts with other community service organizations.

Additionally, my work as a Resident Assistant has afforded me the opportunity to strengthen my communication and public relations skills. I planned educational and social activities, mediated conflicts, and served as an advocate for the women on my floor with many of the university's administrative offices. This position also required strong administrative and organizational skills for which I consistently received high marks on my semi-annual evaluations.

Summit County Children Services is a place where I have always envisioned building my career. Last winter, I completed a weeklong externship in the Intake Unit, an experience that provided me with a firsthand view of the type of community work Children Services embarks upon. Additionally, I regularly check the agency's web site to view new information and upcoming events. I am especially impressed by, and excited about the prospect of working on, a project that is preventative in nature such as the Family and Children First Council.

I believe that I am well qualified for this position and would welcome the opportunity to discuss my specific qualifications with you. I look forward to hearing from you soon.

Sincerely,

Anne M. Wilson

Enclosure

## **SECTION 6: Action Words for Resumes and Letters**

accelerated	classified	earned	implemented	pioneered	showed
accomplished	cleared up	edited	improved	placed	sifted
accounted for	closed	educated	included	planned	simplified
achieved	combined	employed	incorporated	policed	smoothed
acquired	communicated	encouraged	increased	prepared	solved
added	compared	enjoyed	indicated	presented	sought
adjusted	completed	enlarged	innovated	processed	spearheaded
administered	composed	enlisted	inspected	produced	specified
advised	conceived	ensured	instructed	profited	started
aided	concluded	entered	insured	programmed	straightened
alphabetized	conditioned	established	interpreted	projected	streamlined
analyzed	conducted	estimated	interviewed	promoted	strengthened
anticipated	constructed	evaluated	introduced	proofed	studied
applied	continued	excelled	investigated	proved	submitted
appointed	contracted	exercised	labored	purchased	suggested
appraised	controlled	expanded	launched	qualified	summarized
arbitrated	convinced	expedited	lectured	quickened	supervised
argued	coordinated	expended	led	realized	supported
arranged	corrected	explained	licensed	received	surmounted
assessed	counseled	explored	located	recognized	surveyed
assisted	counted	familiarized	maintained	recommended	targeted
assumed	crafted	financed	managed	reduced	taught
assured	created	forecast	mapped out	related	tested
attended	critiqued	foresaw	maximized	renovated	tightened
authored	dealt	formulated	modified	reported	took over
authorized	decided	forwarded	monitored	rescued	totaled
awarded	defined	fostered	motivated	researched	toured
boosted	delegated	gained	named	resulted in	tracked
bought	delivered	garnered	negotiated	returned	trained
brought	demonstrated	gathered	netted	revealed	transferred
budgeted	designed	graded	observed	reviewed	transformed
built	determined	greeted	opened	revised	translated
calculated	developed	guided	ordered	saved	tutored
catalogued	devised	handled	organized	scouted	uncovered
caught	digested	hastened	overcame	screened	unearthed
caused	diminished	heightened	oversaw	scrutinized	updated
chaired	directed	highlighted	participated	selected	welcomed
changed	discovered	housed	perceived	served	won
checked	dramatized	hunted	performed	shipped	worked
chose	drew up	identified	persuaded	shored up	wrote

## **SECTION 7: The Thank You Letter**

The thank-you letter does make a difference. During the job search it is imperative to stand out among prospective candidates. This follow-up correspondence shows that a candidate is sufficiently motivated to undertake a little extra effort and polished enough to know how to do so. Basic professional etiquette suggests such a letter after an interview is ideally sent within 24 hours following the interview.

Traditionally, thank you letters should be typed on a computer. However, depending on your relationship with the person who interviewed you, a handwritten note on professional looking stationary or a note card might also be appropriate in certain situations.

It is best to keep this letter brief and concise. If possible, reiterate a point of interest discussed during the interview, confirm follow up procedures, and remember to express your thanks.

### **THANK YOU LETTER EXAMPLE**

765 River Front Boulevard  
Kent, Ohio 44240  
August 24, 20XX

Ms. Bonnie Pitzer  
Director  
Family and Children First Council  
Summit County Children Services  
264 South Arlington Street  
Akron, Ohio 44306

Dear Ms. Pitzer:

Thank you for the interview we had yesterday. I appreciated the agency tour and the opportunity to meet with the Programming Supervisor, Mr. Spence.

My time at Summit County Children Services reinforced my initial perception that your organization has a philosophy matching my interests and abilities. I remain enthusiastic about beginning my social services and child welfare career in the Family and Children First Council.

Again, thank you for your time. Please let me know if any additional information is needed. I look forward to hearing from you soon.

Sincerely,

Anne M. Wilson

## **SECTION 8: Interviewing**

### **THE INTERVIEW PROCESS**

#### **First Impressions**

Introductions and handshakes, dress, eye contact, enthusiasm and that initial small talk in establishing rapport are all components that create the first impression that an employer might have of you as a potential employee. Don't let an initial bad first impression keep the recruiter from seriously considering you as a strong candidate during the remainder of the interview.

#### **Career Development Component**

Employers like to know that you have done some thinking about your short and long term career goals, and that their open position and organization fit appropriately into those goals. Your depth of commitment to the career field indicates how long you might stay with the organization and in the available position. Know both short-term and long-term career plans and be able to articulate them. If you are targeting more than one type of position or organization, be sure you focus on the career goals compatible with the position for which you are interviewing and where that particular position might lead.

#### **Personal Qualifications and Background**

Be able to discuss your educational program(s), coursework, related experiences, leadership roles, and internships that support your candidacy for the position.

#### **Organization and Position**

The employer will probably spend time providing an overview of the organization, the position, and it's responsibilities. Be sure that you are gathering enough information to help you decide if you would accept the position if it were eventually offered to you.

#### **Candidate Questions**

Be ready to ask intelligent questions to follow up information shared with you during the interview or to clarify information read about the organization and position in preparation for the interview. Prepare 20 or more questions prior to the interview so that you will remember those that have not already been addressed during the conversation. DO NOT bring up issues related to salary and benefits until the employer initiates these topics. Although money may be a high priority for you, asking about it indicates to the employer that you are more interested in what the job pays than the work itself.

#### **Close/Follow-Up Questions**

If you like what's been discussed in the interview, let the employer know that you're excited about what you've heard and are still very much interested in the position. Before leaving, be sure to thank the interviewer for his/her time. Find out what is the next step in the hiring process and when decisions will be made.

**NOTE:** This process represents the ideal interview situation with an experienced interviewer. All stages may not be included or followed in this order. To best market yourself for the position, you need to make sure that you've provided the interviewer with all the pertinent information he/she needs to assess your continued candidacy for the position. You may need to bring up your internship or other experience and explain it in detail yourself, if the interviewer does not ask you about how it relates to the position for which you are applying.

# GENERAL RULES FOR INTERVIEWING

## **Be Prepared**

- Know yourself. Review your strengths, weaknesses, skills, career goals, etc. Be able to articulate why the employer should hire you...what do you have to offer that is different than other candidates?
- Know the employer. Research the organization and position. Check the Internet for the organization's homepage.
- When scheduling the interview, request that literature, annual reports, a complete job description, etc., be sent to you or made available to you so that you can better understand the position and organization.
- Schedule a mock interview in the Career Services Center.

## **Before the Interview**

- Confirm interview time, place and with whom you will be meeting, including titles. Be sure to get directions and ask about where to park and the cost.
- Bring extra resumes and other relevant materials that show what you've accomplished.
- Be well groomed; dress neatly and professionally.
- Arrive about 15 minutes early so you aren't rushed and have time to collect yourself before the interview.
- Be aware that once you arrive in the parking lot, you may be observed by or have the opportunity to interact with employees from the organization. Be friendly and act professionally!
- Be sure to show respect and courtesy to all levels of employees with which you interact. The receptionist or secretary may get asked for input on candidates for the position.

## **During the Interview**

- Be confident and enthusiastic. This will come more easily if you are well prepared.
- Relax - an interview is a conversation. It's a *two-way* exchange of information.
- Be honest, be yourself. Many hiring decisions are made based on personality and fit, since several candidates may actually be well qualified for the position.
- Listen - follow the lead of the interviewer. Never interrupt the interviewer. Be sure that you understand the question asked, or ask him/her to clarify it for you. If you need to pause and take a few minutes to collect your thoughts before answering a question, do so. Avoid rambling and wondering later if you answered the question or not.
- Ask intelligent questions. Prepare your questions ahead of time and ask for clarification on information told to you during the interview that wasn't specific.
- Clarify follow-up procedures. Who calls whom, and by when.

## **After the Interview**

- Send a thank you letter ideally within 24 hours. Traditionally, thank you letters should be typed. However, depending on your relationship with the person with whom you interviewed, a handwritten note on professional looking stationary or a note card might also be appropriate. See Section 6 in this booklet for examples and additional information.
- Keep records about the interview, with whom you talked, and timelines for following up.

## RESEARCHING THE ORGANIZATION

**You will want to gain as much information as possible about the organization before your interview. Ask yourself the following questions as you conduct your research.**

- What are the organization's products or services? Is there anything unique about them?
- What does their annual report reflect? What is their profit trend?
- Has the organization made any acquisitions in the last year? Has the organization merged or been acquired in the last three years?
- Is the organization expanding services or products?
- Have any divisions, departments or programs been expanded, dissolved or created in the last year?
- Is the organization part of a conglomerate?
- How quickly has the organization grown? How long has it been in operation?
- Has the organization received any community recognition? How involved is the organization with the community or charitable organizations?
- What is the work atmosphere at this organization? Conservative? Liberal?

## QUESTIONS TO ASK THE INTERVIEWER

**You will obtain additional information during the course of the interview. You should also develop a list of questions to address areas which may still be unclear and will give you an accurate profile of the position and organization.**

- How will this position fit into the organizational structure of the company or organization?
- How will I receive feedback about my performance, and how often?
- Where can a position of this type lead to with this organization in five years?
- How did this position become available?
- What will the orientation and training entail? How much on-the-job training is involved?
- What are the long-term goals or growth plans of the organization?
- What type of continuing education or training does the organization provide?
- What are you looking for in the ideal candidate?
- What are some of the challenges this organization/department faces?
- What do you like about working here?
- At what level of day-to-day supervision will this position be under?
- Can you describe the day-to-day office environment or culture of this organization/department?

## TELEPHONE INTERVIEW TIPS

- Make sure your answering machine message reflects professionalism.
- Let your roommate(s) know you are in a job search, so they can answer the phone professionally.
- Try to relax. Take some deep breaths before answering.
- Be mentally prepared to interview. Smile when answering the phone and speaking to the interviewer.
- Don't smoke, chew gum, eat, or drink. Speak slowly and enunciate clearly.
- Keep water handy to wet your mouth.
- Control background noise such as TV, CD player or roommate(s).
- Disable call waiting temporarily.
- Have a pen and notepad, information you found out about the employer, and your resume in front of you for handy reference.
- Take your time. It's acceptable to collect your thoughts before responding.
- Use the person's title (Ms. or Mr.). Use first name only if they prefer.
- Don't interrupt the interviewer.
- Give concrete examples of your achievements.
- After you thank the interviewer for the phone interview, ask if it would be possible to schedule an in person interview.
- Send a thank you letter within 24 to 48 hours which reiterates your interest in the position.

# BEHAVIOR BASED INTERVIEWING

## What is it?

- An interview style that believes that the best predictor of what an individual will do in the future is what he/she has done in the past. Since past behaviors are a good indicator of future actions, interviewers find this format to have excellent predictive value.
- The interviewer does not rely just on intuition but instead asks probing questions concerning the applicant's character, experiences, behaviors, knowledge, skills, and abilities.
- Behavior based interviewing is designed to obtain the most information about past behavior as it relates to specific job skills.

### Questions usually begin with such phrases as:

- Describe for me...
- Tell me about...
- Give me an example of...

## How to respond to a behavior based question:

❖ The ideal way to respond to a behavior-based question is by using the *STAR technique* as outlined below:

**S – Situation.** Describe a specific situation that relates to the question.

**T – Task.** Describe your task. What goals did you have?

**A – Action.** Describe the action that you took.

**R – Result.** Describe the positive result or outcome of the situation.

Sample STAR story:

### Situation (S):

Advertising revenue was falling off for my college newspaper, the Daily Kent Stater, and a large number of long-term advertisers were not renewing contracts.

### Task (T):

My goal was to secure contracts with as many former and new advertisers as possible to generate more advertising revenue.

### Action (A):

I designed a new promotional packet to go with the rating sheet and compared the benefits of Stater circulation with other advertising medium in the area. I also arranged for a College of Business Administration professor to conduct a special training session about selling strategies for the newspaper's account executives.

### Result (R):

We signed contracts with 15 former advertisers for daily ads and five for special supplement ads. Also, the paper increased the number of new advertisers by 20 percent over the same period last year.

## Other thoughts:

- Evaluate your own background to identify your skills and experience related to the job objective. Develop--and rehearse--brief scenarios about how you used those skills, each illustrating a specific activity or task required by the job. Each "story" should explain the problem and your solution, and give the results in quantified terms, if possible.
- Be prepared to provide examples of occasions when results were not as expected and for questions asking for more detail than you've already given. The skilled interviewer will probe your skill in handling failure as well as success.
- Identify three to five top selling points--attributes that set you apart from other candidates--and be sure you point them out during the interview.

## **MOST FREQUENTLY ASKED INTERVIEW QUESTIONS**

1. Tell me a little about yourself.
2. Where do you see yourself five years from now? Ten years from now?
3. What are your long-range and short-range goals and objectives, when and why did you establish these goals and how are you preparing yourself to achieve them?
4. If you were hiring a graduate for this position, what qualities would you look for?
5. How would you describe yourself?
6. How do you think a friend or professor who knows you well would describe you?
7. What do you consider to be your greatest strengths and weaknesses?
8. What have you learned from your mistakes?
9. What major problem have you encountered and how did you deal with it?
10. What qualifications do you have that make you think you will be successful in this field?
11. How do you determine or evaluate success?
12. What qualities should a successful manager possess?
13. Describe the relationship that should exist between a supervisor and those reporting to him or her.
14. What two or three accomplishments have given you the most satisfaction? Why?
15. How has your college experience prepared you for this career?
16. Describe your most rewarding college experience.
17. Why did you select your college/university and your field of study/career?
18. What college subjects did you like best and least? Why?
19. In what kind of work environment are you most comfortable?
20. Describe how you work under pressure?
21. Why did you decide to seek a position with this organization? What do you know about our organization?
22. In what ways do you think you can make a contribution to our organization?
23. What two or three things are most important to you in your job?
24. What criteria are you using to evaluate the organization for which you hope to work?
25. Are you willing to relocate and/or travel?
26. Why should I hire you?

# HANDLING DIFFICULT INTERVIEW QUESTIONS

## Tell me about yourself.

- Highlight your college educational background and summarize your qualifications for the position, including related experience and skills. Don't ramble and know how to conclude your response, which should be one – two minutes.

## What is your weakness?

- You really don't want to present any negative image of yourself, but to say you have no weakness is conceited. Your weakness should not directly relate to any key job responsibilities of the position. Don't dwell on your weakness, instead focus on how you are improving in this area, and support it with examples. This answer should be short.

## Questions addressing perceived weaknesses in your candidacy (lack of related experience, computer skills, etc).

- ALWAYS answer this question confidently. Admit the weakness briefly, minimize it if possible, and be ready with a plan on how to compensate for it. Cite what a quick learner you are and give examples. Show the interviewer that the positives and other special skills you bring clearly outweigh any perceived negatives or objections.

## Why do you want to work for us?

- The best way to prepare for this question is to research the organization before the interview and actively listen for any additional information from the employer during the interview. The employer wants a candidate who is passionate about the organization. Your response should be connected to specific information such as the organization's products, services, mission statement, history or structure. Enthusiasm for the organization will get you noticed, but so will "buttering up," so keep your response genuine.

## Where do you want to be in 5/10 years?

- It's not expected that you'll know your exact path or where specifically you'll be this far into the future, but you'll still need to show the employer some "forward thinking." Construct your response in relation to job function (management, consulting, counseling, etc.) or education (advanced degree). "I would like to move into management at the local level and then perhaps later at the regional level." "After gaining experience in this sector, I would like to explore the possibility of consulting." "Getting a master's degree has always been a goal of mine."

## How much are you making now? or How much do you think you are worth?

- It is best not to offer any specific salary requirements. Instead, provide an answer such as, "I would prefer to discuss all aspects of this possible position before looking at salary issues," or "May we come back to that when you have a better picture of what I have to offer?" Another option would be, "I am looking for the maximum, fair compensation for the responsibilities involved."

## What salary range are you seeking?

- If salary is raised *midway* through an interview and all is going well, you can ask, "Is this a job offer?" Proceed then to discuss responsibilities and your potential contribution to the organization. If salary is raised *after* you know the nature of the position, ask the interviewer what range he or she has in mind and indicate that you are flexible.

## Why should I hire you?

- This may be one of the last questions asked, and it's an opportunity for you to quickly package yourself as the ideal candidate. At whatever point in the interview the question is asked, summarize your qualifications (related experience, skills, personality traits) that best match you to the position. Be confident but not arrogant in your response.

## Illegal questions such as: How old are you? How's your health? Are you married? Any children?

- Try to understand where the employer is coming from and what they really want to know. Chances are that the interviewer is really asking how much you're willing to travel or work overtime, or some other aspect of the position. Try to respond to the hidden question(s). For example: "If you are wanting to know if I'm available for evening and weekend programs, I can assure you that my schedule can be arranged accordingly."

## **INTERVIEW APPAREL AND ETIQUETTE**

The Career Services Center recommends, in general, a conservative approach to avoid being screened out due to dress or appearance before you even get a chance to sell yourself in the interview. Appear professional and avoid looking like you are going to a party. While you might not agree with the following, all are considerations for being screened out of a job interview, depending on the organization, your career field, and the perspective of the person interviewing you. When in doubt, be conservative, be professional, and be aware that you are selling a total package. Appearance may be the reason you do not get a job offer! Follow the suggestions below for best results.

### **MEN**

- Dark suits, properly fitted, preferably wool or wool blend
- Dark dress shoes, polished and buffed (no loafers)
- Dark dress socks
- Conservative neck tie (no bright colors or loud patterns)
- Dress watch
- No earrings or other jewelry (wedding or class ring permitted)
- Well-groomed facial hair
- No long side burns or long hair
- Nails - trim and clean

### **WOMEN**

- Dark coordinated suits, properly fitted, with matching dress blouse (no plunging neckline)
- Skirt length no more than one inch above the knee
- Polished matching dress shoes with moderate heel (no open toe / heeled shoes)
- Neutral colored hose
- Hair past shoulder length pulled away from face
- Dress watch
- Minimal conservative classic jewelry (no flashy, dangling earrings)
- Natural looking make-up
- Clear or conservatively colored nail polish, no chipped nail polish

### **BOTH MEN AND WOMEN**

- No heavy cologne/perfume
- No visible tattoos
- No visible body piercing
- No purple, green, orange, etc., colored hair
- Fresh breath
- Freshly bathed/showered (no body odor, use deodorant)
- Freshly pressed clothing

## **COMMON REASONS FOR APPLICANT REJECTION AFTER AN INTERVIEW**

- Poor appearance
- Poor voice, diction, grammar
- Little enthusiasm, passive, indifferent
- Evades, hedges unfavorable factors
- Late for interview, disrespectful
- Talks too much, rambles
- Unable to handle silence
- Negative attitude
- Couldn't sell him/her self to the employer
- Overbearing, aggressive
- Unwilling to start at the bottom
- Lack of courtesy, proper etiquette
- Poor eye contact, extreme nervousness
- Lack of poise, lack of confidence
- Condemnation of previous employer
- Lack of leadership skills
- Didn't ask for the job
- Talked about salary
- Lack of purpose, career goals

## SALARY NEGOTIATION STRATEGIES

- Have a target figure, for now and also one year from now. Research comparisons in the field.
- If a new job, find out the salary before the interview if possible. Always try to get the employer to quote an amount first.
- If a salary range is given, repeat the top range back to the employer. For example, if the employer says \$18,000 to \$22,000, you should say, "\$22,000 sounds fine."
- **DO NOT** answer the question, "What is the minimum salary that you would accept?" Skirt the question by saying you are looking at several offers by deciding on opportunities and salary, then ask what range they have in mind.
- **NEVER** accept an offer when given. Always say you need a couple of days to think about it.
- Annual raises and other benefits (car, bonuses, etc.) also play a factor in what the salary should be. If raises are generally large, a lower salary may be more justified. A 90-day or six-month salary review can sometimes be negotiated. If you negotiate and reach agreement on a higher raise, **ALWAYS** get it in writing!
- Once an offer is made, try for 10% more.

(Adapted from: Guerrilla Tactics in the New Job Market. Tom Jackson. (1990) Bantam Books, pp. 273-274.)

## EVALUATING A JOB OFFER

*Your answers to the following questions will help you evaluate any offer:*

1. Do I like the nature of the work I will have to perform? Will I be adequately challenged?
2. Can I do the job or be trained to do the job in a reasonable period of time?
3. What is the reputation of the organization? Is the organization/division stable? Is the position stable? Is the supervisor's position stable?
4. Is the "chemistry" appropriate between me and the people with whom I'll be associated?
5. Will the organization pay me a fair salary? Fair benefits? Fair vacation? Fair commissions (or bonuses)? Fair relocation policy (if applicable)?
6. Does the opportunity for growth coincide with my goals? Monetarily? Professionally, will I learn more? Career-wise, can I move up the ladder?
7. Is the location of the position appropriate? If sales: territory, industry, accounts? Position and size of office? Geographical part of the country? Convenience of getting to and from work?
8. Is the philosophy of doing business compatible with mine? Management style? Approach to planning? Organizational chart/reporting relationships? Goals? Visibility?
9. How will working there affect my personal lifestyle?
10. How will working there affect my spouse/significant other's career or education?