The Resume Writer's Workbook

Stanley Krantman

Thomson Delmar Learning

THE RESUME WRITER'S WORKBOOK
Second Edition

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The Resume Writer's Workbook
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NOTICE TO THE READER

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<u>Preface</u>

A COMPLETE JOB SEARCH MANUAL

The Resume Writer's Workbook was originally conceived solely as a resume handbook. However, in today's competitive job search market a good resume is just not enough. Today, it has become increasingly important to master all facets of the job search: cover letters, networking, and interviewing, as well as being able to navigate the Internet. Over the past few years, the art of the job search has undergone tremendous changes, a revolution to be exact. While resumes, cover letters, and networking are all still integral factors, with the proliferation of the Internet with its e-mail and electronic resumes (e-resumes), much has changed. These changes are reflected in the book you now hold in your hands. This workbook has evolved to meet your needs, and is now a complete, comprehensive job search manual designed to guide you every step of the way up your career ladder. I have even added sections throughout titled "Emerging Trends." These are the most modern, up-to-date techniques that are destined to have a lasting impact on the art of job search as we know it.

WHAT THIS WORKBOOK WILL DO FOR YOU

Statistics tells us that the job market is vastly changing. People are changing jobs in the course of their careers more often than ever before. Many companies are becoming more "automated" and economics is forcing companies to "downsize," resulting in lost jobs and unemployment. In short, today's job market is more fiercely competitive than ever.

That is why in today's market you need an edge, a *competitive* edge, to stand out. Having a top-notch resume is still vital. But you will need more. You will need a well-crafted cover letter that demonstrates how your skills can be used to your target company's advantage. You must be equipped with an overall knowledge of your field in general and a deep insight of your target company in particular in order to ace an interview. In today's market you must also have an e-resume replete with significant keywords.

The Resume Writer's Workbook will give you the edge you need to make your job search successful, and its unique workbook structure will simplify this arduous task. Written in language that is both concise and easy to understand, the material is presented logically so you can master it quickly. In practical terms, this workbook will help you:

⊙ Produce a top-notch resume

⊙ Write impressive cover letters

⊙ Uncover solid job leads

⊙ Use the Internet efficiently in your job search

⊙ Produce e-resumes and e-cover letters

⊙ Create an impressive professional portfolio

⊙ Excel at interviews

⊙ Follow up all interviews

⊙ Keep detailed records of all leads

⊙ Stay organized during your job search

THE JOB SEARCH PROCESS

The material is presented in short, easy-to-master sections, and follows the logical sequence of the job search process:

Pre-Resume Preparation

⊙ Assessing skills

⊙ Deciding on a career objective

Resume Writing Process

⊙ Assembling all personal data

⊙ Selecting the most relevant information

⊙ Printing the resume in an eye-catching layout

⊙ Preparing an electronic/scannable version of your resume

Post-Resume Preparation

⊙ Networking and selecting serious job leads

⊙ Sending a resume and personalized cover letter to each employer

⊙ Using the Internet to uncover leads and posting e-resumes on job boards

⊙ Interviewing for the job

⊙ Following up the interview

⊙ Keeping detailed records of all contacts

THE WORKBOOK'S UNIQUE FORMAT

In the first three introductory chapters, you will be presented with the basics of writing an effective, high-power resume. You will assess your skills, choose your career objective(s), and decide upon the best resume format for your individual needs.

Next, each component of the resume is presented in single, easy-to-read chapters. You write your resume one section at a time, directly in the workbook, on the worksheet pages. Experience has proven that concentrating on each resume section individually simplifies the process, and keeps the writing structured and focused throughout.

Charts and worksheets are provided to help you assemble and organize your information. Instruction sheets at the end of the chapters will show you how to select your most impressive information.

After you have completed the worksheets and detached them, a special chapter will show you how to organize them and put everything together. When you are ready to have your resume typeset and printed, the sample resumes in Chapter 11 will assist you in selecting an eye-catching layout.

Chapter 12 emphasizes the importance of a cover letter and demonstrates seven ways you can make a cover letter work for you. Sample cover letters are provided as models for constructing your own dynamic cover letters.

Chapter 13 deals with newly-developed resume formats resulting from the predominant use of computers and the Internet. You will learn how to prepare an electronic resume, how to write, format, and send or post one. The pros and cons of electronic cover letters are also discussed. Other contemporary and significant job search tools such as the professional portfolio, job search portfolios, and Web pages dedicated to one's resume or professional portfolio are also reviewed.

In Chapter 14, Networking, you will master proven techniques of uncovering the hidden job market and learn how to generate serious job leads and make the most of them.

The next chapter shows you how the Web fits into *all areas* of your job search. This chapter focuses on using the Web to network and uncover job leads, as well as how to identify the Web's best job boards and how to post your e-resume on them. In addition, you will discover how you can put the Web to use in others areas of your job search to yield outstanding results.

The chapter on interviewing, Chapter 16, should be an indispensable aid once your interviews become a reality. A mock interview, complete with the most frequently asked interview questions (and answers!) will provide you with the practice you will need to excel and outperform the competition.

Finally, the personal job journal provides an excellent way to stay organized and keep track of your leads.

Follow the workbook and master these crucial job search skills. They are your keys to obtaining the job you deserve. Good luck!

Stan Krantman

Acknowledgments

I was very pleased when Delmar, a division of Thomson Learning, approached me about updating my *Resume Writer's Workbook.* Like many writers, every time I read through a section of my book all I could think about was how each paragraph or section could have and should have been written better. Due to time constraints, some sections of the first edition had to go to press without much modification. I was enthusiastic with the opportunity to rework and improve on those sections. Also, since the first edition, job search has undergone significant changes, particularly in regard to the Web. I earnestly wanted my book to reflect these changes and be brought up to date. I thank Delmar for giving me the opportunity to do just that with this second edition.

I am also deeply indebted to the many people who made this book possible. If not for their efforts, encouragement, and generosity, this book would never have happened. In particular, I want to express my gratitude to:

My former clients at Capital Writers. Working with them and writing their resumes provided me with the experience and background to write this book.

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Writing a book (even a second edition) is never an easy task and can take its toll. I would like to thank my family for putting up with me while I was preoccupied with my work. I would also like to thank my parents, Julius and Betty Krantman, for all their support and understanding.

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Introduction

WHY YOU NEED A RESUME

In today's job market, the resume has become the number one requirement potential employers request. Before an employer will take valuable time to interview you, he or she wants to meet you—on paper. How you impress that employer with your resume can, and will, make all the difference.

Without a resume, you can't even begin to compete, and an inferior resume will quickly eliminate you before you even have a fighting chance. That is why it is imperative to have a superior resume, one that effectively lets employers know what you can do for them.

A RESUME IS A SUMMARY OF YOUR QUALIFICATIONS

The term *résumé* comes from the French and means a "summary." That's exactly what your resume is: a summary of your qualifications, skills, and achievements. It shows a future employer what you have done in the past. It details your skills and training, work experience, education, and, most importantly, the accomplishments you have made with past employers.

It should also inform the employer of your career objective (the job you are seeking) and communicate in a concise manner the benefits you will bring to the job if hired.

A resume is an advertisement. It advertises you, your unique skills and qualifications, and it stresses the benefits you have to offer.

HI-TECH BRINGS NEW CHANGES TO RESUMES

Today's workplace has become more competitive than ever before. Changing jobs has become a way of life. Many companies are downsizing to save money and as a result, more people, even those with solid backgrounds and skills, are out looking for work. Many people become quickly dissatisfied with their jobs and are looking to move into new jobs, too. On top of this, the increasing number of Internet job boards have made it possible for thousands of applicants to answer each job ad. Now more than ever, you need a top-notch resume to put you above the competition. Your resume must stand out or you will be lost in the shuffle.

SKILLS VERSUS EMPLOYER BENEFITS

One way to rise above the competition is to make sure that your resume is loaded with employer benefits, not just skills. According to resume expert Peter Newfield, today's resumes must be "results driven" rather than the skills driven resumes of the past. By reading your resume the employer must *quickly* understand what advantages you offer his company. Think of yourself as a product and the employer as the consumer. How would you sell your product (yourself) to the employer?

When a leading soap manufacturer came up with a new formula for their detergent, they told the public they had added a new ingredient, green crystals, and mentioned its scientific name. However, ingredients and technical jargon mean little to the consumer. What sold the product was the manufacturer's claim that these crystals were responsible for getting clothes cleaner and brighter. Whether you are selling soap or your services, people want to know the bottom line: What can you do to improve my situation? What can you offer me? Or, in short, why should I hire *you*?

An employer is more interested in the benefits you have to offer, than in your impressive repertoire of skills. When you write your resume, make every effort to highlight these employer benefits. For example, if you are proficient in Pagemaker and desktop publishing, do not just list your skills (such as "Mastery of Pagemaker"). Translate those skills into benefits. Tell the employer what you are able to do with your desktop publishing skills (for example, "ability to produce attractive brochures at a low cost").

Skills indicate your *potential,* while benefits demonstrate your *actual accomplishments*—what you have achieved with your skills. An employer realizes that many applicants are well-versed in Page-maker. Your job is to explain to the employer what you can do with this skill and what kind of job tasks you have accomplished with Pagemaker. This is what impresses employers.

To give you another example. Let's say an actor listed his skills on his resume such as: "proficiency in character acting" or "ability to use dialects convincingly" or whatever other skills an actor may have. Chances are his resume will read like hundreds of others who also possess these skills. If this actor had won a prestigious acting award, listing that accomplishment would be far more impor-tant than a list of skills. By listing such an accomplishment, the actor is demonstrating to the employer, in concrete terms, what he or she has done and is capable of doing with his or her skills. This is what an employer looks for and this is what will make your resume stand out.

Determine which benefits are most important to your target employer, then stress them in your resume! Remember, while many people have the same skills you do, few will translate those skills into benefits on their resume. To be one step ahead of the competition, be sure that your resume highlights those important employer benefits you have to offer.

THE PURPOSE OF THE RESUME IS TO GET YOU AN INTERVIEW

Most people think that a good resume will get them a job. This is a mistake. It is rare in today's market to find an employer who hires anyone solely on what they have read in their resume. Employers want to check you out in person before they hire you. They want you to substantiate your resume, and see if you have the personality they are looking for. This, of course, requires an interview. It is actually the interview that ultimately gets you the job.

But it is the resume that gets you the interview! In today's market where many companies utilize resume tracking programs, where a computer selects your resume based on keywords, you must be extra careful to load your resume up with benefits. You not only have to impress the employer, today you must impress his computer as well! The purpose of any resume, electronic or otherwise, is simply to get you an interview.

How often have you thought, "If only I had met with the employer in person, I could have con-vinced him that I was the right person for the job!" Your only chance is to compose an impressive resume, one that will get noticed and get you in the door so you can meet the employer in person and get the job.

OTHER REASONS FOR A RESUME

Although the main purpose of the resume is to get you an interview, there are other important rea-sons to create a resume:

⊙ **Prepares you for the interview.** Most employers will use your resume as a guideline when they interview you. They will ask you to explain in detail many of the statements you have made in your resume.

⊙ **Organizes you.** Preparing a resume forces you to assess your skills. This in turn will help you evaluate the many employment options open to you. It will also help you plan an effective job search campaign.

⊙ **Lets employers know you are actively seeking employment.**

⊙ **Gives you a sense of security.** It's a good idea to always have an updated resume on hand. You never know when you will want to seek a better job or just a change. Also, in case you unexpectedly lose your job, it is wise to have your resume updated and ready.

⊙ **Can be used as a calling card.** It's there when you want to conduct informational interviews to test potential opportunities. (See Chapter 14, Networking.)

WRITING AN EFFECTIVE RESUME

Most positions generate hundreds of resume responses. How can employers read them all? They can't! What they will do is scan the resumes. You sometimes have less than fifteen seconds to make that all-important first impression. That is why your resume has to stand out! Even in today's high-tech market where many resumes are actually evaluated by a computer, when ultimately chosen, your resume will be read by the hiring manager and it must be written to impress.

To ensure that your resume stands out in the crowd, concentrate on the three most essential factors in writing your resume:

Select Your Most Powerful and Impressive Information

Selectivity is the key to writing a strong resume. You have only one chance to make a first impression, so you have got to give it your best shot. Don't bore the reader with endless facts about your past employment. Your resume is not an obituary or biography. It's an ad. Like an ad, write to impress. Present only the most significant information about your professional experience.

What is your most significant and impressive information? What information answers the employer's primary question: Why should I hire you?

Your resume must communicate: I will be an asset to your organization. It should reveal you as a problem solver with important benefits to offer.

Be concise. Focus only on your achievements and skills that are required for the job you are seeking. Eliminate any extra information that detracts from emphasizing what the job requires. In the case of a resume, less is more.

How does one know which skills and benefits to highlight and select? Do research. Find out what sort of problems come with the job. Find out the qualifications the employer is looking for. Talking to personnel and reading the want ads carefully will give you a sufficient idea. Demonstrate to the employer that you are just the person he or she is looking for.

Write with Impact

Use action verbs to describe your accomplishments. Action verbs conjure up a positive image in the employer's mind and give you an advantage. Action verbs describe you as a person who gets things accomplished.

Action verbs are also more concise and make your resume more readable. A detailed discussion of action verbs and how to use them appears in Chapters 6 and 7.

For electronic resumes, the name of the game is "keywords." These are usually nouns, buzzwords, or catch phrases used to describe your job and level of proficiency. Chapter 13 will show you how to select powerful keywords.

Use an Eye-Catching Layout

The best resumes are one page long. If you have many years of experience, you may require two pages. But under no circumstances should a resume be longer than two pages. The more concise the better. Your most pertinent information should stand out with either all caps (capital letters), boldface, or italics. You may also use bullets (•) to draw the reader's attention to significant information.

Electronic resumes have their own unique layout to accommodate for ASCII text, which is more easily read and scanned by a computer. Today it is imperative to have both versions of your resume accessible.

The following chapters will help guide you through the resume-writing process with easy-to-follow, step-by-step instructions and worksheets. Complete each chapter and you will have a professional quality resume, one that will impress an employer and be your ticket to an interview.

Skill Assessment

YOUR ASSETS = YOUR SKILLS

Your value to an employer is directly proportional to the skills you have to offer. In the eyes of the employer, you are your skills.

Everyone has a unique combination of skills. And, in a nutshell, that is exactly what you are advertising in your resume. That's why it's important to take inventory of your skills and have a clear idea of what you have to offer before you begin your resume.

Skills are not only technical, or acquired through formal education. Inborn personality traits, or self-management skills, are also meaningful to an employer. Yet most people tend to overlook these marketable traits when they prepare their resume.

Skills can also be acquired through experience—and not only employment experience. Many times volunteer duties can be a source of numerous skills that should also be added to your inventory.

TRANSFERABLE SKILLS

In recent years, a lot of attention has been given to "transferable skills." A transferable skill is simply a general skill used in one job situation that can be transferred to another job task without additional training.

For example, teachers utilize the skill of public speaking when addressing a class. This same public speaking skill can easily be transferred outside a classroom setting and be utilized in another situation. Teachers could transfer their classroom skills to a business setting and apply for a job to train employees or conduct seminars.

If someone is proficient in a skill he or she enjoys, yet wants a change of jobs, then focusing on "transferable skills" is the answer. Finding a job that fits your particular combination of skills would offer an excellent alternative.

DECIDING ON A CAREER GOAL

The first question you must ask yourself is: What job do I want? Without a specific goal or job objective it is impossible to write an effective resume or conduct an effective job search.

What sort of job should you be looking for? It is important to choose a realistic job objective—a job you are qualified to do at this present time. In other words, you should be seeking a job that matches the skills you presently have. You have three choices in choosing a realistic objective, as follows.

The Same Job You Just Left

Most unemployed persons prefer to seek the same job they held previously. They are familiar with the work and already have the skills and experience to handle the tasks at hand.

A New Job—But One That Utilizes The Same General Skills

Many persons who find themselves unemployed opt for a change. The most logical job change would be one that utilizes the same skills but in a different setting, such as the teachers mentioned in the previous section on transferable skills.

In this situation you would have to prepare a resume that highlights your transferable skills and demonstrates to a future employer that you are indeed capable of transferring your acquired skills to new tasks and responsibilities.

A Career Change

If you want to change careers, but do not have the skills or experience needed for the change, you can still implement a plan of action:

⦿ You may decide to go back to school or take an apprenticeship to acquire the skills you need for your new career. To do this you may have to take part-time work to make ends meet. However, if your goal is a new career, it may be worth sacrificing the present to build a more satisfying future.

⦿ You can opt for an entry-level position in the area you desire. For example, you may decide that management is what you would love to do, but you have no experience. If you cannot go back to school to learn management skills, you could apply for an entry-level position in sales and learn the ropes while you acquire the skills you will need to move up to management.

If you decide to take an entry-level position, be sure your resume demonstrates that you are equipped with at least those skills required to *begin* a career in your desired field. Taking an entry-level position and learning on the job offers an opportunity for you to make a career change a reality.

If you are uncertain of what skills are required for a career change—*do research*. Call people in the position you are seeking or call the personnel department and find out what skills are required for the job. If you can demonstrate in your resume that you have those skills, then you have an excellent chance at landing the job.

If you do not have the skills required, you will not get the job and will have to implement a career plan that makes use of your present skill level.

The ultimate choice is yours. However, regardless of which plan of action you decide to follow, you must take inventory of your skills.

TAKING INVENTORY OF YOUR SKILLS

The following practice worksheet is designed to help you take inventory of your skills. It's crucial to take inventory now, before you begin writing. Not only will it keep you organized and focused as you write, but it will also aid you in setting a realistic career goal.

To inventory your skills, use the lists that follow the practice worksheet. The following instructions will explain how to use these lists in filling out the practice worksheet that follows.

You may want to create your own skill areas such as: *Transportation Skills* and list such tasks as truck driving, chauffeur, and so on.

The idea is to list *all* of your marketable skills—general and specific.

If you cannot find three major skill areas that you are proficient at, look at the tasks listed under each skill area. If you performed any such tasks in any of your past employment, you should list them.

Technical Skills

Most of these are job titles. Look at the list and check off any of these positions you may have held. Be sure to include jobs done on a volunteer basis as well. If you were involved in fundraising for an organization, you may want to include skills such as bookkeeping or public relations, or sales and persuasion. The main point is to be thorough and list *everything*.

Next prioritize these skills. Which are your strongest skills? Which are the most important for your job objective? On the practice worksheet, under the heading Technical Skills, rank your top four skills from this list.

Major Skill Areas

These are general skills used in a wide variety of jobs. These are also the type of skills that are transferable. Check off the ones you are proficient at. Again prioritize them, and choose three main skill areas that are the most important for the job you are presently seeking. Write them on the practice worksheet in the spaces entitled Major Skill Areas.

Specific Tasks

Under each major skill area, you will find a list of specific tasks. Check the tasks you have performed. Prioritize them. Then add them to your practice worksheet. Be sure the tasks you record correspond to one of the major skill areas you have listed.

Marketable Personality Traits

What are your most marketable personality traits and self-management skills? By most marketable, we mean which of your personality traits and self-management skills are most in demand for your job goal and are the most impressive to your future employer?

If the job you are seeking is people oriented, be sure to emphasize people-oriented traits. Of course such traits as "loyal," "dependable," and "works well under pressure," are qualities that employers always seek.

Again, be selective and prioritize. If you are seeking a job as a manager you may want to emphasize skills such as an ability to motivate and get along with others, and being a team player. Accountants on the other hand would emphasize task-oriented goals since their main job is with data, not people. They may want to stress such traits as being analytical, having an eye for detail, and working well under pressure.

> ▶ **A WORD OF CAUTION: PERSONALITY TRAITS ARE SUBJECTIVE—NOT CLEARLY BLACK OR WHITE. BE SURE YOU CAN BACK UP EACH TRAIT WITH EXPERIENCE (PROFESSIONAL OR NONPROFESSIONAL) OR WITH RECOMMENDATIONS OF OTHERS.**

Once again, select your three most marketable traits and list them on your practice worksheet.

Technical Skill Areas

Account Management
Accounting
Administration
Administrative Assistant
Adult Care
Advertising
Appraising
Arc Welding
Architect
Artist–Illustrator
Assembly Line Work
Audio-Visual
Auditing
Automotive
Banking
Barber
Bookkeeping
Brokers
Building Maintenance
Business Management
Buyer
Capital Development
Career Development
Carpenter
Cash Flow Management
Cashier–Checkout
Chemistry
Child Care
Clergy
Clerk
Communications
Community Relations
Computer Sciences
Conservationist
Construction–Labor
Consulting
Consumer Affairs
Corporate Executive
Cost Analysis
Counseling
Curriculum Development
Customer Relations
Data Processing
Delivery
Department Manager
Designing
Development
Dietician
Drafting
Drama
Driving
Editor/Editing
Education
Electronics

Employee Relations
Engineering
Equipment Maintenance
Farm Work
Fashion/Clothing
Field Research
Filing
Film and Video
Finance
Fitness Consultant
Flight Attendant
Food Preparation
Food Services
Foreign Languages
Forklifting
Franchise Management
Gardening
Geology
Government Service
Graphic Design
Groundskeeping
Health Sciences
Hotel Management
Housekeeping
Import/Export
Insurance
Interior Designer
International Business
Interviewing
Inventory Control
Jeweler
Journalism
Laboratory Technician
Legal Services
Loading–Unloading
Loans
Machine Operation
Mail Clerk
Make-up, Cosmetology
Management
Market Research
Marketing
Mathematician
Medical Services
Military
Modeling
Municipal Work
Music
Nurse
Office Management
Performing Arts
Pharmaceutical
Photographer
Physical Therapist

Physicist
Plumber
Police and Security
Printing
Product Development
Product Management
Proofreading
Psychologist
Public Relations
Publishing
Purchasing
Quality Control
Radio
Real Estate
Receptionist
Recruiting
Recycling
Remodeling
Repairing
Reporting
Research and Development
Retail Sales
Robotics
Sales Representative
Secretarial
Securities
Security Guard
Social Worker
Special Education
Speech Pathologist
Sports
Statistics
Supervisor
Switchboard
Systems Analysis
Teacher
Telecommunications
Therapy
Trade Shows
Training
Transportation
Travel Agent
Truck Driver
Veterinarian
Visual Arts
Volunteer Services
Waiter/Waitress
Warehouse Work
Waste Disposal
Word Processing
Writer
Other: _____
_____
_____

Major Skill Areas
Specific Tasks

Management Skills

Administrative
Analyzing performance
Coordinating programs
Delegating responsibility
Evaluating performance
Executing programs
Improving techniques
Increasing sales
Monitoring people
Monitoring tasks
Motivating people
Organizing people and tasks
Planning
Prioritizing
Recruiting and hiring
Reorganizing
Restructuring
Reviewing
Scheduling
Supervising

Communication Skills

Addressing the public
Advising people
Arbitrating
Arranging functions
Coaching
Correspondence
Counseling
Directing people and tasks
Editing
Entertaining people
Fundraising
Handling complaints
Instructing
Lecturing
Meeting the public
Moderating
Negotiating
Persuading
Promoting events
Publicizing products
Public Relations
Recruiting
Running meetings
Selling
Setting up demonstrations
Teaching
Translating
Writing press releases

Research Skills

Analyzing
Calculating
Clarifying
Compiling statistics
Evaluating programs
Indexing
Organizing programs
Organizing data
Summarizing
Systematizing

Financial Skills

Appraising
Auditing financial records
Balancing
Billing (A/P, A/R)
Bookkeeping
Budget management
Calculating
Computing
Forecasting trends
Invoicing
Payroll
Projecting future growth
Purchasing
Raising funds
Tax preparation

Creative Skills

Conceptualizing
Creating new ideas
Creating new products
Creating new techniques
Designing
Developing
Establishing
Founding
Illustrating
Implementing
Integrating
Introducing
Inventing
Originating
Performing
Planning
Revitalizing

Clerical Skills

Arranging functions
Billing
Calculating
Cataloguing and Filing
Compiling information
Computer skills
Coordinating itinerary
Correspondence
Dictation
Dispatching
Editing reports/letters
Generating information
Monitoring
Organizing office and tasks
Prioritizing
Reading materials
Report writing
Scheduling appointments
Systematizing information
Typing

Computer Skills

Creating new software
Data Entry
Designing new systems
Knowledge of programs:
    Accounting Programs
    Databases
    Languages (C, Java, etc.)
    Spreadsheets
    Word Processing
Maintaining computers
Operating systems
Programming
Repairing systems

Other Skills

_____
_____
_____
_____
_____
_____
_____

Marketable Personality Traits

Task-Oriented Skills

Accurate
Adaptable
Ambitious
Analytical
Artistic talent
Awareness (i.e., of market trends)
Capable
Clear-thinker
Commitment to growth
Competent
Conscientious
Cooperative
Creative
Dedicated
Dependable
Eager
Efficient
Energetic
Enterprising
Eye for detail
Farsighted
Flexible
Gets things done right the first time
Goal directed
Good judgment
Hard worker
High achiever
High energy
Highly motivated
Honest
Imaginative
Independent
Industrious
Innovative
Leadership ability
Loves a challenge
Loyal
Manages time efficiently
Methodical
Meticulous
Motivated
Optimistic
Orderly
Organized
Perfectionist
Persistent

Problem solver
Productive
Punctual
Quick learner
Realistic
Reliable
Resourceful
Risk taker
Self-motivated
Sense of humor
Sensitive
Serious
Shrewd
Sincere
Team player
Through
Trustworthy
Verbal
Versatility
Visionary
Works well under pressure

People-Oriented Skills

Ability to motivate others
Congenial
Cooperative
Courteous
Diplomatic
Eloquent
Excellent communication skills
Friendly
Generous
Gets along well with others
Good listener
Helpful
Leadership qualities
Optimistic
Outgoing
Patience
Sense of humor
Sensible
Supportive
Sympathetic
Team worker
Tolerant of others
Understanding

SKILL INVENTORY
PRACTICE WORKSHEET

Technical Skills:

1. _____

2. _____

3. _____

4. _____

Major Skill Areas:

Specific Skills:

1. _____

A. _____

B. _____

C. _____

2. _____

A. _____

B. _____

C. _____

3. _____

A. _____

B. _____

C. _____

Personality Traits:

1. _____

2. _____

3. _____

C H A P T E R 2

Resume Format

CHRONOLOGICAL VERSUS FUNCTIONAL FORMAT

To help you get an idea of the two most widely acceptable resume formats used in today's market, let's look at Juan Ortega's employment experience.

In 1995, Juan began working for Capital Corporation as a Sales Representative. His job was to sell software packages to high profile clients such as AT&T. In 1997, he began his own business as a computer consultant. His business failed and he is now looking for a job as a computer consultant for a large firm.

Below are two ways Juan can present his employment history:

EXAMPLE: Chronological Format

1997 to Present
CEO/President, Ortega & Associates
- Designed and maintained hardware systems
- Evaluated and implemented program software

1995 to 1997
Sales Representative, Capital Corp.
- Designed program sales packages for large industries such as AT&T
- Increased gross sales by 10%

EXAMPLE: Functional Format

COMPUTER CONSULTING AND DESIGN
- Designed and implemented hardware and software systems for large industries
- Evaluated computer software programs

SALES AND SERVICE
- Experienced sales rep whose clients included AT&T and McDonalds
- Developed marketing plan for Capital Corp. that resulted in a 10% sales increase in 1996
- Evaluated software packages for large corporations

1997 to Present   CEO, Ortega & Associates
1995 to 1997   Sales Representative, Capital Corp.

Look at the examples presented of Juan Ortega's work history. What are the main differences between the chronological format and the functional format? Both formats give Juan's background and experience. Both mention his skills and accomplishments.

The difference between them is emphasis, namely what is emphasized and mentioned first.

The chronological format stresses:

⊙ Time period a job was held

⊙ Past employers

⊙ Job titles

The functional resume stresses:

⊙ Skill areas

⊙ Qualifications

Glancing at the chronological resume, we see right away that Juan was CEO of a corporation. This can be very impressive. Also, if Capital Corp. is a large, well-known firm, seeing Juan's relationship to that company would also be impressive. At first, you may think this makes the chronological format a good choice.

On the other hand, Juan has had two different jobs in a short time span. Looking at his experience from a time frame does not show a strong, steady work background. If he had worked for Capital Corp. seven or eight years, then the chronological format, which stresses his ability to stick with a job for a long time, would have been preferable. But he was at his present job less than two years. Therefore his best choice is to put emphasis on his accomplishments, which are impressive. In this situation, the functional resume, which stresses his skills and accomplishments, would be the better way to present his experience and background.

One advantage of the functional resume is that Juan can not only choose which of his skills to include in his resume, but also which to place first. If he were seeking another job in sales, he would place his sales skills first, even though his last job was not in sales. In the chronological resume, Juan would have to place his last job first regardless of his present career objective.

It is important to note, however, that even in the functional format, Juan listed his dates of employment and the names of his past employers. Many who follow a strictly functional format will omit this information. Be warned. Your future employer will want to know whom you have worked for and for how long. If you do not have it on your resume, you can expect it at the interview. Worse yet, most employers expect to see this information on your resume. If it is missing they get suspicious, and may even think you are hiding something. If an employer entertains such a suspicion, he may choose not to even bother with you and refuse an interview. Employers want evidence that you have the skills you claim. They want to know where you got those skills and for whom you made your accomplishments. That is why, to play it safe, include this information on your resume.

With the functional format you still have an advantage. By mentioning your skills first, and putting the emphasis on your skill areas, your employer will be favorably impressed before finishing your resume. When he or she finally reads your chronology, it is less likely to be an issue that you have not held one job for a long period.

SELECTING THE RIGHT FORMAT FOR YOUR RESUME

To help you choose the format that best suits your needs, look at the two charts that follow. One lists the advantages of using the chronological format, while the other lists the advantages of the functional format.

Read the charts. Which statements apply to you? Check them off. If you can see a pattern (most of your check marks fall in the same chart), then your choice of format is clear.

Some people have more than one job objective and find that numerous statements in *both* charts ring true for them. If you are pursuing a job in two diverse areas, you will need two different resumes.

For example, you may be thinking about a career change, and decide to apply for a job in a new but related field. Although you do not have any solid work experience in this new area, you do have the skills required for the job. Therefore, a functional resume that stresses your transferable skills would be the most appropriate. But, like most people, you worry you may not get an interview due to your lack of experience. Therefore, to play it safe, you also continue to seek a job in your present career. For that, a chronological resume that stresses your present job title and your most recent accomplishments would serve you best. As you can see, in this situation, two resumes are better than one.

Chronological Format

☐ I've held the same job for more than five years.

☐ My employment history is one of stability. I rarely hop from job to job.

☐ My past employer(s) is a prestigious company well-known in my field.

☐ My job titles are impressive.

☐ I plan to continue in the same field as my past job.

☐ I have considerable experience but in *one area only.*

☐ I have a limited repertoire of skill areas.

Functional Format

☐ I am changing careers.

☐ I have never held one job for a long period of time.

☐ I recently finished school and don't have any professional experience.

☐ I am reentering the job force after a considerable absence.

☐ I am proficient in many areas and have many skills.

☐ I have held *many* jobs in a variety of *unrelated* work areas.

☐ Most of my work experience has been freelance or temporary.

☐ My skills fit in better with my present career objective than prior job titles.

SECTION HEADINGS

Before you begin writing your resume, it is a good idea to have an overview of the standard resume format that has become accepted in today's market.

The format is simple. Think of your resume as an outline of your professional capabilities. As such, the resume is divided into outline headings or sections. These standard, general sections are found on all resumes, and are used as guidelines in organizing all of your particular information.

These headings allow the employer to quickly scan a resume for pertinent information. And, because these headings have become standard protocol, employers expect to find them on your resume. This is why you should not deviate from this format.

The following chart lists and defines these standard headings. Some of them, such as Summary of Qualifications, are optional. However, many optional sections are also becoming quite common in today's resume and it is usually recommended that you include them in your resume.

Resume Headings

Contact Information

Name, address, phone number, and e-mail address.
Informs the employers where they can reach you if they want to interview you.

Career Objective

The exact job title of the position you are seeking.

Summary of Qualifications

Short highlights of your most impressive qualifications for the job.
This can be anything from skill areas and accomplishments to personality traits.

Professional Experience—*Chronological Resume*

A list of all past employment, starting with your most recent employer first.
Job titles are mentioned, and listed under each job title is a short description of the tasks and accomplishments you performed for each employer.

Skill Areas—*Functional Resume*

Your general skill areas are used as section headings.
Under each skill area list those specific job tasks and accomplishments that demonstrate your proficiency in that skill area.

Education

Highlight your most recent degree, and the colleges or trade schools you attended.
List any awards, Dean's lists, or school projects that pertain to your career objective.
If you do not have a college education, mention your high school and diploma.

Additional Personal Information

Mention only that personal information that pertains to your job objective.
For example: Awards, Professional Associations, and Publications.

HOW TO ORGANIZE THE HEADINGS

How do you organize the headings? Which comes first, Professional Experience or Education? As mentioned earlier, emphasis is the key. What would impress your future employer more, your work experience or your education?

If you are a recent graduate with limited professional experience, then your education would be more impressive, and you would want to put all emphasis on it. Therefore, the Education heading would be placed before Experience.

What if you have a strong work history but your most outstanding achievements are from jobs *previous* to your last one? What do you stress, your steady work history (chronological format) or your achievements (functional format)? You are worried that if you follow the chronological format, and list your last job first, your more impressive qualifications will be buried. In this case, you can go with the more acceptable chronological format, but include a short Summary of Qualifications

to emphasize your most impressive accomplishments and skills first, and still present your strong chronological background.

In short, section headings that contain your most important and impressive information should be listed first.

WHAT MUST *NEVER* GO IN A RESUME

Unfortunately, many employers examine resumes in hopes of finding flaws. Due to the large number of applications, employers may use the resume as a tool to eliminate prospective applicants—as much as a tool for choosing the right person for the job. Everyone understands that a resume that fails to show that the applicant has the skills for the job, will eliminate him or her from the competition.

What many people fail to realize is that mentioning negative information, facts that rub the employer the wrong way, can eliminate even the most highly qualified applicant.

How do you protect yourself? Never offer too much information. Keep your resume focused on your skills and accomplishments. Never mention personal information, controversial information or anything negative about yourself. Never mention your race, or religion. Marital status and political affiliations are also not pertinent to your job performance. Never mention salary requirements or reasons for leaving a prior job. Although these issues may come up in the interview, the resume is not the place for this information.

NEVER MENTION

⊙ Race	⊙ Political affiliations
⊙ Religion	⊙ Salary requirements
⊙ Marital status	⊙ Reasons for leaving a past job

GETTING STARTED

The fact that the resume is divided into section headings makes writing a resume easy. The headings give you a system for organizing your information and allow you to focus on the most pertinent facts.

Once you have selected your format, chronological or functional, and the order of your section headings—all that is left to do is organize your particular information accordingly.

This workbook is designed to simplify your task. It is divided into the same sections as your resume. It will guide you through each section of your resume, one at a time, and show you how to select the most important information in your unique background that applies to that section. It will also aid you in presenting your information with impact and using the right action verbs to best express your talents.

Remember, your resume must make an impact to stand out. Follow this workbook, step by step, and you will have a resume that gets noticed.

Let's begin writing.

CHAPTER 3

Contact Information

Name, Address, Phone Number(s), E-Mail Address, Web Page Hyperlink

This is the information an employer needs to contact you for an interview.

Your contact information is the most important information on your resume. If the employer has no idea how to reach you, you will not get the interview, regardless of how good your resume is and how qualified you are. Check and double check that your address and phone number are correct!

The first thing your employer looks at is your contact headline. So it is crucial that you project a professional image right from the start! Use an attractive layout. (Check out the examples that follow.)

Your contact information layout serves a double purpose. It should also be used as a letterhead in all of your business correspondence, such as cover letters and follow-up letters.

HOW TO PRESENT YOUR CONTACT INFORMATION

Name

1. Use your full name, first and last. Do not add nicknames, or titles, such as John Doe III, unless you use them professionally. The idea is to project a professional image, not a friendsy or high-strung, overly formal one.

2. Make your name stand out. Use capital letters and/or boldface type. If you have a word processor, you may want to use a larger point size for your name.

3. If your name can be either masculine or feminine, such as Francis, you may want to add Mr. or Ms. in front of your name (Ms. Francis Smith), to spare your employer from a possibly awkward situation.

Address

1. Use a permanent address. Do not use post office boxes or addresses that imply you are a transient. Again, project a professional image.

2. Do not use abbreviations because they can be confusing. Spell out everything (including Street, not St., and the like). The exception to this is the two-letter abbreviation for your state, which is the post office standard.

3. City, state, and zip code go on one line. Be sure to put a comma between the city and state. Make sure your zip code is correct.

Phone Number

1. Use your area code—your resume could end up being sent out of town for review.

2. Leave a daytime phone number. This is important because most employers will want to contact you during business hours. Be sure someone is there to get your call. If not, or if you do not want calls at your workplace, hire an answering service or set up an answering machine. If an employer calls and no one is there to get the call, you may not get another chance. Also list your evening (home) number.

3. If you have a fax, you may want to include your fax number as well. Be sure to indicate which is your home phone and which is your fax line. In this situation, you could have three telephone numbers listed on your resume: daytime phone, evening phone (home phone), and fax line.

E-Mail Address

1. In today's high-tech society, it is important to have an e-mail address and to include it in your contact information. Many employers prefer to contact applicants via e-mail.

2. In most instances e-mail is preferred over fax (it's quicker, more reliable, and the copies are cleaner and easier to read). If your contact information begins to look too drawn out, eliminate your fax number and list your e-mail address instead.

3. Your e-mail address should be written in "all lowercase" and in a smaller point size than the rest of your contact information. See Example 1 to see how it should look.

4. Be sure to double check your spelling, one wrong letter or wrong slash (/) may result in your losing the job because the employer could not contact you.

5. If you do not own a computer, or if you are planning on changing commercial online providers, you should subscribe to a free Web-based e-mail service such as www.hotmail.com, www.juno.com, or www.yahoo.com. These free services allow you to access your e-mail from any computer anywhere, and do not require a special online provider's account.

Web Page Hyperlink

1. If you have a dedicated Web site, you may want to include that in your contact information as well. Many programs, such as Microsoft Word, will automatically add a hyperlink to a Web page. What this means is if an employer has downloaded your e-resume, all he or she has to do is click on your hyperlink and automatically he or she will be taken to your Web page.

2. Many people prefer to furnish that information in a cover letter so they can better control who accesses their Web site. (See Example 5.) However, you may opt to have your Web page resume open to all and password protect only those pages (such as Letters of Recommendation) that you want to give limited access to. When you do want an employer to view those pages, you can simply send an e-mail to him or her with the password.

EXAMPLES

The following are examples of how you can handle your contact information.

Study the different layouts and choose one which appeals to you. Any one of them would be a good choice for your resume and letterhead.

EXAMPLE 1:   **Most Common Layout**

This has become the most common layout, and you won't go wrong with it.

> **JUAN ORTEGA**
> 1124 Bakery Avenue
> Bakersville, NC 90000
> (555) 876-7876
> juano@aol.com

EXAMPLE 2:   **Another Popular Layout**

Arranging your name on the far right has a definite advantage. When an employer flips through a stack of resumes, yours will stand out. Because of this, some experts prefer this layout.

> **JUAN ORTEGA**
> 1124 Bakery Avenue
> Bakersville, NC 90000
> (555) 876-7876
> juano@aol.com
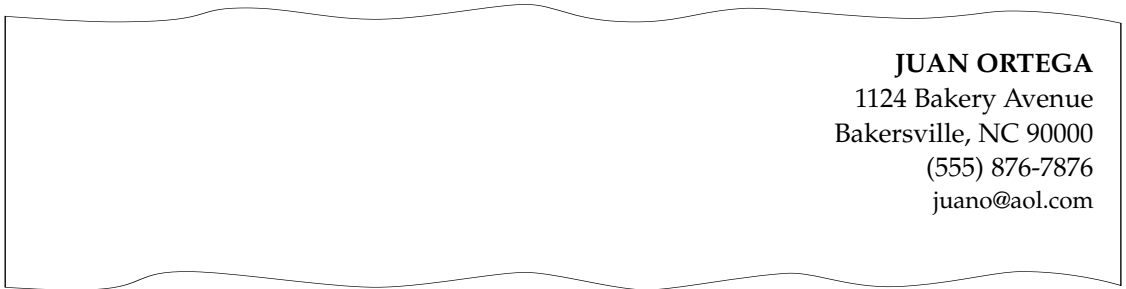
EXAMPLE 3:   **A Variation of the Previous Layout**

This layout is pleasing to the eye only if *all* of your resume headings are left justified.

> **JUAN ORTEGA**
> 1124 Bakery Avenue
> Bakersville, NC 90000
> (555) 876-7876
> juano@aol.com
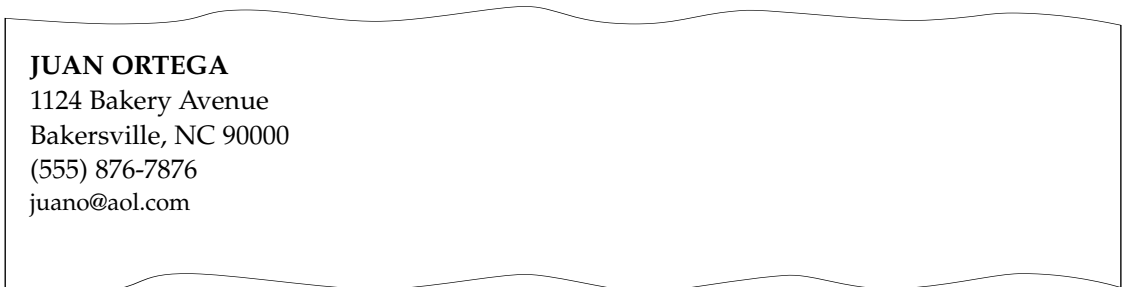
EXAMPLE 4:   **Another Variation**

This is a nice layout if you want to put emphasis on your phone number. And it is especially effective if you are listing more than one number.

> **JUAN ORTEGA**
> 1124 Bakery Avenue   Day Phone: (555) 876-7876
> Bakersville, NC 90000   Home Phone: (555) 887-9087
> juano@aol.com
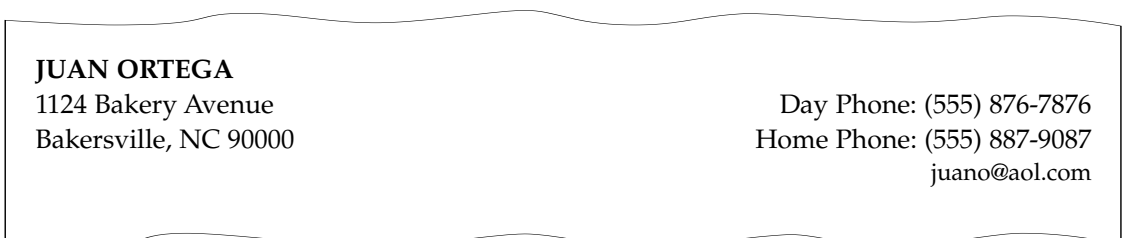
EXAMPLE 5: **A Contemporary Layout**

JUAN ORTEGA
1124 Bakery Avenue • Bakersville, NC 90000 • (555) 876-7876
Web site: umo.edu/juan12.html
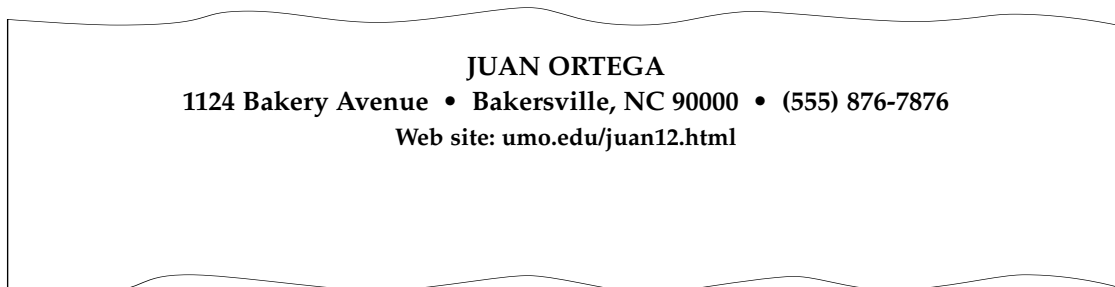
EXAMPLE 6: **Another Variation**

This format is an excellent choice. It highlights your name, and because it is so different, your resume immediately stands out from the others. It also makes for a very professional-looking letterhead.

JUAN ORTEGA

1124 Bakery Avenue
Bakersville, NC 90000
(555) 876-7876
juano@aol.com
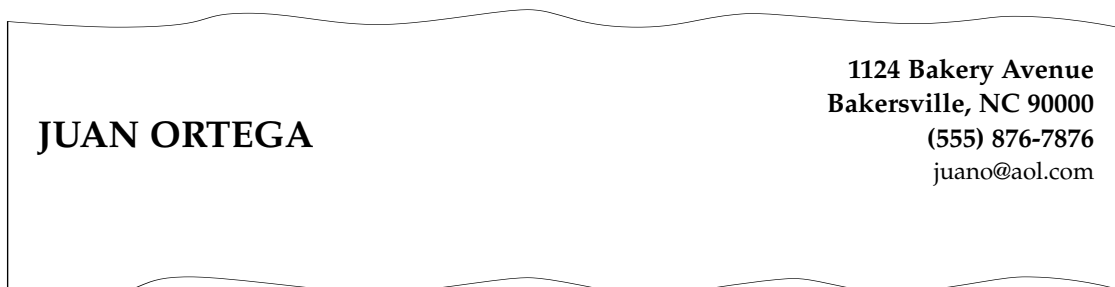
Worksheet Instructions

Enter your Contact Information as you want it to appear on your resume.

Study the examples on the preceding pages. Choose one. Arrange your information according to that layout.

Use a font that stands out, such as Times Roman, Bookman, Palatino, or any other serif font. (The serif fonts are easier to read than "sans-serif" such as Helvetica.)

For effect, use bold or italic fonts, or even all caps. You may also change the point size of a font to highlight your name. For example, you may want your name in 16-point type and boldface, and the rest of the contact information in 12-point type. This way, your name stands out.

When you have finished, check and double check:

⊙   Address and zip code are correct

⊙   Area code is listed with the phone number

⊙   Day phone and home phone are both listed if needed

Contact Information

WORKSHEET

Contact Information:

_____

_____

_____

_____

_____

_____

Resume Style Guidelines:

Name should be:	Address should be:	Phone Number should be:
☐ All caps	☐ All caps	☐ All caps
☐ Boldface	☐ Boldface	☐ Boldface
☐ Italics	☐ Italics	☐ Italics
☐ Centered	☐ Centered	☐ Centered
☐ Right aligned	☐ Right aligned	☐ Right aligned
☐ Left aligned	☐ Left aligned	☐ Left aligned
☐ Point size _____	☐ Point size _____	☐ Point size _____

Other Instructions:

☐ E-mail address

☐ Hyperlink to Web site

C H A P T E R   4

Career Objective

Specific job title of the position you are seeking.

- ⊙ This information indicates what job you are applying for.

- ⊙ It gives your resume a focal point, around which all the remaining information will be organized.

- ⊙ An **effective objective** informs employers of what you plan to do for them and/or the benefits you offer them.

CAREER OBJECTIVE: IS IT REQUIRED OR OPTIONAL?

There is a difference of opinion among resume "experts" whether or not a Career Objective should be included in a resume.

Some experts say it is best to omit the objective. They claim if it is too specific, employers will not consider you for any other job outside your objective, even though other available jobs would be suitable. If it is too general, it looks as though you have not made up your mind and do not really know what you want to do. Therefore, they think it is best to put your objective and career goals in your cover letter.

Most experts do not agree. Most think the career objective is a *must.* By not including it, you give the impression that you are undecided about your career goals. This is especially true if you do a functional resume. Since you are listing your skill areas and not your job titles, without an objective, a functional resume will have no focus and be confusing. The employer may have no idea what sort of a job you are seeking and your resume will not be effective. On the other hand, stating an objective shows that you know what you want. It demonstrates to the employer that you are goal oriented and serious about your career. By including this information, you present a professional image. And, it can not be stressed enough, in a resume *image is everything!*

My personal experience has proven that stating your career objective is crucial. In today's market, many employers will have personnel scan and file all incoming resumes. If there is no objective and personnel is not sure how to file your resume, it will end up in the circular file—the garbage can. Also, many companies have more than one position open at the same time. Without an objective, the employer may not be sure which position you are applying for, and as a result not even bother with your resume.

Sounds cruel, but put yourself in the employer's position. Most job openings generate hundreds of resumes. Who has time to read them all? That is why most employers do not read them, but rather initially scan them, looking for keywords and pertinent information. If they like what they see, your resume will go into a pile for further consideration. If they do not find a catch word or a specific job title they are looking for, the employers will not bother with your resume at all.

As you will discover in Chapter 13, many companies now use computers to evaluate and select resumes. These resume-tracking systems search a resume for keywords, in particular job titles and objectives. Electronic resumes posted on internet job boards and e-resumes sent via e-mail are almost always assessed by a computer. Most of them are catalogued by the "objective." Thus, in today's market, it is imperative that you include your objective.

Also, in today's day and age of word processing, it is easy to produce two or three resumes with the ease of a few keystrokes. When you hear of a specific job opening that interests you, you can customize your resume for that job by changing one line—your career objective.

While adding an objective may limit your chances of getting any job, it will infinitely increase your chances of getting the job you want! Ultimately the choice is yours.

So include your objective, but make it professional and effective!

HOW TO WRITE YOUR CAREER OBJECTIVE

Simple Objective

There are two ways you can handle the objective on your resume: The most simple way, but least effective, is to simply list the job title you are seeking.

This approach is sufficient if you are using a chronological format and seeking the same job as your previous one—and the entire emphasis of your resume is already on that job title and your accomplishments in that area.

EXAMPLE: **Simple Objective**

> *OBJECTIVE:*   **PHARMACIST**

Effective Objective

The best way to handle your objective is to write it with impact. Include two or three skills that you will bring to the job and conclude by telling the employers what benefit they will have by hiring you.

Let's explain in detail. The purpose of your resume is to give an idea of what you can and will do for the employer. An effective resume is employer directed. Because a resume is supposed to list only the facts about your previous employment, and not contain any subjective comments, it would seem the only place you can tell employers outright what you plan to do for them, is in the cover letter.

A properly written objective allows you to make a personal statement in your resume. It gives you the chance to tell the employers up front what you can do for them and what benefits they will have by hiring you. Let's look at each step, one at a time.

Job Title
First, list the job title, much the same as in a simple objective.

Skills You Bring to the Job
Next, list your two or three top qualifications for the job. If you have many years of experience you may want to list your total number years of experience. If you have an outstanding accomplishment or unique combination of skills you may mention that too. Also, this is an excellent place to add one major personality trait that supports your objective.

Employer Benefits/Results
Here you briefly state the benefit the employer will have by hiring you. That benefit can be increased sales or market shares, or development of new products, or even increased efficiency. All of these are benefits any employer would desire.

EXAMPLE: **Effective Objective**

OBJECTIVE: **PHARMACIST**—where my nine years of experience, my expertise in antibiotics, and my ability to fill orders quickly, will result in increased efficiency.

Instructions for Practice Worksheet

Follow the instructions below to write your objective—one section at a time.

You will write:

⊙ Your job title

⊙ The skills and experience you bring to the job, including an outstanding personality trait important for your career

⊙ Most important, the main benefit you offer the employer

When you have finished, you will compose your final version, as you want it to appear on your resume, on the page at the end of this section.

WRITING AN EFFECTIVE OBJECTIVE

Use your Skill Inventory Worksheet (Chapter 1) to assist you.

1. Job Title

Be specific. If you are seeking a job similar to one you have held in the past, that job title will be among those listed in your personal skill inventory sheet, in Chapter 1, under Technical Skills.

If you are seeking a job in a new area, look at the list in Chapter 1 for examples of job titles. If the job you are seeking is one mentioned in the want ads, tailor your job title to the one that appears in the ad.

NOTE: If you are looking for more than one job in diverse areas, write two resumes, each tailored specifically for each job.

2. Skills and Experience

What skills and experience can you bring to the position? Look at your list of skills in Chapter 1. Which of your general skills or, better yet, specific tasks will most impress the employer?

For example (a general skill and a specific task):

CUSTOMER SERVICE—where my communication skills and my ability to handle customer complaints will result in . . .

Instructions for Practice Worksheet *(continued)*

Or you may want to list your total years of experience:

CUSTOMER SERVICE—where my ten years of experience in customer service will be utilized to . . .

TWO IMPORTANT GUIDELINES:
1. **MAKE SURE EACH TASK OR SKILL AREA THAT YOU MENTION IS RELEVANT TO YOUR OBJECTIVE. IN OTHER WORDS, IF YOU ARE SEEKING A JOB AS AN ACCOUNTANT, YOUR CARPENTRY SKILLS WILL NOT MATTER TO YOUR EMPLOYER. WHAT WILL MATTER WILL BE YOUR ABILITY TO AUDIT FINANCIAL RECORDS, AND YOUR TOTAL YEARS OF ACCOUNTING EXPERIENCE.**
2. **MAKE SURE THE SKILLS YOU MENTION IN YOUR OBJECTIVE ARE SUPPORTED IN YOUR RESUME.**

Look at your Skill Inventory Worksheet. Choose your two most impressive qualifications that relate to your career objective. Either two major skill areas, or one skill area and one specific job task, or your total years of experience in the field. Choose no more than two qualifications. Don't overdo it, but don't underplay it either.

Are there any skills you may have omitted from your list? If so, add them to your list in Chapter 1 now.

From your Inventory Skill List in Chapter 1, fill in *any two* of the blanks in Item 2 of the practice worksheet.

3. Personality Trait

Which **one** of your self-management skills would most impress the employer? Be sure it relates to your job objective.

The personality trait is not something you must put into your objective. However, since this is the only place in your resume that you can make a subjective comment about yourself, the objective affords you the opportunity to make a such a statement as "I work well under pressure," "I am a team player," and so on.

You may want to check the list in Chapter 1 again for assistance.

4. Employer Benefits

What benefits can you offer the employer? On the practice worksheet is a chart of benefits that most employers look for. Look at the chart and check the **one** most important benefit you can offer. If the benefit you plan to bring to the job is not listed, write it yourself under OTHER.

Make sure the benefit you check is one that you can realistically bring to the job and that the benefit follows logically from the skills you mention in your resume.

5. Putting It All Together

Use the following example as a guide to organize your information.

EXAMPLE: Objective

> *OBJECTIVE:*   **PERSONNEL MANAGEMENT**—where my five years management experience, my proven record in recruiting and training new workers, and my ability to motivate others will result in improved employee performance.

CAREER OBJECTIVE PRACTICE WORKSHEET

1. JOB TITLE: _____

2. MAJOR SKILL AREAS IMPORTANT FOR THE JOB:

    1. _____

    2. _____

    SPECIFIC TASKS/ACCOMPLISHMENTS NEEDED FOR THE JOB:

    1. _____

    2. _____

    NUMBER OF YEARS EXPERIENCE IN DESIRED FIELD: _____
    (Add this *only* if you have an impressive number of years experience.)

3. MOST IMPORTANT PERSONALITY TRAIT NEEDED FOR THE JOB:

_____

4. CHECK THE MAIN BENEFIT(S) YOU WILL BRING TO THE JOB:

☐ Increase sales   ☐ Improve system performance

☐ Increase market share   ☐ Improve employee work performance

☐ Improve efficiency   ☐ Promote good customer relations

☐ Develop new products   ☐ Create new programs

☐ Attract new clients   ☐ OTHER: _____

(continued)

CAREER OBJECTIVE PRACTICE WORKSHEET *(continued)*

5. PUTTING IT ALL TOGETHER
Transfer your information from the previous page to the chart below:

_____

(job title)

where my _____

(skill #1 or years experience)

_____

(skill #2)

_____

(personality trait—if applicable)

will result in _____

(benefit)

Worksheet Instructions

Compare the objective you wrote with the example at the bottom of page 24 and the previous example of the pharmacist on page 23.

Make whatever changes you need so that your objective flows smoothly.

Copy the final version of your objective on the worksheet page that follows.

Remember: write it *exactly* as you want it to appear on your resume.

RESUME STYLE GUIDLINES

Your job title should stand out. To do this use either caps, italics, boldface, underlining, or a combination. The choice is yours.

Instruct the typist how you want your job title printed.

EVEN IF YOUR RESUME DOES NOT WARRANT A LENGTHY OBJECTIVE, DO NOT OMIT IT ALTOGETHER. AT THE VERY LEAST, LIST THE JOB TITLE OF THE POSITION YOU ARE SEEK- ING (LIKE THE EXAMPLE OF THE PHARMACIST).

REMEMBER: AN *EFFECTIVE OBJECTIVE*, ONE THAT MENTIONS SKILLS AND BENEFITS, WILL BE TAKEN THE MOST SERIOUSLY.

Career Objective

WORKSHEET

Career Objective:

_____

_____

_____

_____

_____

_____

_____

_____

_____

Resume Style Guidelines:

Job title should be: ☐ CAPS ☐ **Bold** ☐ *Italics* ☐ Underlined

C H A P T E R 5

Summary of Qualifications

Short statements that highlight your most impressive qualifications and achievements.

⦿ The purpose of the summary is to immediately grab the employers' attention and impress them. It can be customized to fit the job you are pursuing.

⦿ An effective summary will generate serious attention.

⦿ To be effective, the statements must be concise, written with impact (action verbs), and be result oriented.

WHEN TO INCLUDE AND WHEN TO OMIT A SUMMARY

The "Summary of Qualifications" or "Highlight of Qualifications" is optional. Although it is not required and the employer will not be disappointed if it is omitted, when presented properly, the summary can be a highly effective tool. By shining the spotlight on your most impressive achievements at the outset, you will grab the employer's attention immediately, and your resume will be read with heightened interest.

If you have a limited number of skills and achievements, and you have already mentioned them in the objective, it may be best to omit the summary. Mentioning the same skills again and again will result in overkill. Your resume will appear inflated, which may seriously damage your chances. On the other hand, if you have an impressive list of achievements and are worried they may be buried in the body of your resume and overlooked, it is a good idea to incorporate them in a summary.

This rule holds particularly true if you are using a chronological format which focuses on job titles and dates of employment, rather than skill areas. In such a case, it is wise to highlight your skill areas within the summary.

The idea is to let employers know immediately who you are. Arouse their interest and make them want to finish reading your resume. The better impression you make, the better your chances for an interview and job.

If you choose to include a summary of qualifications, be sure you write it with impact. If written poorly, the summary will backfire on you. The employer will be annoyed and refuse to finish your resume. If you do include a summary, do it right!

DO *NOT* INCLUDE A SUMMARY IF:

⊙ You do not have an impressive **list** of skills and achievements.

⊙ You have already highlighted your most impressive skills in your objective.

BE SURE TO INCLUDE A SUMMARY IF:

⊙ Your resume is in **chronological format**. Since the focus of such a resume is on dates of employment and job titles, you should utilize the summary to highlight your skill areas as well as any major achievements that may get buried in the body of your resume.

⊙ You have made a **significant** achievement to a past employer.

⊙ You have a **unique combination** of skills.

⊙ You have **many skills** or many impressive accomplishments.

⊙ You have received prestigious awards or honors.

⊙ You have special talents or training that are crucial for your job.

HOW TO WRITE AN EFFECTIVE SUMMARY

Select the Most Impressive Information

The Summary of Qualifications is a miniature resume. It focuses on the most important commodity you have to offer: your skills and accomplishments. You have one chance to grab the employer's attention, so you had better make it count. That is why it is crucial that you write your Summary of Qualifications with impact.

Your summary is very much like an advertisement. It announces what you have to offer. And like an ad, each statement must be concise, full of punch, and be impressive.

What statements in an ad grab your attention? Those that solve a problem. Take an ad for a leading detergent as an example. It claims: "This detergent will cut your washing costs by 50%! Out-whitens Fab and Tide. Gets out even the most stubborn stains." Notice how all these statements come right to the point as they sell benefits.

You must do the same in your resume. You must sell yourself. How do you put sell into your Summary of Qualifications?

⊙ List your most impressive qualifications—those that will be used to solve problems for your employer.

⊙ List your most important accomplishments—problems that you have solved or results that you were directly responsible for in your past work experience.

⊙ List personal qualities that would impress an employer. Highlight those qualities that will grab the employer's attention, such as "more than 15 years experience," "ability to work well under pressure," "scored 97% on Managers Training Test."

Write It with Impact

Going back to our detergent example, what do these statements have in common that catch our attention? They all make claims that are *result oriented*. The ad tells us specifically how much we will save. The more detailed the statement, the more serious we take it.

The same is true in your resume. Be specific. Do not make general statements such as "I saved the company money" or "I increased efficiency." Give details. "I saved the company $4,000 in overhead," or "I increased efficiency by delegating more responsibility to staff members." The details add impact.

The second important principle is to write result-oriented statements. The previous examples talk about results: how much money was saved, how efficiency was increased. Focus on problems you have solved for previous employers or results that were due to your involvement. Your employer is interested in results.

One word of caution: Be careful not to overdo it. Remember not to overkill. Therefore, it is best to limit your summary to five or six statements, at the most.

Use Action Verbs

Always use action verbs to describe your accomplishments. The proper use of action verbs is discussed in detail in Chapter 6, Professional Experience—Chronological, and Chapter 7, Professional Experience—Functional.

Because most of your summary's content will be a digest of your experience and accomplishments, you should write it last, after you have completed the upcoming sections. However, before going on, take a look at the examples that follow. They will give you an idea of an effective Summary of Qualifications. Then go on to the next chapter. You will come back and write your Summary of Qualifications after you have finished the rest of your resume.

EXAMPLE: **A Summary for a MANAGER**

SUMMARY OF QUALIFICATIONS	• Hired and trained twenty-four assistant managers in a one-year period • Created successful questionnaire for evaluating work activities of numerous personnel • Under my supervision turnover was cut by more than 60% • Received "Manager of the Year Award" 1991 • Ability to handle pressure and get the job done on time

NOTE: What are the key elements of this summary?

◉   Each statement is concise, to the point and result oriented.

◉   Action verbs (hired, trained, created, and evaluated) add impact.

◉   Mentioning the award in the summary assures that the employer will read it, and it will not be buried in the body of the resume.

◉   Adding the personal quality of being able to handle pressure, a situation every manager must face, adds just the right reinforcement.

EXAMPLE: **A Summary for a SECRETARY**

SUMMARY OF QUALIFICATIONS

- More than fifteen years experience
- Proficient in WordPerfect and Microsoft Word
- Evaluated office supply vendors for best price and reduced purchasing costs by 10%
- Knowledge of light bookkeeping and payroll
- Highly motivated team player

NOTE: What is an employer looking for in a secretary?

⊙ First and foremost, experience. It goes without saying that if a person has worked five or ten years as a secretary, they know how to type, take dictation, and file. Here experience is a definite edge over the competition.

⊙ Today most offices utilize word processors and it is crucial that your boss knows that you are familiar with word processing programs, in particular, WordPerfect and Microsoft Word, the two leading word processing programs in use.

⊙ Bookkeeping and payroll may come in handy and many secretaries lack this skill. Mentioning it gives you an advantage.

When done effectively, the summary will give your employers a positive image of you. It will impress them and entice them to read on. Be sure that the body of your resume supports and enhances what you have written in your objective and summary of qualifications.

▶ **ALTHOUGH THE "SUMMARY OF QUALIFICATIONS" IS ONE OF THE FIRST SECTIONS APPEARING ON YOUR RESUME, IT IS THE SECTION YOU WILL WRITE LAST. BECAUSE IT IS A "SUMMARY" OF YOUR RESUME, IT SHOULD BE WRITTEN AFTER YOU HAVE FINISHED YOUR RESUME AND CAN SELECT FROM THE BODY OF YOUR RESUME YOUR MOST IMPRESSIVE QUALIFICATIONS.**

Do not complete the following worksheet until you have finished these upcoming chapters:

⊙ Chapters 6 and 7, Professional Experience

⊙ Chapter 8, Education

⊙ Chapter 9, Additional Qualifications

Worksheet Instructions

If your resume warrants a Summary of Qualifications (and most do), select five or six (*never more than six*) of your most outstanding qualifications.

Select this information from your:

1. Unique skills or combination of skills from your Skill List (Chapter 1)

2. List of achievements from your Professional Experience section (Chapter 7)

3. Outstanding educational achievements from your Education section (Chapter 8)

4. Special awards or honors, and/or special training (Chapter 9)

5. Total years of experience in the field (only if it is an impressive number)

6. Outstanding personality trait(s) from your Skill List (Chapter 1)

⊙ Write each statement with punch—concise and directly to the point.

⊙ Make sure your statements are result oriented.

⊙ Use action verbs to describe your achievements.

⊙ You may want to reread the section on action verbs in Chapter 6.

Copy your summary, *exactly* as you want it to appear on your resume, on the worksheet page that follows.

RESUME STYLE GUIDELINES

Each statement of your summary should be highlighted with a bullet. In the examples on the previous pages, notice how the bullet (•) made each statement stand out. You can also use a check (✓) or a dash (—) or whatever symbol you want. The idea is to make your summary stand out.

Instruct the typist how you want your statements bulleted.

Summary of Qualifications

WORKSHEET

Summary of Qualifications:

1. _____

_____

2. _____

_____

3. _____

_____

4. _____

_____

5. _____

_____

6. _____

_____

Resume Style Guidelines:

Each statement should be highlighted with a bullet: ☐ •   ☐ ✓   ☐ Other: _____

C H A P T E R   6

Professional Experience–
Chronological

A summary of your employment history.

In a Chronological Resume this includes:

⊙ Dates of employment (Month, Year)

⊙ Name of the company or organization you worked for

⊙ Description of the organization (if necessary)

⊙ Location of the company—City and state

⊙ Your job title

⊙ Job's responsibilities and duties

⊙ Your accomplishments, results of these accomplishments, and demonstrated skills

List all past employment, beginning with your most recent employer first. Document your work experience by listing the duties and tasks you performed. Demonstrate your ability to contribute by emphasizing your accomplishments and skills.

YOUR PROFESSIONAL EXPERIENCE IS THE HEART OF YOUR RESUME

This section of your resume is the one most widely read by employers. They will carefully comb through it to find reasons to eliminate you. Do not give them any. Eliminate any negative references. Accentuate only your most positive qualifications and accomplishments. Demonstrate that you have the experience and the ability to do the job. Prove you are a person who can solve problems and make a significant contribution.

Yet don't overdo it. Be selective. Choose only enough relevant information to create a positive image and make the employer want to know more about you. Particularly, make the employer want to interview you and meet you in person.

Because this section includes so much information, you or your typist must take extra care to present it in an eye-catching layout. Don't lump everything together in one paragraph because the employer must be able to quickly scan it, yet gain a thorough picture of you and your accomplishments.

Make your job titles stand out by using boldface type or underlining them. Also, emphasize the name of past companies by using caps or underlining. Accomplishments should be concise and set off with bullets.

HOW TO PRESENT YOUR INFORMATION

Dates of Employment

1. Employers expect to see your dates of employment, and may scout your resume for time gaps. Be sure to list both the month and year you began working and the month and year your employment was terminated (or write "until present" if you are still working at the job). If you indicate only the years, employers may suspect a gap. On the other hand, there is no need to list any more than the month. Short gaps of a few weeks or one month are expected.

2. If you do have gaps and you want to camouflage them, you have two choices. You can list your dates of employment after you have listed the company's name and location. (See the Example on page 40.) Listing it at the end draws attention away from it. Or, you may choose to list *only* the years of employment. Although this is not the best proposition (as we stated earlier), resort to this if you have no other choice.

3. If you held many part-time jobs and don't want to look like a "jobhopper" (a symbol of instability), consolidate all of them into one heading such as: *1994–Present: Part-time Employment,* or even better: *Consultant.*

Company's Name, Description, and Location

1. List the company name. If it is a large corporation, you may want to add the division you worked in. For example: *AT&T—Computer Division.* If the company is a subsidiary of a larger, more prestigious corporation, add that in your resume. For example: *Films Classics, Inc., a division of Paramount Pictures Corporation.*

2. If your past employer is not well-known (or is not local) you will want to write a one-line description of the company so future employers will get an idea of the type and size of corporation you have worked for. For example: *Metro Group, a local retail clothing chain with yearly sales in excess of $2 million.* There is a great difference in managing a local chain than managing a small "Mom-and-Pop" outfit. An employer understands the level of your responsibilities by understanding the type of organizations you have worked for. The same rule is true for a division. Add a line of description about your division if it is vague.

3. List the city and state where your past employer is located. Do not mention street addresses or phone numbers. If needed, the employer can easily obtain that information himself, or will request it on a job application.

Job Title

1. Use a generic job title, one that every employer understands. Avoid such titles as "Jr. Data Entry Operator—Level Two." It will probably mean little to anyone outside your former organization. Simply state, "Data Entry Operator."

2. Choose a job title that reflects your level of responsibility. If you were a secretary who was actively involved in decision making, you may want to represent your job title as "Administrative Assistant," rather than "Secretary." One word of caution: If you do this, be sure your past employer will back you up. If someone does a check on you and your former boss tells them you were a "Secretary" and not an "Assistant," you could jeopardize your chances of getting the job. Be sure to check out any creative job titles with former employers before using them on your resume.

3. If you have had more than one job title at the same company (you have been promoted), set off each job title. List your total years at the company and the company name at the top. Under it, list each job title separately. Under each job title list the duties and accomplishments for each. Try to emphasize upward mobility and increased responsibility with each job.

Duties and Responsibilities

1. List three or four of your major duties. Precede it with a catchall phrase such as *Duties included . . . ,* or *Responsible for . . . .* Always use action verbs (see Chapter 6).

2. Mention the person or persons (by job title, not name) you interacted with on the job. For example, *Reported to Vice President of Sales,* or *Supervised Four Account Executives.*

3. Do not repeat your responsibilities over and over again. If you have had more than one job with similar duties, mention those duties only once. If you did dictation in one job, you needn't repeat that information again about another job. The reader already knows you have that skill.

4. Always show upward mobility. Detail your less important duties on earlier jobs and reserve your most impressive duties for your most recent job.

Accomplishments

1. List your most impressive accomplishments first. Be specific. Qualify your accomplishments in terms of money saved or other concrete employer-related benefits. Emphasize the skills you applied and use action verbs.

2. Don't tell *how* you made your accomplishments. Make the employer want to find out how you did it during an interview.

EXAMPLE: **Years are Emphasized**

**PROFESSIONAL
EXPERIENCE:**

Feb. 1993 to Present   McNAIR MANUFACTURING, INC., Chicago, IL
Shoe manufacturer employing 200+ employees
Gross sales for 1996 exceeded $2 million.

MANAGER
Responsibilities included supervising staff of twelve, coordinating advertising and promotions, training new employees. Reported directly to CEO.
- Reduced annual operating costs 5% by improving warehouse procedure
- Restructured employee communications program, increasing in-house communications efficiency

ASSISTANT MANAGER
In charge of developing employee training programs
- Awarded Employee of the Year Award, 1994

March 1991 to Jan. 93   MAY COMPANY—SHOE DEPARTMENT, Chicago, IL

MANAGER
Assisted sales staff in developing more effective sales techniques, oversaw all aspects of the department, including inventory, and apprised Senior Management of weekly business activity
- Under my leadership, department sales increased more than 18%

EXAMPLE: **Years are Not Emphasized**

EXPERIENCE: Marketing Group, Chicago, IL 1995 to Present

> **ACCOUNT EXECUTIVE**
> Responsible for initiating new advertising accounts
> - Acquired a major account (Calco, Inc.) resulting in 12% revenue increase
> - Conceived of and authored Monthly Newsletter to raise clients' awareness of new company services

Whitmer Advertising, Chicago, IL 1993 to 1995

> **JR. ACCOUNT EXECUTIVE**
> Was introduced to all aspects of advertising, including TV and radio sales, print ads, and public relations

WHAT IF YOU HAVE NO OUTSTANDING ACCOMPLISHMENTS?

If you do not have any outstanding accomplishments, then, at the very least, stress your skills. For example, if you've been driving a truck for the last six years, even though you didn't make any significant achievements, you still have many qualifications you can emphasize, namely your unique *combination* of skills.

Which of your skills are *unique*? As a truck driver, perhaps you have an outstanding driving record. Or maybe you have a thorough knowledge of the state's or nation's highways. Whatever job or training you have, you can find unique skills that you have acquired and present yourself with impact.

EXAMPLE: **Skills are Emphasized**

EXPERIENCE:

1994 to Present: Chicago Metro Delivery, Chicago, IL

> DRIVER
> - Freight transportation in Chicago area
> - Inventory control
> - Thoroughly familiar with Chicago and environs
> - Impeccable driving record

You can also use your Summary of Qualifications to emphasize skills. Skills such as "your impeccable driving record" or "your familiarity with the Chicago region," could also be listed in your Summary. But don't list them twice. If you list them in your Summary, don't list them again in your Professional Experience. Mentioning the same facts over again, or resorting to puffery, will only hurt your chances.

Any of your outstanding character or personality traits that are crucial for the job you seek can also be listed in your Summary. In the previous example, adding a trait such as "Dependable and hard working," would enhance the resume.

The essential thing is to present yourself with impact and show that you are a success, someone who takes action and gets things done. Thus, even if you do not have any outstanding achievements, you can still emphasize your skills in your Summary of Qualifications and "Experience" sections.

You will now proceed to write your Professional Experience. First we will demonstrate how to use action verbs to bring your resume to life. Remember this is the heart of your resume, so take your time, study the action verbs, and give it your all.

ACTION VERBS

What Are Action Verbs and Why Must You Use Them?

Action verbs are words that conjure up a positive image in the mind of the reader. They demonstrate action and results. They are concise and focused and give a resume life.

For example, let's assume you started a new program to train employees. You could simply state, in very dull terms: "Started a new program to train employees." Or you could state the same information with impact: "Initiated an employee training program." Notice the difference. The term "initiated" is active and focused. Other action terms you could have used in place of "initiated" are "Created and implemented" or "Developed." These words emphasize action—action on your part to get the job done.

However, this example still lacks something. It lacks results. So what if you started a new program? What did it accomplish for your employer?

Whenever possible, action verbs should be connected with results. If the results of your new program were that employees were trained in three days instead of four, you could write: "Initiated new employee training program that cut training time 25%."

Another example is if one of your duties was to purchase office supplies, you could simply state the facts with: "In charge of purchasing office supplies." However, a more effective way to present yourself would be to highlight the skills you used. Chances are you called around for the best price and may have even negotiated for lower prices. If so, why not write with impact: "Evaluated vendors and negotiated for the best prices on all office supplies." The benefit to the employer (the fact that you got the best price which saved him or her money) is obvious.

Action verbs should be used anytime you describe your duties, accomplishments, and qualifications.

Which Action Verbs Best Describe *Your* Accomplishments?

The following list will help you find the right action verbs to describe your accomplishments. To make it easier, the key verbs have been sorted according to skill areas. If your job was one that required "managerial skills," chances are the action verbs that describe your task(s) will be listed under that heading.

Most jobs require a combination of skills. Check through *all* of the skill areas that apply to you. Jot down those verbs that could be used to qualify and describe your duties and accomplishments.

Many times more than one word can be used. For example if your job required you to write reports, you could choose any of the following action verbs: wrote, authored, compiled, composed, edited, organized, or even designed. All of them are effective. Which best describes what you did? It's simply a matter of your own preference.

ACTION VERBS ARE THE KEY TO AN EFFECTIVE RESUME BECAUSE THEY:

- ⊙ Create impact and give a resume life
- ⊙ Emphasize action and accomplishments
- ⊙ Present you as an "achiever" and a "success"
- ⊙ Concisely focus the reader's attention on your accomplishments

Action Verbs—Categorized by Skill Areas

Creative

authored
conceived
created
designed
developed
devised
directed
enhanced
established
formulated
illustrated
improved
initiated
introduced
invented
launched
marketed
originated
planned
prepared
produced
proposed
set up
structured
wrote

Clerical and Research

arranged
automated
budgeted
calculated
catalogued
classified
collected
compared
compiled
completed
computed
critiqued
decreased
diagnosed
dispatched
distributed
evaluated
examined
executed
generated
identified
implemented

inspected
interpreted
interviewed
investigated
monitored
operated
organized
prepared
processed
purchased
recorded
retrieved
reviewed
scheduled
screened
summarized
surveyed
systematized
tabulated
validated
verified

Human Resources

advised
assessed
assisted
clarified
coached
collaborated
consulted
counseled
diagnosed
educated
employed
grouped
guided
handled
hired
integrated
mediated
monitored
motivated
negotiated
recruited
represented
sponsored
strengthened
trained

Management and Leadership

administered
analyzed
assigned
attained
authorized
chaired
consolidated
contracted
controlled
coordinated
delegated
developed
directed
evaluated
enacted
established
exceeded
executed
expanded
guided
headed
implemented
improved
incorporated
increased
initiated
instituted
investigated
launched
led
maintained
managed
mediated
negotiated
organized
oversaw
performed
planned
prioritized
produced
proposed
recommended
reduced
repositioned
retained
reviewed
revised
scheduled
sorted
strengthened
supervised

Technical

assembled
built
calculated
computed
designed
engineered
operated
overhauled
programmed
remodeled
repaired
solved
upgraded

Financial

allocated
analyzed
appraised
audited
balanced
budgeted
calculated
computed
forecasted
managed
marketed
planned
projected
tabulated

Teaching

advised
clarified
coached
communicated
encouraged
evaluated
explained
guided
influenced
informed
instructed
interpreted
lectured
persuaded
stimulated
trained

Communication

addressed
arbitrated
arranged
authored
convinced
corresponded
developed
directed
drafted
edited
enlisted
formulated
influenced
interpreted
interviewed
lectured
moderated
negotiated
participated
persuaded
presented
presided
promoted
publicized
recruited
represented
sold
spoke
translated
wrote

Success Words

accomplished
awarded
corrected
diverted
eliminated
expanded
generated
identified
improved
masterminded
pioneered
rectified
single-handedly
solved
strengthened
surpassed
turned around
was promoted to
was responsible for

Worksheet Instructions

JOB TITLE

On the following worksheet pages you will write your work experience.

1. On the first page, list your most recent job.
2. On the following pages, list any prior jobs, always mentioning your more recent employment first. (Four worksheets have been provided. If you need more, you may duplicate the worksheet for your use.)

If you've held more than one job at the same company:

Devote a separate page to each job title.

List the total years you have worked for that company on the first page.

On the remaining worksheets, leave this information blank. However, make a notation for the typist *same as previous page* so the typist will understand that all the job titles are to be listed under one employer heading.

If you've held more than four jobs:

Add extra pages, and follow the same format.

Or better yet, try to keep your work experience down to four jobs.

If you have held many jobs in a short span of time, you will look like a jobhopper (a sign of instability). Consolidate those jobs into one title such as: *"Part-time Employment"* or *"Consultant",* or list only your last four jobs.

DUTIES

What did you do on a regular daily basis?

List your most important tasks first.

Use action verbs and stress your skills.

Indicate your level of responsibility, such as who you reported to and how many employees you managed.

Above all, be concise! Do not list more than four duties.

ACCOMPLISHMENTS

Mention important projects you worked on. Stress your contribution. What compliments did you receive from your boss or coworkers?

What have you done that improved the company or saved them money? All of these are guidelines to analyze your accomplishments.

Try to emphasize all accomplishments in terms of benefits to the employer.

Benefits include:

⊙ Saving money
⊙ Increasing profits
⊙ Lowering unit costs
⊙ Solving emergency situations
⊙ Streamlining operations
⊙ Improving employee relations

⊙ Decreasing costs
⊙ Increasing efficiency
⊙ Eliminating waste
⊙ Expanding client base
⊙ Introducing a new product
⊙ Improving working conditions

Be specific. List numbers and percentages where you can.

If you made no *major* contributions, stress your skills and skill areas.

RESUME STYLE GUIDELINES

⊙ Use bullets for emphasis to set off your list of duties and accomplishments.

<div style="text-align:center">

Professional Experience—Chronological

WORKSHEET

</div>

BE SURE TO FILL OUT *BOTH SIDES* OF THIS SHEET.

Professional Experience:

JOB TITLE—MOST RECENT JOB:

_____

DATE EMPLOYMENT BEGAN (Month, Year):   **DATE TERMINATED** (or "to Present"):

_____, 20_____   _____

NAME OF EMPLOYER/COMPANY/ORGANIZATION AND DEPARTMENT (if company is large):

_____

EMPLOYER'S ADDRESS (City, State):

_____

_____

_____

DESCRIPTION OF THE COMPANY OR DEPARTMENT (if the company is not well-known):

_____

_____

_____

(continued)

Professional Experience—
Chronological

WORKSHEET
(continued)

DUTIES AND RESPONSIBILITIES:
List three or four of your daily tasks and duties.
(Begin with the catch phrase: "Responsible for/Responsibilities included/Duties included." Bullet [•] each "duty" for emphasis.)

_____

_____

_____

_____

_____

_____

_____

ACCOMPLISHMENTS OR MAJOR SKILLS—List four or five. Set them off with bullets:

_____

_____

_____

_____

_____

_____

_____

_____

Professional Experience—
Chronological

WORKSHEET

BE SURE TO FILL OUT *BOTH SIDES* OF THIS SHEET.

Professional Experience:

JOB TITLE—MOST RECENT JOB:

_____

DATE EMPLOYMENT BEGAN (Month, Year):   **DATE TERMINATED** (or "to Present"):

_____, 20_____   _____

NAME OF EMPLOYER/COMPANY/ORGANIZATION AND DEPARTMENT (if company is large):

_____

EMPLOYER'S ADDRESS (City, State):

_____

_____

_____

DESCRIPTION OF THE COMPANY OR DEPARTMENT (if the company is not well-known):

_____

_____

_____

(continued)

Professional Experience—Chronological

WORKSHEET
(continued)

DUTIES AND RESPONSIBILITIES:
List three or four of your daily tasks and duties.
(Begin with the catch phrase: "Responsible for/Responsibilities included/Duties included." Bullet [•] each "duty" for emphasis.)

_____

_____

_____

_____

_____

_____

ACCOMPLISHMENTS OR MAJOR SKILLS—List four or five. Set them off with bullets:

_____

_____

_____

_____

_____

_____

_____

_____

Professional Experience—
Chronological

WORKSHEET

BE SURE TO FILL OUT *BOTH SIDES* OF THIS SHEET.

Professional Experience:

JOB TITLE—MOST RECENT JOB:

_____

DATE EMPLOYMENT BEGAN (Month, Year):   **DATE TERMINATED** (or "to Present"):

_____, 20_____   _____

NAME OF EMPLOYER/COMPANY/ORGANIZATION AND DEPARTMENT (if company is large):

_____

EMPLOYER'S ADDRESS (City, State):

_____

_____

_____

DESCRIPTION OF THE COMPANY OR DEPARTMENT (if the company is not well-known):

_____

_____

_____

(continued)

Professional Experience—
Chronological

WORKSHEET
(continued)

DUTIES AND RESPONSIBILITIES:
List three or four of your daily tasks and duties.
(Begin with the catch phrase: "Responsible for/Responsibilities included/Duties included." Bullet [•] each "duty" for emphasis.)

_____

_____

_____

_____

_____

_____

_____

ACCOMPLISHMENTS OR MAJOR SKILLS—List four or five. Set them off with bullets:

_____

_____

_____

_____

_____

_____

_____

_____

<table>
<tr><td>Professional Experience—
Chronological</td><td># WORKSHEET</td></tr>
</table>

BE SURE TO FILL OUT *BOTH SIDES* OF THIS SHEET.

Professional Experience:

JOB TITLE—MOST RECENT JOB:

_____

DATE EMPLOYMENT BEGAN (Month, Year):   **DATE TERMINATED** (or "to Present"):

_____, 20_____   _____

NAME OF EMPLOYER/COMPANY/ORGANIZATION AND DEPARTMENT (if company is large):

_____

EMPLOYER'S ADDRESS (City, State):

_____

_____

_____

DESCRIPTION OF THE COMPANY OR DEPARTMENT (if the company is not well-known):

_____

_____

_____

(continued)

Professional Experience— Chronological

WORKSHEET
(continued)

DUTIES AND RESPONSIBILITIES:
List three or four of your daily tasks and duties.
(Begin with the catch phrase: "Responsible for/Responsibilities included/Duties included." Bullet [•] each "duty" for emphasis.)

_____

_____

_____

_____

_____

_____

ACCOMPLISHMENTS OR MAJOR SKILLS—List four or five. Set them off with bullets:

_____

_____

_____

_____

_____

_____

_____

_____

CHAPTER 7

Professional Experience— Functional

A summary of your skill areas and employment history.

In a Functional Resume this includes:

⊙ Headings that emphasize skill areas

⊙ Job responsibilities, duties, and accomplishments organized according to the skills they utilize

⊙ Emphasis on skills and accomplishments, not job titles or periods of employment

In a Hybrid Resume you would also include:

⊙ List of employers and job titles, and if you want, dates of employment

EMPHASIZE YOUR SKILLS

As mentioned earlier, the functional resume can be very effective even if you have limited experience in the workplace, or if you are changing jobs. You can use the functional format to focus the employer's attention on the skills you have acquired rather than the limited number of years of experience or the too few or, if you have hopped continuously from job to job, the too numerous employers you have worked for.

LIST YOUR DUTIES AND STRESS YOUR ACCOMPLISHMENTS

In the functional resume you also list your work experience (your duties and accomplishments), just as you do in the chronological resume. The difference is in how your work history is presented. In the chronological format, everything is organized chronologically and listed according to the job title and employer. In a functional format, all similar qualifications are organized under the same skill heading, regardless of where or when they were performed.

For example, if you worked for McCormick Public Relations and were in charge of print ads for two years and then took a job with another agency and were in charge of print ads and radio for three years, you would list all of these skills under one heading. You might use the headline: ADVERTISING and under it list all of your advertising experience.

In this case, that would include: *More than five years of print ad experience. Demonstrated ability to coordinate print and radio advertising*, and so on. However, if you also did clerical work while at McCormick, you would list that under another headline: CLERICAL or perhaps ADMINISTRATIVE SKILLS.

BE CONCISE

This rule holds true regardless of whatever format you choose. Limit your skill headings to no more than three. If you have more, consolidate them. For example you could combine ADVERTISING & PUBLIC RELATIONS into one heading.

Choose only those skill headings that support your objective. If you are looking for a job as an accountant, you would want to use headings such as ACCOUNTING or BUDGETING, rather than TEACHING or MOTIVATIONAL TRAINING. Remember choose *only* those skill areas your employer is looking for. Eliminate anything and everything else.

Never mention the same information over and over again and always focus attention on those accomplishments that resulted in tangible benefits for the employer.

THE HYBRID RESUME

One of the best features of the functional resume is that it lets you choose which skills you want to emphasize. The main problem with this format is that many employers are leery that you are exaggerating your skills or worse, hiding something. Also, employers want to see the names of your past employers. Knowing the type of organization you are used to working for gives them a good idea of the responsibilities you can handle, as well as the quality of the work they can expect from you.

Therefore, in the hybrid resume, you present a SHORT SUMMARY of your past employers. You list your job title and the name and location of your previous employment. If you have a solid history, you may want to mention the dates of employment as well. However you need not mention your duties or accomplishments, because you have already listed them under your skill areas.

The following example is for someone whose objective is Sales. Note how only sales-related skill headings are used. In a classic functional resume, the Employment History section would be omitted. The following example is a hybrid format with employment history summarized.

EXAMPLE

MARKETING & SALES
- Sold custom designed fixtures and standard display products
- Researched and developed target market and leads
- Expanded client base to include major corporations
- Organized local trade shows

PROMOTION & ADVERTISING
- Implemented promotional giveaway program that resulted in a 12% increase in sales
- Designed successful advertising materials
- Developed point of purchase displays for the company's six stores
- Researched and selected local trade publications to place ads with greatest cost efficiency

EMPLOYMENT HISTORY

Sales Manager
Jerry's Fixtures, St. Paul, MN—Largest fixtures chain in the St. Paul area

Salesman
Sunshine World, St. Paul, MN

ACTION VERBS

What Are Action Verbs and Why Must You Use Them?

Action verbs are words that conjure up a positive image in the mind of the reader. They demonstrate action and results. They are concise and focused and give a resume life.

For example, let's assume you started a new program to train employees. You could simply state, in very dull terms: "Started a new program to train employees." Or you could state the same information with impact: "Initiated an employee training program." Notice the difference. The term "initiated" is active and focused. Other action terms you could have used in place of "initiated" are "Created and implemented" or "Developed." These words emphasize action—action on your part to get the job done.

However, this example still lacks something. It lacks results. So what if you started a new program? What did it accomplish for your employer?

Whenever possible, action verbs should be connected with results. If the results of your new program were that employees were trained in three days instead of four, you could write: "Initiated new employee training program that cut training time 25%."

Another example is if one of your duties was to purchase office supplies, you could simply state the facts with: "In charge of purchasing office supplies." However, a more effective way to present yourself would be to highlight the skills you used. Chances are you called around for the best price and may have even negotiated for lower prices. If so, why not write with impact: "Evaluated vendors and negotiated for the best prices on all office supplies." The benefit to the employer (the fact that you got the best price which saved him or her money) is obvious.

Action verbs should be used anytime you describe your duties, accomplishments, and qualifications.

Which Action Verbs Best Describe Your Accomplishments?

The following list will help you find the right action verbs to describe your accomplishments. To make it easier, the key verbs have been sorted according to skill areas. If your job was one that required "managerial skills," chances are the action verbs that describe your task(s) will be listed under that heading.

Most jobs require a combination of skills. Check through *all* of the skill areas that apply to you. Jot down those verbs that could be used to qualify and describe your duties and accomplishments.

Many times more than one word can be used. For example if your job required you to write reports, you could choose any of the following action verbs: wrote, authored, compiled, composed, edited, organized, or even designed. All of them are effective. Which best describes what you did? It's simply a matter of your own preference.

ACTION VERBS ARE THE KEY TO AN EFFECTIVE RESUME BECAUSE THEY:

- ⊙ Create impact and give a resume life
- ⊙ Emphasize action and accomplishments
- ⊙ Present you as an "achiever" and a "success"
- ⊙ Concisely focus the reader's attention on your accomplishments

Action Verbs—Categorized by Skill Areas

Creative

authored
conceived
created
designed
developed
devised
directed
enhanced
established
formulated
illustrated
improved
initiated
introduced
invented
launched
marketed
originated
planned
prepared
produced
proposed
set up
structured
wrote

Clerical and Research

arranged
automated
budgeted
calculated
catalogued
classified
collected
compared
compiled
completed
computed
critiqued
decreased
diagnosed
dispatched
distributed
evaluated
examined
executed
generated
identified
implemented

inspected
interpreted
interviewed
investigated
monitored
operated
organized
prepared
processed
purchased
recorded
retrieved
reviewed
scheduled
screened
summarized
surveyed
systematized
tabulated
validated
verified

Human Resources

advised
assessed
assisted
clarified
coached
collaborated
consulted
counseled
diagnosed
educated
employed
grouped
guided
handled
hired
integrated
mediated
monitored
motivated
negotiated
recruited
represented
sponsored
strengthened
trained

Management and Leadership

administered
analyzed
assigned
attained
authorized
chaired
consolidated
contracted
controlled
coordinated
delegated
developed
directed
evaluated
enacted
established
exceeded
executed
expanded
guided
headed
implemented
improved
incorporated
increased
initiated
instituted
investigated
launched
led
maintained
managed
mediated
negotiated
organized
oversaw
performed
planned
prioritized
produced
proposed
recommended
reduced
repositioned
retained
reviewed
revised
scheduled
sorted
strengthened
supervised

Technical

assembled
built
calculated
computed
designed
engineered
operated
overhauled
programmed
remodeled
repaired
solved
upgraded

Financial

allocated
analyzed
appraised
audited
balanced
budgeted
calculated
computed
forecasted
managed
marketed
planned
projected
tabulated

Teaching

advised
clarified
coached
communicated
encouraged
evaluated
explained
guided
influenced
informed
instructed
interpreted
lectured
persuaded
stimulated
trained

Communication

addressed
arbitrated
arranged
authored
convinced
corresponded
developed
directed
drafted
edited
enlisted
formulated
influenced
interpreted
interviewed
lectured
moderated
negotiated
participated
persuaded
presented
presided
promoted
publicized
recruited
represented
sold
spoke
translated
wrote

Success Words

accomplished
awarded
corrected
diverted
eliminated
expanded
generated
identified
improved
masterminded
pioneered
rectified
single-handedly
solved
strengthened
surpassed
turned around
was promoted to
was responsible for

Instructions for Practice Worksheets

The following four practice worksheets are designed to prepare you for writing a functional or hybrid resume.

The first step in writing a functional resume is to choose your Skill Headings. This can sometimes be complicated. Most of us are used to thinking in concrete terms: what tasks we performed; rather than thinking in the abstract: what skills did we utilize?

These practice worksheets are designed to help you analyze which skills or skill areas you used most often.

On the practice worksheets, enter your employment history in chronological order, starting with your last job first. List your job title and employer, and dates of employment. If you choose to do a straight functional format this information will not appear in your resume, but documenting it will keep you focused.

Next, make a list of your three major duties and three major accomplishments for each job. Then, on the line to the right of each duty and accomplishment, list the skill or skills that you used for that job.

For example, if you kept books, took dictation, and did word processing, your list might look like this:

1.	*Bookkeeping*	*Financial and Clerical Skills*
2.	*Dictation*	*Clerical Skills*
3.	*Word Processing*	*Computer and Clerical Skills*

In this example, all of the tasks could be listed together under one heading: CLERICAL. Or they could each be listed under seperate headings, Bookkeeping under FINANCIAL, Dictation under CLERICAL, and Word Processing under COMPUTER. The choice is yours and it will depend upon which major skill areas you want to emphasize.

Review the charts in Chapter 1, Skill Assessment. The list of Technical Skills can be used as Skill Headlines. The list of Skill Areas and Specific Tasks will also be helpful.

After you have compiled a list from your last four jobs, check the skill areas you have listed. Which ones appear the most? These are your *major skill areas.*

From these major skills, which ones are the most relevant to the job you are presently seeking?

The skill areas that fulfill both requirements (they are both *major* Skill Areas *and* are *most relevant* to your Career Objective) are the Skill Headings you will use in your resume. Choose the three most impressive headings.

There are three final worksheets for skill headings; you will devote one page to each skill heading.

Under each heading, you will list your three or four most impressive duties and accomplishments that were performed with that skill. It is now easy to find that information. Check the right-hand column for the skill, then look at the task associated with it.

These worksheets enable you to quickly and accurately compose a functional format resume.

If you want to go with a hybrid format, add your list of job titles and employers (and if you want, your periods of employment) on the last worksheet page of this chapter under Employment History. That information is also easy to find and need only be copied from the top portion of your worksheets.

If you have **too many major skill areas**, consolidate them. Combine two similar skills into one heading—such as PUBLICITY & ADVERTISING or MARKETING & SALES. Also, if one task involves two skills (Word Processing involves both COMPUTER SKILLS and CLERICAL SKILLS), choose the one that best fits it with your career goal.

Use Action Verbs

Review the list on page 56 and use it as an aid in describing your duties and accomplishments.

PROFESSIONAL EXPERIENCE PRACTICE WORKSHEET

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

THREE MAJOR DUTIES OR RESPONSIBILITIES: **SKILLS USED:**

1. _____   _____

   _____   _____

2. _____   _____

   _____   _____

3. _____   _____

   _____   _____

THREE MAJOR ACCOMPLISHMENTS: **SKILLS USED:**

1. _____   _____

   _____   _____

2. _____   _____

   _____   _____

3. _____   _____

   _____   _____

PROFESSIONAL EXPERIENCE PRACTICE WORKSHEET

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

THREE MAJOR DUTIES OR RESPONSIBILITIES: **SKILLS USED:**

1. _____   _____

    _____   _____

2. _____   _____

    _____   _____

3. _____   _____

    _____   _____

THREE MAJOR ACCOMPLISHMENTS: **SKILLS USED:**

1. _____   _____

    _____   _____

2. _____   _____

    _____   _____

3. _____   _____

    _____   _____

PROFESSIONAL EXPERIENCE PRACTICE WORKSHEET

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

THREE MAJOR DUTIES OR RESPONSIBILITIES: **SKILLS USED:**

1. _____   _____

   _____   _____

2. _____   _____

   _____   _____

3. _____   _____

   _____   _____

THREE MAJOR ACCOMPLISHMENTS: **SKILLS USED:**

1. _____   _____

   _____   _____

2. _____   _____

   _____   _____

3. _____   _____

   _____   _____

PROFESSIONAL EXPERIENCE PRACTICE WORKSHEET

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

THREE MAJOR DUTIES OR RESPONSIBILITIES:	**SKILLS USED:**
1. _____ _____	_____ _____
2. _____ _____	_____ _____
3. _____ _____	_____ _____

THREE MAJOR ACCOMPLISHMENTS:	**SKILLS USED:**
1. _____ _____	_____ _____
2. _____ _____	_____ _____
3. _____ _____	_____ _____

Worksheet Instructions

Functional Format

Fill out the following worksheet pages *exactly* as you want them to appear on your resume.

Fill in your Skill Heading at the top of each worksheet.

Under each Skill Heading list four or five qualifications that would be categorized under that particular skill.

Qualifications can be either duties and responsibilities or accomplishments. Limit yourself to *five* at the very most.

You may also want to compare your worksheets with your Skill Sheet (Chapter 1). Also, it may be helpful to review the Skill Lists in Chapter 1, in case you may have left out an important skill.

⊙ Use action verbs to describe your skills and accomplishments.

⊙ Don't mention the same information more than once.

⊙ Be concise.

If you are doing a Hybrid Format:

Fill out the last page too. Its heading reads: **EMPLOYMENT HISTORY**.

List your past job titles, employers, location of employment and, *if* you have a solid work history, your time periods of employment.

RESUME STYLE GUIDELINES

Qualifications and duties should be emphasized by using bullets in front of each statement.

Professional Experience—
Functional

WORKSHEET

Functional Format:

Skill Heading _____

LIST FOUR OR FIVE MAJOR DUTIES AND/OR ACCOMPLISHMENTS:
(Use bullets in front of each statement.)

1. _____

   _____

   _____

2. _____

   _____

   _____

3. _____

   _____

   _____

4. _____

   _____

   _____

5. _____

   _____

   _____

Professional Experience—
Functional

WORKSHEET

Functional Format:

Skill Heading _____

LIST FOUR OR FIVE MAJOR DUTIES AND/OR ACCOMPLISHMENTS:
(Use bullets in front of each statement.)

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

4. _____

_____

_____

5. _____

_____

_____

Professional Experience—Functional

WORKSHEET

Functional Format:

Skill Heading _____

LIST FOUR OR FIVE MAJOR DUTIES AND/OR ACCOMPLISHMENTS:
(Use bullets in front of each statement.)

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

4. _____

_____

_____

5. _____

_____

_____

Professional Experience—Functional

WORKSHEET

Hybrid Format:

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

JOB TITLE: _____

NAME OF EMPLOYER: _____

EMPLOYER'S CITY AND STATE: _____

DATES OF EMPLOYMENT (Month, Year):

From: _____ , 20_____ to _____ , 20_____

CHAPTER 8

Education

> **Highest level of education you achieved (highest degree), graduation date, university or college attended, city, state.**
>
> ⊙ Also add special recognitions, achievements (high grade point average or GPA), scholarships, awards, and any other highlights of your education (majors, minors, special courses) if the information is relevant to your career objective.
>
> ⊙ Professional training, workshops, seminars, and other nonformal education relevant to your objective should be mentioned here, too.
>
> ⊙ Recent graduates will position this section immediately after their Objective or Summary of Qualifications. Due to their limited Professional Experience, they will want to place extra emphasis on their education, detailing projects and achievements relevant to their career objective.
>
> ⊙ On the other hand, persons who have been in the workplace for three or more years will want to highlight their present accomplishments, putting much less emphasis on their education. They will position this section after Professional Experience.

YOUR EDUCATION IS RELEVANT!

In the mind of the employer, your education is important for two reasons. First, education equals skills. Employers will translate your education into skills you have acquired. They are interested in those skills you have accumulated that can be of service to them. Indicate any areas of study, professional workshops, or special projects that display a skill area that will benefit the employer. Second, a university setting is much like the workplace. A successful student, one with a high GPA or who excelled in other areas, has ambition and drive—traits essential to succeeding in business. A successful student will be a successful employee.

Keeping this in mind, be sure to add any educational highlights that reflect your skill and expertise, as well as all accomplishments that demonstrate your ability to succeed. If you have other professional training, such as workshops or seminars, list them.

Even if you do not have any outstanding educational history, do not omit this section. Obtaining a college degree itself is an accomplishment most employers look for. If you do not have a college background, be sure to indicate that you did graduate high school. Many jobs do not require more

than a high school education, and the employer will want to be sure that you have at least earned your high school diploma.

If you have mentioned your college degree, there is no need to mention your high school diploma. However, every college degree, B.A., M.A., and so on, should be listed. Begin with your last degree (or the degree you are presently working on) first. Use a reverse chronology and mention your other degrees or training.

If you supported yourself during college, you may add that fact. You might even state: *Earned 35% of my college expense* (or whatever percentage). To an employer this displays qualities he or she seeks in an employee—initiative and drive.

EXAMPLE: **Education—Recent Graduate**

EDUCATION:	**M.B.A. Business Administration, 1996** University of Florida—Miami Beach, FL • Major: Financial Management • Emphasis on Financial Forecasting • Dean's List 1994–1996 • GPA 3.25/4.00 • Tuition paid via part-time employment as Financial Advisor **B.A. Economics, 1993** University of Illinois—Chicago, IL

EXAMPLE: **Education—Employee Who Graduated Some Years Ago**

EDUCATION:	**M.B.A. Business Administration, 1994** University of Florida—Miami Beach, FL Major: Financial Management **B.A. Economics, 1993** University of Illinois—Chicago, IL Participated in weeklong seminar (Fall 1996): "Financial Forecasting" with Martin Shanks. Mastered more accurate methods for forecasting.

Notice the difference in these examples. The recent graduate goes into detail on areas of expertise (empahsis on Financial Forecasting). Also, the recent graduate mentions such success indicators as Dean's List and 3.25 Grade Point Average on a Scale of 4.00. (Some universities use a 5.00 grade

scale, so it's a good idea to include the scale as in the above example, 3.25/4.00.) Also included is the fact that tuition was paid through work as a financial advisor. Not only will employers be impressed with this initiative, they will be even more impressed that the graduate used college skills and got experience in the field at the same time.

The employee who graduated some years ago has no need to overemphasize education. Even mentioning a major is not required, but adds more strength to the resume if the objective is to get a job in finance. Mentioning the seminar is important because the employee picked up a valuable skill (more accurate forecasting methods) which will benefit the employer.

> ▶ **ALWAYS TELL EMPLOYERS WHAT THEY WANT TO HEAR: THAT YOU HAVE SKILLS AND QUALIFICATIONS THAT WILL BENEFIT THEIR ORGANIZATION.**

Instructions for Practice Worksheets

Fill out the following practice worksheets.

If you are a college graduate, fill out the first section. You do not need to mention your high school if you have received a college degree or are working towards one.

Fill out all the information about college—even if you are not a recent graduate. Later you will select which information to include in your resume.

You can abbreviate your degree (M.A., B.A., M.B.A., etc.).
You can abbreviate your Grade Point Average (GPA).
Be sure to list the city and state of your college, university, or high school.

If you are currently seeking a college degree, the degree you are presently working on should come first. You can document it like this:

>   *M.A. Program—Business Administration*
>   *UCLA, Los Angeles, CA*

Also, if you have not yet received your degree, do not mention any dates. If the employer wants to know, you can fill him or her in—during the interview.

If you have no college degree, fill out the section on high school. If you recently graduated high school (in the last year) you should also fill out the section that highlights your high school experience. If you have been working for more than one year, you needn't worry about your high school accomplishments. Mentioning your high school and graduation date will be sufficient.

If you have trade school or apprenticeship experience, fill out the last section on special training. Also add any workshops, seminars, or special skills you have acquired (such as computer skills) that support your job objective and would benefit the employer.

If your "Special Training" skills are crucial to your job, and deserve special emphasis, you may want to devote an entire section heading to them.

Following the section on Education, you may add a new category: SPECIAL TRAINING. Under it, list all your special skills, such as computer expertise, or other proficiency you have acquired through training.

EDUCATION
PRACTICE WORKSHEET

IF YOU HAVE A COLLEGE EDUCATION

WHAT IS THE HIGHEST DEGREE YOU RECEIVED OR ARE PRESENTLY WORKING ON? _____

WHAT YEAR DID YOU GRADUATE? _____

WHAT COLLEGE OR UNIVERSITY IS YOUR DEGREE FROM?

Name: _____

City: _____ State: _____

YOUR MAJOR (if relevant to your objective): _____

YOUR MINOR (if relevant to your objective): _____

WHAT SPECIAL COURSE STUDY OR PROJECTS WOULD INTEREST YOUR EMPLOYER?

1. _____

2. _____

3. _____

WHAT SPECIAL HONORS/ACHIEVEMENTS/SCHOLARSHIPS DID YOU RECEIVE?

1. _____

2. _____

3. _____

4. _____

THESIS OR PUBLICATIONS:

1. _____

2. _____

WHAT OTHER DEGREES HAVE YOU RECEIVED? _____

FROM WHICH COLLEGE DID YOU RECEIVE THAT DEGREE?

Name: _____

City: _____ State: _____

YOUR MAJOR (if relevant to your objective): _____

EDUCATION
PRACTICE WORKSHEET

IF YOU *DO NOT* HAVE A COLLEGE EDUCATION

DO YOU HAVE A HIGH SCHOOL DIPLOMA? WHICH HIGH SCHOOL?

Name: _____

City: _____ State: _____

Graduation Date: _____

IF YOU ARE A *RECENT* HIGH SCHOOL GRADUATE

LIST ANY AWARDS OR ACHIEVEMENTS YOU RECEIVED IN HIGH SCHOOL:

1. _____

2. _____

3. _____

4. _____

SPECIAL TRAINING
Trade Schools, Apprenticeships, Seminars, Workshops, etc.

LIST ANY NONFORMAL EDUCATION YOUR EMPLOYER WOULD BE INTERESTED IN. TRADE SCHOOLS, APPRENTICESHIPS, SEMINARS, AND WORKSHOPS ARE IMPORTANT.

1. _____

2. _____

3. _____

4. _____

Worksheet Instructions

Follow the guidelines below to select the most impressive information from your practice worksheet. Fill out your education section on the following worksheet page *exactly* as you want it to appear on your resume. Study the examples within the chapter and notice the format. The degree is bolded and all important accomplishments are bulleted (•). You could use underlining, all caps, or even italics in place of boldface. The choice is yours. Make a note to the typist how you want your degree formatted. If you want your accomplishments emphasized with bullets, indicate a bullet sign where you want them.

SELECTING THE MOST IMPRESSIVE INFORMATION

If You Are a College Graduate:

1. Begin with your most recent degree. Include your area of study: Don't write **B.A.**, but rather **B.A. Psychology**. On the same line, put your year of graduation.

   Two Exceptions:

   1. If you graduated so long ago that your graduation date will age you, omit the date.

   2. If you took time off after college before working and the employer will notice a gap in your work history, omit the date. If the employer is interested you can fill him or her in during the interview.

   On the next line, write the name of the university or college, and on the same line, follow with the school's location—the city and state.

   Follow this with major areas of study if relevant to your career objective:

   > **B.A. Psychology, 1996**
   > *University of Southern California—Los Angeles, CA*
   > *Emphasis on Counseling and Abnormal Psychology*

2. **If you are a recent graduate:** List any important achievements, student activities, honors, and so forth that are relevant to your objective or demonstrate your ability to succeed. Emphasize this information with bullets.

   If you have been in the workplace for more than two years: Mention only those scholastic areas that will translate into skills for your employer. Accomplishments, GPA, and scholarships lose their importance the longer you have been out of school.

3. List any other **major** degrees such as an undergraduate degree. Do not mention junior college if you have graduated from a university or college. Follow the same procedure in listing your other degrees except decrease the emphasis on these less recent accomplishments and areas of study.

4. List any special graduate or nonformal training you have received in workshops, seminars, and night school. Skip a line after your degree and university before listing any special training. Otherwise, it will appear as though you received this training at the university.

If You Are Not a College Graduate:

1. Mention your high school and follow it with your year of graduation. Follow the same rule as above (rule 1), when it is best to omit your graduation date. On the next line, follow with the city and state of your high school.

   > *Rogers High School, 1995*
   > *Chicago, IL*

2. If you are a **recent graduate** follow rule 2 listing relevant accomplishments, areas of study, and student activities.

3. Skip a line and list any special skills you have acquired since high school, and where you acquired them (workshop or apprenticeship).

Education

WORKSHEET

Education:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Resume Style Guidelines:

College degree(s) should be: ☐ CAPS   ☐ **Bold**   ☐ *Italics*   ☐ <u>Underlined</u>

Other Instructions:
  Highlight all accomplishments with a bullet: ☐ •   ☐ ✓   ☐ Other: _____
  The following mark indicates where the bullets should go: _____

CHAPTER 9

Additional Qualifications

The end of your resume is a good place to highlight additional impressive qualifications and credentials you could not fit elsewhere into your resume.

Additional qualifications can include:

⊙ Honors and awards

⊙ Publications

⊙ Membership in professional organizations

⊙ Licenses and accreditations

⊙ Foreign languages

⊙ Computer skills

⊙ Special skills

⊙ Civic involvement

⊙ Military record

⊙ Hobbies, if relevant to your job objective

CRUCIAL INFORMATION THAT BELONGS IN YOUR RESUME

You can use a single catchall heading such as: **ADDITIONAL QUALIFICATIONS**, and beneath it list *all* awards, honors, professional affiliations, and licenses. See Example 1.

If you would rather emphasize each of these, use a separate heading for each. For example, you could use a heading such as: **LICENSES**, and under it list the various licenses you've received. Below that you could add another heading such as: **PROFESSIONAL AFFILIATIONS**, and list under it all of your pertinent affiliations that would be of interest to an employer. See Example 2.

It is important to choose only those qualifications that are in line with your career objective, or demonstrate your ability to succeed. If you are applying for a job as a banker, you need not mention your membership in a Ham Radio Club. However, that membership would be of interest to an employer if you are seeking a job in radio and communications.

If you have more than one award or membership, you may want to use bullets to draw attention to them. See Example 1.

EXAMPLE 1

ADDITIONAL QUALIFICATIONS:	• Fluent in French and Spanish • Member of International Law Associates • Frequent contributor to *Law Week*

EXAMPLE 2

LICENSES:	1st Class FCC License
PROFESSIONAL AFFILIATIONS:	Ham Radio Operators of North America, Vice President (since 1993)
	R.B.A. (Radio Broadcasters of America)

Worksheet Instructions

Decide how you want your additional information presented. Do you have more than one area you want to emphasize, such as honors and special training? If so, decide if you want everything under one heading, such as *ADDITIONAL INFORMATION*, or under two headings: such as (1) *HONORS*, and (2) *SPECIAL TRAINING*. If your additional information consists of only honors, then use that as your heading.

Don't overdo it. Do not use more than two additional headings. Otherwise you will take emphasis away from the rest of your resume.

Fill out the following worksheet page *exactly* as you want your additional qualifications to appear on your resume.

Look at the list of headings from the beginning of the chapter. Choose your heading or headings.

1. Write the heading(s).

2. List those qualifications that are pertinent to that heading. If you have more than two qualifications under one heading, you may want to use bullets to emphasize them and set them off.

Additional Qualifications

WORKSHEET

Heading #1: _____

QUALIFICATIONS: _____

_____

_____

_____

_____

_____

_____

_____

Heading #2: _____

QUALIFICATIONS: _____

_____

_____

_____

_____

_____

_____

_____

C H A P T E R   1 0

References

REFERENCES AVAILABLE ON REQUEST—NO LONGER NECESSARY

In the past, it was customary to add: *References—Available on Request*, at the end of the resume. Today, it is not necessary. Employers expect every applicant to have solid references. If you feel you have exceptional references and want to bring it to the employer's attention, you may increase interest by writing: *Excellent References Available on Request*. The additional word "excellent" may raise the employer's interest. However, be sure you can deliver those outstanding references.

Never list your references on your resume. Save your list for the interview! An exception: If your references are famous, prestigious people, you may want to mention them directly in your resume.

Either way, the employer will want references before he or she hires you and it's more than likely you will be asked for them during the interview. Therefore, prepare a list of two or three references to take with you to the interview.

Never assume your reference person will automatically give you a good recommendation, since many of these people may not remember your past accomplishments the way you remember them. Therefore, call your reference people on the phone first. Ask them if they will give you a good recommendation and if you can use them as a reference. Remind them of your past accomplishments and update them on your present status. Better yet, send them a copy of your resume so they can have it on hand if an employer calls them. Don't rely on their memory. If an employer asks them about you and your accomplishments and they cannot remember, it will make you look bad, and may seriously jeopardize your chances of being hired.

Your list of references should resemble your resume. It should have your contact information on your letterhead. The term References should follow in bold letters, all caps, and be centered. Under it, list your references. Be sure to give their full name, their job title, the name of the company, the company's complete address, and their phone number. Make it easy for the employer to get in contact with your reference people. Study the example on the next page to see how to format your reference list. A sample format sheet follows on page 85.

> 1. Call your reference people and make sure they will give you a good recommendation.
> 2. Send them a copy of your resume to review. It will remind and update them on your qualifications.

Posting Your References on Your Web Page

A new and interesting way of handling references is to include them on your Web page, assuming you maintain a Web page resume. You can link your references to the "References available" heading of your Web resume. You can also password protect this page, if you want it seen only by preferred persons. However, if you place the "References" page in your Web site, follow all the previous instructions and include all the relevant information, in case an employer wants to contact any of your references. Again, be sure that those who are providing your references do not mind being a part of your Web site.

EXAMPLE

REFERENCES

Melissa Brody
Sr. Vice President, Sales
Micro-Technics Computers
6787 North State Street
Des Moines, IA 90000
(555) 989-0098

Worksheet Instructions

On the following worksheet page, list your references *exactly* as you want them to appear on your final reference list.

On each succeeding line enter:

⊙ Full name of your reference (if the gender is questionable add Mr. or Ms.)

⊙ His/Her position (job title)

⊙ Company (full name)

⊙ Address (include the suite number)

⊙ City, State, Zip Code

⊙ Area Code / Phone Number / Extension

Make it easy for your potential employer to reach your reference people. Be sure to have at least one reference. Try for three if possible.

RESUME STYLE GUIDELINES

Emphasize your references' names with boldface letters. You may even want to bold both their name and position. This especially applies if your reference person is well-known or holds a powerful and highly respected position. You can do this with either bold letters, caps, italics, or underlining.

You may also consider centering all your references and perhaps setting each off with a bullet (•) between them. (Look at the sample resumes in Chapter 11.)

Look at the example on page 85. Use the same paper stock (color and quality) as your resume. Do not enclose your reference sheet with your resume—bring it with you to the interview.

Again, be sure your letterhead (contact information) appears on your Reference List. This way, if your Reference List becomes separated from your resume, your employer will still know whose contacts these are.

EXAMPLE: Sample Reference Sheet

ANDRE WALKER   *1212 Sutton Drive*
Mountain Top, NY 90000
(555) 882-8789

REFERENCES

•

Tim O'Conner
Vice President Computer Operations
MacGraphics International
1334 Old Ridge Road
Wilton, OH 90000
(555) 897-0098

•

Ms. Yun-Ming Lee
Executive Vice President
Sealico Steel & Metal
700 Sparrow Lane
Tiger Creek, AK 90000
(555) 877-8768

•

Yolanda Haskins
Creative Director
Mountain Top Advertising
987 Winchester Plaza
Suite 865
Mountain Top, NY 90000
(555) 897-8700

References

WORKSHEET

1. _____
   (name)

   _____
   (job title)

   _____
   (company)

   _____
   (address—street/suite number)

   _____
   (city, state, zip)

   _____
   (area code/phone number)

2. _____
   (name)

   _____
   (job title)

   _____
   (company)

   _____
   (address—street/suite number)

   _____
   (city, state, zip)

   _____
   (area code/phone number)

3. _____
   (name)

   _____
   (job title)

   _____
   (company)

   _____
   (address—street/suite number)

   _____
   (city, state, zip)

   _____
   (area code/phone number)

C H A P T E R   1 1

Putting It All Together

THE SEQUENCE OF YOUR RESUME HEADINGS

If you have completed the workbook, you are now ready to put your resume together. Be sure you have finished your "Summary of Qualifications" which was to be completed last.

Detach all of the working pages, and place them in the proper sequence.

Your Contact Information is really your letterhead and should come first.

After this comes your Objective. If you feel it will limit your probabilities of getting many different types of jobs, you may omit it. However, most experts highly recommend including an objective or career goal. The objective will enhance your chances of getting the job you want. Also, in today's era of filing everything, you have to have an objective to identify you for the proper job. If personnel is not sure what job you are applying for, they will "pitch" your resume rather than file it. If you want to apply for a broader job area, tell your employer about the other types of work you are willing to do in your cover letter.

Next comes your Summary of Qualifications. This is optional. Use it if you have unique or outstanding qualifications you want your employer to see at the offset.

If you are a recent graduate, your Education section comes next.

If you are not a recent graduate, your Professional Experience (chronological or functional format) comes next. In a functional-hybrid format you follow your Professional Experience with a short employment summary under the heading: Employment History. This is then followed by your Education.

End with any pertinent information such as Awards and Professional Affiliations.

If you have space left on the page, you can end with the proverbial: References Available on Request, but it isn't required.

FORMATTING YOUR RESUME

If you do not have a word processing program with a laser printer, take your resume to a typing/word processing service. Most print shops will do the job for under $25.00. This is money well spent.

Above all you want to project a professional image to ensure that your resume will get noticed. No one will read a messy resume, with bunches of words-without-end staring at them. You must have an eye-catching layout. This means short sentences with lots of white space. This means using bullets, caps, underlining, italics, and boldface to emphasize important information.

Check the sample resumes that follow to get an idea of an easy-to-read, inviting layout.

If you go to a typing service you may want to use a few highlighting pens and highlight everything that is to be bolded in one color, let's say yellow. Then highlight everything to be underlined in another color, for intsance, blue. Do the same for any other emphasis, such as italics or caps. This

will simplify the typist's job. Be sure to indicate to the typist where you want bullets (•) and the type of bullet you prefer (•) or (✔) or (—).

If you are not certain how to format your resume, let the service do the job for you. Most services will know from their experience the best way to format your resume.

If you are not sure if the service does a good job, ask to see samples of their work. Or give them a copy of one of the sample resumes that follow.

Print at least fifty copies of your resume on a good stock of paper such as one with a linen or laid finish. The best color for a resume is off-white, eggshell, or gray. Ask the printer for samples of resume paper and choose one with an executive look.

Before you print your resume, complete the checklist that follows. After you have put your resume together, use the this checklist to rate your resume. Remember: If your resume falls short, fix it now before you've spent money on printing it.

Also, have someone who doesn't know you very well read your resume. Find out the image it projects to a stranger. Is it on the mark? Have you included all the necessary information neatly, concisely, and accurately? If so, you have a solid resume. Also, have a friend proofread your resume. Sometimes another person will be able to find flaws that you overlooked.

RESUME CHECKLIST

☐ My Contact Information is complete and correct.

☐ My e-mail address is included.

☐ My Objective is clearly defined.

☐ My resume is concise (no longer than two typed pages).

☐ Irrelevant personal information has been left out.

☐ I've used action verbs to describe responsibilities and accomplishments.

☐ I've emphasized employer benefits throughout.

☐ I've projected myself as a problem solver.

☐ All major accomplishments have been mentioned.

☐ I've given concrete examples of my accomplishments (using specific examples with numbers or percentages to back it up).

☐ I've chosen the proper resume format for my career goal.

☐ Past employers and job tasks are clear.

☐ I've chosen an eye-catching layout with margins, indents, and headings that make it easy to read.

☐ I've used bullets to highlight and emphasize.

☐ I've chosen a good paper stock, off-white or gray.

☐ MY RESUME PRESENTS A POSITIVE IMAGE OF ME!

☐ MY RESUME PROJECTS A PROFESSIONAL IMAGE!

To write and format electronic resumes (e-resumes), see Chapter 13.

EXAMPLE: Skilled Worker with No Formal Education—Chronological Format

---

MICHAEL THOMPSON

7988 North Brooks Road
Chicago, IL 90000
(555) 544-0987

OBJECTIVE

DRIVER/TRANSPORTATION MANAGER — where my extensive experience as a professional driver of straight trucks, my ability to train and supervise a driving crew, and my knowledge of warehouse management will be utilized to more efficiently run a transportation operations company.

PROFESSIONAL QUALIFICATIONS

- Outstanding driving record
- Thorough knowledge of the Chicagoland area
- Excellent physical condition—able to load heavy freight and operate lift gate
- Dependable, hard working
- Always maintains good rapport with customers

EXPERIENCE
1994 to Present

Chicago Metro Delivery Service, Inc., Chicago, IL
DRIVER
Freight transportation in Chicago and surrounding
    environs
Supervised crew of five
Completed all invoices and standard order forms

1990 to 1994

Sugarette Delivery, Chicago, IL
DRIVER
Transporting materials throughout Illinois
Responsible for inventory control

1987 to 1990

Metro-plex, Inc., Willmette, IL
ASSEMBLER
Assembly line — automotive vehicles
Repair Work

LICENSES & CERTIFICATES

- Class 2 License
- D.O.T. License

REFERENCES

Excellent references available upon request

EXAMPLE: Recent Graduate—Chronological Format

MARIA HERNANDEZ
Route 343
Nashville, TN 90000
(555) 989-8765
mhernand@juno.com

CAREER OBJECTIVE

Psychological Counselor for group or individual counseling in a hospital or rehabilitation center where my counseling experience combined with my sensitivity towards patients will result in superior handling of patients' needs.

EDUCATION

B.A. Psychology, 1999 — University of Missouri, St. Louis, MO
- Emphasis on:
  - Clinical Problems in Childhood
  - Adolescent Psychology
  - Abnormal Psychology
  - Industrial and Organizational Psychology
- GPA 3.5/4.0 in major
- Dean's List — all four years
- Tuition paid via part-time employment, including working as a Psychological Counselor

PROFESSIONAL EXPERIENCE

Jan. 1999 to Present   VICTIMS SERVICE COUNCIL, Clayton, MO

Phone Counselor
- Provided victims of crime with moral support via outreach phone calls
- Assisted victims with food, medical, and counseling referrals

June 1997 to June 1998   CAMP WYATT, Springfield, IL
Camp for Underprivileged/Emotionally Disturbed Youths

Unit Director (Summer '98)
- Promoted from Counselor to Unit Director
- Trained and evaluated fifteen counselors
- Designed and conducted workshops for counselors on camp procedures

Counselor (Summer '97)
- Worked with six- and seven-year-olds who required special attention in building social skills/self-esteem
- Worked with senior citizens

FOREIGN LANGUAGES

Fluent in Spanish — reading and writing

EXAMPLE: **E-Resume for Maria Hernandez** *(See Chapter 13 for more details.)*

```
MARIA HERNANDEZ
Route 343
Nashville, TN 90000
Phone: 555-989-8765
mhernand@juno.com

KEYWORD SUMMARY
   Psychological counselor, group counseling, individual
   counseling, phone counselor, hospital, rehabilitation center,
   adolescent psychology, abnormal psychology, industrial
   psychology, organizational psychology, senior citizens,
   youths, crime victims, emotionally disturbed, crisis center,
   Bachelor of Arts, Psychology, dean's list, Spanish,
   sensitive, empathetic

CAREER OBJECTIVE
   Psychological Counselor for group or individual counseling
   in a hospital or rehabilitation center where my counseling
   experience combined with my sensitivity towards patients
   will result in superior handling of patients' needs

EDUCATION
  B.A. Psychology, 1999 — University of Missouri, St. Louis, MO
    + Emphasis on:
       - Clinical Problems in Childhood
       - Adolescent Psychology
       - Abnormal Psychology
       - Industrial and Organizational Psychology
    + GPA 3.5/4.0 in major
    + Dean's List — all four years
    + Tuition paid via part-time employment, including working
      as a Psychological Counselor

PROFESSIONAL EXPERIENCE
   Jan. 1999-Present
   PHONE COUNSELOR - Victims Service Council, Clayton, MO
     + Provided victims of crime with moral support via outreach
       phone calls
     + Assisted victims with food, medical, and counseling
       referrals

   June 1997-1998
     UNIT DIRECTOR & COUNSELOR - Camp Wyatt, Springfield, IL.
     Camp for Underprivileged/Emotionally Disturbed Youths
     + Unit Director (Summer '98)
        - Promoted from Counselor to Unit Director
        - Trained and evaluated fifteen counselors
        - Designed and conducted workshops for counselors on
          camp procedures
     + Counselor (Summer '97)
        - Worked with six- and seven-year-olds who required
          special attention in building social skills/self-
          esteem
        - Worked with senior citizens

FOREIGN LANGUAGES
   Fluent in Spanish — reading and writing
```

EXAMPLE: Chronological Format—Functional Employment History

<div align="center">

KISHA DANIELS

9898 West 54th St.
Rockford, IL 90000
Home: 555/990-0988 • Work: 555/997-0900 • kdaniels@aol.com

</div>

<div align="center">

CAREER OBJECTIVE

</div>

Metallurgical Engineer in the capacity of **Production Supervisor**—where my extensive knowledge of alloys, trouble-shooting ability, and top managerial skills will increase productivity and lower costs.

<div align="center">

SUMMARY OF QUALIFICATIONS

</div>

- Investigated and solved "stain" problem that Coral, Inc. (company's largest account) experienced with an alloy. My cost-efficient solution kept Coral a satisfied customer.
- Identified and solved serious "clogging" problem on a Wertli Casting machine, ultimately improving the output of the machine.
- Designed new technique of thin strip casting that reduced waste and cut production costs by more than 25%.

<div align="center">

EMPLOYMENT HISTORY

</div>

Metallurgical Engineer / Production Supervisor   1991–Present
COBB INDUSTRIES — Rockford, IL

RESEARCH AND DEVELOPMENT
- Assisted Mineral Research Group in testing new materials
- Conducted experiments to establish new products

MANAGEMENT
- Supervised and guided staff of five engineers
- Prepared project costs and time estimates
- Determined equipment and raw materials modifications by maintaining close contact with representatives of equipment suppliers *reducing operating costs by 12%*

PRODUCTION / TROUBLE-SHOOTING
- Designed and implemented cost-saving D.C. Casting technique—still in use today
- Solved major stain problem for preferred customer, Coral
- Identified and solved serious mineral clogging problem on Wertli Casting machine

<div align="center">

EDUCATION

</div>

Masters of Science — Metallurgy, 1990
University of Michigan, Detroit, MI

Associate Degree — Mining Technology
Haileybury School of Mines — Ontario, Canada
Areas of Study: Surveying and Extractive Metallurgy

<div align="center">

SEMINARS & WORKSHOPS

</div>

- *Management by Objectives* — two-week workshop by Jake Peters, Ph.D., 1994
- *Finance for Nonfinancial Managers* — two-day course, 1996

EXAMPLE: Functional/Hybrid Format

DAVID KATIDORIAN

1212 OTTER DRIVE
LOS ANGELES, CA 90000
(555) 889-8789
dkatidor@hotmail.com

PROFESSIONAL OBJECTIVE

SECURITY SYSTEMS TECHNICIAN — where my nine years of experience in installing and maintaining alarm and security systems, my expertise and knowledge of diverse control panels and their programming, and my proven ability to repair faulty systems will be put to use to improve productivity and increase efficiency and profits.

PROFESSIONAL EXPERIENCE

INSTALLATION/SUPERVISION
- Commercial and Residential Security Systems
- Burglar and Fire Alarm Systems — with patrol response
- Know how to analyze layout for proper placement of security sensors and equipment, eliminating future problems and complaints
- High-quality Installations
- Contracted to supervise and check quality control of subcontracted installers and servicers

MAINTENANCE
- Repairing faulty systems
- Locating swinging circuits
- Locating ground circuits

PRODUCT DEMONSTRATION
- Conducted seminars for installers and servicers
  — Demonstrated security equipment and procedures
- Excellent customer communications skills
  — Ability to clearly instruct customers on system's use thereby reducing future call-ins for assistance

EMPLOYMENT HISTORY

1993 – Present   **INSTALLER/TECHNICIAN** (subcontractor)
Studio Security, Burbank, CA

1987 – 1993   **INSTALLER**
Bel-Air Patrol, Los Angeles, CA
(These L.A. firms service many demanding celebrities)

EDUCATION

Associate of Science Degree, School of Engineering
CAL-CEDA, Reseda, CA

CHAPTER 12

The Cover Letter

PURPOSE OF THE COVER LETTER

Many people think that the cover letter is just a formality and, at best, a device to draw the reader's attention to their resume. As a result, they are content to write simple cover letters that do nothing more than direct attention to their enclosed resume and ask that it be reviewed. These people are putting all their confidence in their resume alone. And they are making a very crucial mistake.

The purpose of the cover letter is to make a favorable impression on the employer and get you an interview. In many cases, it is the well-crafted cover letter that gets the applicant the interview, not their resume. There are things a cover letter can do that a resume cannot. The combination of both —a well-crafted cover letter and a strong resume—can give you an edge and an interview.

Electronic Cover Letters (E-Cover Letters)

In today's Internet and e-mail world, electronic cover letters are becoming quite common and, in many cases, are replacing the standard cover letter reviewed here. In Chapter 13 the rules of writing and formatting an e-cover letter are discussed at length. However, most experts agree that it is essential to arm yourself with a well-executed, detailed cover letter as well. Mastering the techniques of writing an effective cover letter (as outlined in this chapter) is still crucial.

SEVEN THINGS A COVER LETTER CAN DO

State What and Why

State exactly what you can do for the employer, and why he or she should hire you. Your resume is a history of your past, but your cover letter allows you to make a statement about your future. Namely, to specify in very exact terms what you plan to do for the employer if you are hired. This requires research on your part. You will have to understand what problems employers are looking to solve and/or how your skills will benefit them. The entire focus of your cover letter should be on the benefits you will bring to the employer.

Make a Personal Connection

The resume is an impersonal document, written to be read by numerous people. The main advantage of the cover letter is that it is personal. Each cover letter should be written to a specific company and, most important, directly to the person in charge of hiring. Finding out that person's name and addressing your letter to him personally (even if it is just to the head of personnel), can put you ahead of the competition.

Highlight

The cover letter can highlight skills and accomplishments that directly apply to the job at hand. Because you are writing to a specific company with its own particular needs, you can choose which skills in your resume to highlight. Customize each cover letter to emphasize those skills that would

most interest each employer you are sending your resume to. Be sure the skills you talk about in your cover letter are backed up in your resume.

Enthusiasm and a Positive Attitude

Convey enthusiasm and a positive attitude about the company with whom you are seeking employment. You will have to do some homework here, too. Show the employers that you know what their organization is doing and demonstrate true interest in working for them. Nothing makes a better impression on employers than someone who compliments them and their organization.

Expand on Your Career Objective

If the job you are applying for does not match the career objective of your resume (or if your resume has no objective), use your cover letter to state your career objective, and expand on it. Be sure you detail how you are qualified to handle a new objective, making reference to your resume for support.

Offer Additional Information

If you are changing jobs or you have been out of the workforce for a lengthy period of time and are worried that an employer will detect this from your resume, use your cover letter to explain. You may want to explain why you are changing jobs or why there is a large gap in your employment history. Be forewarned: don't direct the employer's attention to any gap if you do not have a satisfactory reason that the employer will find acceptable. A plant closing down or other legitimate reason for a job search, which is not a reflection of poor workmanship on your part, can be brought to the employer's attention in the cover letter. Always use your better judgment and, if in doubt, leave it out.

Request an Interview

Although by sending a resume and cover letter you are implying you want an interview, it is imperative that you state the obvious in your cover letter. Do not rely on the employer to take action; that is, never end a letter with "If you are interested," "Please call me," or any other phrase that expects the employer to take action. *You* want the job, *you* take the action. Tell the employer you will contact him in the near future to arrange an interview. Then do so and follow up.

SIX COMPONENTS OF AN EFFECTIVE COVER LETTER

Your Contact Information

Use a letterhead with your name, address, phone number, and e-mail address.

Inside Address and Salutation

The most important feature of the cover letter is the fact that it is *personalized* and sent directly to the person in charge of hiring. If you are uncertain who this is, call the company. Also, check and double check the spelling of their name. No one likes to see their name misspelled, and besides, it shows carelessness on the writer's part. Get the person's title, too. The name and title will be followed by the company name and address.

Introduction: Expanding on Your Career Objective

In your introduction, state the purpose of your letter: to identify the job you are seeking. Also, in your introduction try to grab the reader's attention. You can do this by highlighting an impressive accomplishment you have made, mentioning the name of your referral, or by making an interesting observation or compliment about the company you are seeking employment with.

Add any additional information such as reasons for making a job change, or why this specific company interests you.

Highlight Your Background

Talk about your past. Highlight skills and accomplishments that are important for the job at hand. Refer to your resume (so the employer will read it, too).

Tell the Employer What You Will Contribute to the Organization

Talk about your future. Show how your background can be utilized to benefit the employer. Interject your knowledge of the employer's accomplishments. Showing that you did your homework can give you an edge over the competition.

Ask For an Interview

Take the initiative and tell the employer you will call him or her to further discuss the matter on hand, that is, to arrange an interview.

Stick to this format as much as possible. In some instances, you may want to switch the order of components 3 and 4. Sometimes it is best to emphasize the contributions you will make if hired and then back this up with a summary of your background and experience. Either way, remember to always have the employer in mind and always stress your ability and willingness to make a contribution to the organization.

THREE TYPES OF COVER LETTERS

Response to a Want Ad

When responding to a want ad, try to track down the name of the person in charge of hiring and address your cover letter to him or her. If it is a blind ad, use a standard salutation of "Dear Sir/Madam," "Dear Friend," or even "Dear Boxholder."

The best format for answering a want ad is to match the requirements given in the ad with the skills you have listed in your resume. Show that your abilities match up. In many instances, this will replace components 3 and 4.

Also, because a blind ad is impossible to follow up, you will have to end your letter cordially with a phrase such as: "Looking forward to your response." Then all you can do is wait!

Invited Response

In most instances, you will send your resume and cover letter to an employer you have spoken with on the phone, one who has requested you to send in the details of your work history and background. In this case, mention that in your introduction: "Per our phone call . . ." or "As you requested. . . ."

In your letter you may also want to make reference to something you spoke about on the phone and expand on it. Other than that, this type of cover letter will follow the standard format without deviation.

Referral Letter

If a referral gives you a lead and you can not reach this lead on the phone (or it is someone you would prefer writing to rather than speaking with on the phone), begin your introduction by mentioning the referral's name. Other than that, follow the preceding format.

SAMPLE COVER LETTERS

LETTER #1: Response to a Want Ad *(page 101)*

This cover letter focuses on matching the requirements of the ad with the applicant's skills. The ad appears in the shaded box in the right-hand corner of the letter.

LETTER #2: Invited Cover Letter *(page 102)*

This cover letter accompanies a resume that an employer has requested to see. This is usually after a phone conversation with a potential employer who has suggested you send in your resume. Here the emphasis of the cover letter is on the benefits you have to offer.

LETTER #3: Referral Letter *(page 103)*

This is a cover letter sent on the suggestion of a referral who is an acquaintance of the employer. The letter's focus is on meeting the contact in person, either for an informational interview or to discuss a job opening.

RULES FOR WRITING AN EFFECTIVE COVER LETTER

1. ALWAYS USE A GOOD STOCK OF PAPER—Use the same stock as your resume.

2. USE YOUR LETTERHEAD—Not only does this project a professional image, but if your letter is separated from your resume, the employer will have your contact information.

3. KEEP YOUR LETTER SHORT—No longer than one page.

4. DATE THE LETTER.

5. WRITE TO A SPECIFIC PERSON—Preferably the one in charge of hiring.

6. DIRECT ATTENTION TO YOUR RESUME.

SAMPLE THANK-YOU LETTERS

LETTER #1: After an Informational Interview *(page 104)*

It is important to send thank-you letters to everyone who helps you in your job search, including friends or acquaintances that give you leads. However, it is crucial to your job search to send a thank-you letter to someone who has granted you an informational interview. (See Chapter 14, Networking.) People can be so impressed by this gesture they may even work harder to find you more contacts or intervene on your behalf.

LETTER #2: After a Job Interview *(page 105)*

When an employer expresses interest and takes time to give you a job interview, it is imperative that you send a follow-up thank-you letter. This common courtesy can sometimes be the factor that turns an employer's indecision in your favor. You would be surprised how many people remember a small consideration such as a thank-you letter. Sometimes, even after a rejection, if a thank-you letter is sent, the employer may consider the applicant for another job.

EXAMPLE: **Cover Letter #1**

JUAN ORTEGA
1124 Bakery Avenue
Bakersville, NC 90000
(555) 998-0090

April 18, 2000

Teresa Micelli
Box 7344
Sunday Times
1123 N. Center Street
Bakersville, NC 11244

> Ad: **Administrative Assistant**
> To be a liaison with public & clients
> 5 years experience, 65 wpm,
> Wordperfect.
> Attention: Teresa Micelli

Dear Ms. Micelli,

I read with great interest your ad for Administrative Assistant which appeared in the *Sunday Times*, July 14th. I am very enthusiastic because my background matches the qualifications you are seeking.

As you will note from my enclosed resume, I have more than five years experience in the field. I began as a secretary and worked my way up to an administrative position at Martel & Martel. I type 85 words per minute and am proficient in WordPerfect and Pagemaker.

I have always been complimented on the quality of my work and was personally responsible for designing our successful company newsletter.

Although I enjoy my current position, I would prefer a more challenging job where I can combine my creative talents and interpersonal skills.

I look forward to meeting with you in person to demonstrate that, along with my credentials, I have the personality that makes for a successful team player.

Sincerely,

Juan Ortega

EXAMPLE: **Cover Letter #2**

SUSAN CHEN   1212 OTTER DRIVE
                                        SMITHTON, NY 90000
                                        (555) 889-8789

June 3, 2000

Michelle Irani
Process Engineer
Sealico Steel & Metal
700 Sparrow Lane
Tiger Creek, AK 90000

Dear Ms. Irani,

I enjoyed speaking with you on the phone earlier this week
regarding a position with Sealico. Your division sounds
exciting and your commitment to "total quality" is very
impressive -- a conviction I share with you.

As you can see from my enclosed resume, I have twelve years
experience in metallurgy. At Pershall, my contributions as
Process Engineer cut production costs by 14% and increased
productivity.

I am optimistic that my knowledge and expertise in metallurgy,
as well as my business experience in dealing with customers'
needs and material selection, will be an asset to Sealico.

I look forward to meeting you personally and will follow-up
this letter with a call next week to arrange a meeting at your
convenience. I welcome the opportunity to prove that I can
make an effective contribution to Sealico.

Sincerely,

Susan Chen

EXAMPLE: **Cover Letter #3**

DASHEL JOHNSON
1212 SUTTON LANE
FARTHINGTON, PA 90000
(555) 979-8777

March 16, 2000

Anthony Tommasi
Vice President of Sales
Lesser & Lesser, Inc.
900 West Corvina Parkway
Marshalltown, IN 90000

Dear Mr. Tommasi,

Doris Chen, an associate of mine at Goodman Shoes, suggested that I contact you. As you may be aware, Goodman is presently experiencing a significant downsizing. I and three other sales managers will be discharged at the end of the month.

Doris tells me that you are always on the lookout for good salespeople. For the past ten years, I have managed the children's shoe department at Goodman, and under my management, our department was responsible for more than 40% of total shoe sales. I was also instrumental in developing a training program for new sales clerks that not only cut their "break-in" period but increased their efficiency as well. I have enclosed my resume for your review.

Mr. Tommasi, while I realize you may not have a position open for me now, I would very much like to meet with you at your convenience. I have a few ideas I feel could benefit Lesser & Lesser, which I'm sure you will find useful. Also, I would greatly value any advice you can offer me concerning my job hunting strategy.

I will call you next Thursday to see if we can arrange a convenient time to meet. Thank you for your assistance and I look forward to the opportunity of meeting with you personally.

Sincerely,

Dashel Johnson

EXAMPLE: Thank-You Letter #1

DASHEL JOHNSON
1212 SUTTON LANE
FARTHINGTON, PA 90000
(555) 979-8777

April 3, 2000

Anthony Tommasi
Vice President of Sales
Lesser & Lesser, Inc.
900 West Corvina Parkway
Marshalltown, IN 90000

Dear Anthony,

I want to thank you for taking time from your busy schedule to
meet with me last Tuesday. Your advice was quite helpful and
as a result, I am reworking my resume to include many of your
suggestions. I will send you a copy next week.

I very much appreciate the leads you gave me and have already
set up a meeting with Milton Becker for next Friday. Please
keep me in mind if you hear of any other openings.

I wish you continued success and hope I will have the
opportunity of meeting you again.

Sincerely,

Dashel Johnson

EXAMPLE: **Thank-You Letter #2**

SUSAN CHEN   1212 OTTER DRIVE
                                                SMITHTON, NY 90000
                                                  (555) 889-8789

June 23, 2000

Michelle Irani
Process Engineer
Sealico Steel & Metal
700 Sparrow Lane
Tiger Creek, AK 90000

Dear Michelle,

I want to express my sincere appreciation for the interview on
January 18th. The opportunity to meet you and become
acquainted first hand with the fine work you and your team have
been doing, has strengthened my interest in working for
Sealico.

I think your plan to implement a quality control checklist is
excellent. I feel this is an area that I can be of great
assistance to you. I am confident that my experience in
setting up such a program will add to Sealico's efficiency and
save you money.

Sealico is a dynamic and growing organization, and I would love
to be part of your team. I hope I am extended the opportunity
to prove that I can make an effective contribution.

Sincerely,

Susan Chen

CHAPTER 13

Electronic Resumes, Portfolios, and Other New Resume Formats

ELECTRONIC RESUMES: WHY YOU NEED ONE

Two dramatic changes in today's workplace have radically altered the art of resume writing: the prevalence of computers in everyday business and the ever-growing impact of the Internet. As computers became widespread, many companies turned to resume tracking systems to scan incoming resumes and transfer the information into a large database for easy retrieval. An electronic "search" that uses keywords and phrases to describe the perfect candidate can quickly select the most qualified applicants. In short, it is faster and cheaper to have a computer sort and select potential candidates. Resumes written and printed expressly for scanning are called "scannable resumes." Those formatted specifically to be sent via e-mail or to be posted directly to a computer database are referred to as electronic resumes or e-resumes. The proliferation of computer technology in selecting candidates has further intensified the need to have a resume that is "computer friendly," one that can be read accurately and favorably by a computer.

Today, even the most beautifully printed resumes sent by mail to an employer may never be seen by the hiring personnel. Instead, a secretary may feed your "masterpiece" into a scanner and the electronic version, not the dolled-up one, will be pulled if the employer is interested.

SEND EACH EMPLOYER *TWO* VERSIONS OF YOUR RESUME

In addition to sending a high-quality formatted copy of your resume to an employer (and by all means you should, since not every employer uses sophisticated resume tracking programs and many still opt to review the resumes themselves), *you must also send an e-resume version,* too. It should be identified (preferable with a "post-it" note) as the "scannable version," and formatted to be scanned easily and accurately. It must be:

⊙ Formatted in ASCII. (ASCII is an acronym for American Standard Code for Information Interchange and is simply a text-only file that contains no special formatting codes.) This version of your resume must be stripped of all boldface, italic, underlining, fancy fonts, bullets, or anything that a scanning program finds difficult to read. You can think of it as the kind of document produced on typewriters of old, before boldface and fancy fonts were a way of life.

⊙ On clean, white paper (the brighter the better), standard size ($8\frac{1}{2} \times 11$"), printed with a laser printer (or a top-of-the-line ink-jet printer) in black ink, and sent unfolded (in a large envelope). The creases in a fold can cause letters to crack or fade, which in turn will not be picked up by the scanning software. A complete list of formatting rules for e-resumes is found later in this chapter.

E-resumes on the Internet fare no better. While most e-mail programs do allow you to "attach" a document, giving you the freedom of sending your beautifully formatted work off into cyberspace, it is possible the employer may not have the same word processing or publishing program you created your document in. If an employer is not using the corresponding program, he or she will not be able to "open" your file and your resume will be lost. Although most businesses do use Microsoft Word, it is still not a standard and unless an employer specifically asks for an "MS Word attachment," do not send it. What you are left with is the same "plain vanilla" ASCII resumes that computers like best.

ADVANTAGES OF THE E-RESUME

E-resumes do offer advantages. First of all, they are less expensive. No longer do you have to spend big bucks on fancy paper and printing fees. You will save postage fees because you will send most of your resumes via e-mail or post them directly to job boards. Also, most employers who maintain resume databases will store your resume for a much greater length of time. Even if you are not hired at the first opportunity, your resume will stay active and you may be hired at a later date.

HOW TO STAND OUT IN ASCII

There is, however, one real dilemma. On the one hand, competition today is fierce, with more and more people changing jobs, and job databanks holding tens of thousands of resumes, it is most critical to stand out. On the other hand, in today's market, resumes have been reduced to bland, plain text documents, where one aesthetically looks no different than another, making it almost impossible to stand out. What to do?

The answer is (as perhaps it should be) the content of your resume, what you say about your skills and accomplishments, and how you present yourself is what makes you stand out, not the fancy formatting and paper you dress it in. In a recent phone interview, resume expert Peter Newfield stressed that today's resumes must be **more results driven than skills driven**. Your resume must stress employer benefits, possibly how you saved your company money, how you increased revenue and profits, or even a list of your communication skills. Show the employer the value you will add to the company and demonstrate what he or she gains by hiring you. This will make your resume stand out over the competition. (For more details on employer benefits refer to the Introduction of this book.)

Nevertheless, even with a top-notch resume, you can still be left out in the cold for one simple reason: the computer makes its selection of candidates based upon finding selected "keywords" in your resume. Even if your resume is outstanding, if it does not contain the *exact keywords* the computer is searching for, it will not be selected. In today's market, what you do not put in your resume, namely the proper keywords, can also be an impairment. Unfortunately, a person with a mediocre resume who has included the proper keywords has more chance of being chosen than a person who is more qualified but made a poor choice of keywords. This is just how the system works and to compete, you must understand how to carefully select crucial keywords and integrate them successfully into your resume.

Although the object is to make your resume "computer friendly," never forget that sooner or later when chosen, a person, namely the person interested in hiring you, will ultimately read it. Never lose the "human touch." The task is to make your resume readable and convincing on the one hand and computer friendly (i.e., loaded with keywords) on the other.

KEYWORDS AND HOW TO CHOOSE THEM

The basic content of your e-resume should remain the same as your formatted one; it should highlight your experience, education, skills, responsibilities, achievements, and most importantly, the benefits you offer the employer. The only significant difference in the content will be the addition of keywords in your e-resume.

Some feel the keywords should be appear under their own major heading, labeled "Keywords" or "Career Highlights" or even integrated within the "Summary of Qualifications." It should immediately follow either your contact information or objective (if your objective is short).

There are many logical reasons for this practice. First of all, placing all keywords in one section allows you to keep the rest of your resume as is, without worrying about adding additional keyword phrases throughout the entire resume, which could appear awkward. Also, you will not have to worry about changing the action verbs into nouns. Action verbs read better, but computers more readily search nouns. By placing the keywords under their own heading, you are assured the computer will not miss them while at the same time, the rest of your resume will be more readable to

a hiring manager. Also, highlighting your keywords at the top of your resume allows a manager to quickly scan your resume and to immediately see your qualifications. Another factor that sometimes comes into play is the search properties of the specific resume retrieval program. Some programs record only the first 100 keywords, so it is best to have them up front rather than scattered throughout.

One caveat: do not overdo it with keywords. Your list should contain no more than twenty-five keywords or phrases. While employers may feed their computer their own arbitrary choice of keywords, twenty-five keywords and phrases should adequately cover all the bases.

The burden of interjecting keywords into a resume requires a special skill and talent in itself. However, here are some tips that can help you become a pro.

Read the Want Ads and Job Postings on the Internet

What words does the employer use to advertise the job? In particular, pay close attention to the industry buzzwords that are used. Compare the ad with others advertising similar positions. What common words appear in all these ads? These are critical keywords you will want to use.

Log Onto the *Occupational Outlook Handbook* (http://stats.bls.gov/ocohome.htm)

This handbook, produced by the Bureau of Labor Statistics, in an invaluable career reference guide. It lists almost every imaginable job and describes what skills are required. The job descriptions alone contain many crucial keywords. Many of the employers themselves use this guide when writing their ad copy to recruit new employees.

Refer to *The Job Hunter's Word Finder*

Jay Bluemond's book, *The Job Hunter's Word Finder* (Peterson's Publishing), contains a gold mine of keywords. Besides presenting a dictionary of action verbs and buzzwords perfect for resumes, he has a special section devoted to keywords categorized by profession.

Scour the Trade Journals and Newspaper Articles in Your Field

This will keep you up-to-date on current trends and the buzzwords that are becoming popular in your industry.

It can not be stressed enough: *keywords are crucial!* It is important to take the time and effort to create a master list of keywords for your resume. You may even want to prepare different sets of keywords to attach to different versions of your resume, each geared to a different area of interest. Also, if you use a search engine to scour the Internet for job postings, you will again need your list of industry keywords. It pays to take the time now and be sure your list is accurate and complete.

PUTTING TOGETHER A MASTER LIST OF KEYWORDS

You should choose a sampling of keywords that corresponds to each section of your resume. For example, you will want a few keywords to correspond to your objective, specifically an exact job title and description. You will want a group of keywords that represent your "Summary of Qualifications," how many years of experience you have and perhaps some marketable personality traits. (See page 6 for a list.) Your experience's keywords should contain all job titles you have held, what skills you have used (see page 5), and industry jargon and buzzwords that apply to your vocation. Your achievements should also be represented by such key phrases as: increased profits, reduced operating costs, and other short phrases that summarize but do not detail your accomplishments (see page 43). Save the details for the body of your resume. Your education can be summarized with the mention of the degree you received. Also be sure to list certificates, awards, honors, and other pertinent information, such as proficiency in a language or computer programs. A Worksheet at the end of this chapter will guide you in preparing a master keyword list.

One special word of caution: Be extra careful to *check and double-check the spelling of your keywords.* Remember if a critical keyword is misspelled, the computer will not pick it up and your resume may not be selected, all because you interchanged two letters or made some other foolish spelling error.

Since computers find it easier to search for nouns than verbs, most keyword searches revolve around nouns and descriptive words that characterize your job. For example, if you "instructed managers on the use of OCR programs," your main keyword would be the noun "instructor" rather than the verb "instructed." Another keyword from this example would be "OCR programs." Adjectives describing personality traits such as "accurate" and "efficient" are also important to list among your keywords. Just make sure that they are relevant to the job at hand.

An Example

The following ad appears in a local paper for an "Interior Designer." It reads:

> *Great opportunity for a creative, results-oriented individual who enjoys a team environment. Position requires interior design degree, CAD knowledge, and 7-10 years of experience. We offer an exciting variety of project types, commercial and hospitality.*

Let's look for the keywords. In the area of objective, the keyword is simply the job title; in this case "Interior Designer." Because the ad emphasizes "creative" and "team environment," it is important to add these specific personality traits to your keywords; in this case you would include: "creative" and "team player." Keywords related to experience would include the number of years of experience the ad calls for (assuming it matches the seven-plus years required in this specific ad). You would also want to stress your experience in "CAD expertise," and experience in "commercial design and hospitality design." These keywords are generated directly from the ad itself. Remember, only mention keywords if you can corroborate your experience in these areas and only if you resume supports them.

Other keywords for an interior designer found in Bluemond's *Word Finder* include: *Project Management, keen attention to detail, detailed portfolio,* and *sales savvy*. Under the heading of responsibilities, he lists *create visual displays, execute successful sales presentations,* and many others. From the *Occupational Handbook,* you will find the keywords *prepare working drawings, supervise assistants to carry out the designs,* and a host of other keywords to choose from. This should give you an idea of how to find the keywords for your particular field.

FORMATTING YOUR E-RESUME

The second principal difference in e-resumes does not affect their content but rather their design and format. Resumes that will be scanned, sent via e-mail, or posted directly to an Internet job board must be designed for the computer. In other words, they must be "computer friendly." While there are some differences between resumes sent on paper that will be scanned and e-resumes sent via modem, in today's market these formats are converging into one standard e-resume, a sort of "one size fits all." The rules are basically the same for each:

⊙ **All e-resumes must be submitted in ASCII (plain text)**
Scanning programs and many e-mail programs do not fair well with formatted text, even in an "rtf" format (a format read by most word processors). ASCII includes all letters and numbers and signs you see on your computer keyboard.

⊙ **ASCII does *not* include:**
—Bullets or other symbols not present on the standard keyboard

—Any advanced formatting capabilities. This means no bolding, underlining, italics, and even tabs. Indenting should be done with the space bar only.

—Graphics, borders, or shading

⊙ **Choose simple fonts**
Although true ASCII can support numerous fonts, scanners have a hard time reading many serif fonts and most decorative fonts. It is best to stick with Courier, Times Roman, Ariel, or Universe. These fonts are simple, clean, and easily read by scanners.

⊙ **Fonts should be no smaller than 10 point and no larger than 14 point**
Do *not* vary font sizes for emphasis. Stay with one font and one font size throughout.

⊙ **Length of lines should be limited to 65 characters**
This is the size of a line of text as it appears on a computer monitor. Lines should be broken by using the "Return" key (a hard line break) rather than relying on automatic wordwrapping.

⊙ **All text should be flush left (left justified), including your contact information**

⊙ **To set off lists, indent 3 to 5 spaces, using only the space bar**

⊙ **Do *not* use TAB keys since they are not recognized correctly by ASCII**

⊙ **Leave margins of at least one inch on all sides**

⊙ **Limit your resume to two pages at the most**

⊙ **Your name should appear on the top of each additional page**

⊙ **No resume submitted for scanning should be folded or stapled**

⊙ **To improve the aesthetic look of your resume you can:**

—Use all caps in place of boldface. Caps are read by ASCII and can be used to set off the resume headings such as "OBJECTIVE" and "EXPERIENCE."

—Use asterisks (*) or plus signs (+) in place of bullets.

—Use hyphens (-) or double hyphens (--) to set off lists.

CREATING AN E-RESUME ON YOUR WORD PROCESSOR

To create an e-resume from scratch, you may want to use "Notepad" or "WordPad" (found in Window's "Accessories"), or any other rudimentary word processor that reads and writes exclusively in ASCII. Since you will also need a formatted resume replete with boldface, bullets, or underlining with fancy fonts, you will most likely prepare one version of your resume on a top-notch word processor such as Microsoft Word. If so, you can simply *convert that resume to ASCII*. Most word processors allow you to easily convert your document into an ASCII version by choosing that option in the save menu of the program. For example, in Word when you select "File," then "Save As," Word shows you a drop-down menu for "Save as type." This gives you an option to save your file as "text only," which is a standard ASCII, plain vanilla, computer-friendly document.

To be sure your document is truly computer friendly after saving it (it will have a ".txt" extension), you may want to e-mail it to yourself to see how it will look to the employer. Or you may simply open it in Notepad and see how it looks. Did the line breaks and indenting convert properly? If not, you may have to do some touching up in Notepad before saving your finished product. Remember to redo the fonts or font size so that all fonts and sizes are uniform. You can easily do this by choosing "Select All" and then changing the font and size. You are now ready to send your e-resume off into cyberspace.

To see an example of two versions of the same resume, a fully-formatted one and its electronic twin,

E-MAILING YOUR ELECTRONIC RESUME

Sending your resume via e-mail or posting it directly to a job board is actually quite a simple task. Once you have your e-resume formatted in ASCII, be sure to save it to a file with a ".txt" extension. As we mentioned earlier, the more simple word-processing programs such as Notepad and Word-Pad that come bundled with Windows, are perfect for e-resumes. Then follow these steps:

1. **Open your e-resume file in the appropriate program**
   For example, if your resume is called "teacher_1.txt" (teacher's resume, version one), and you have saved it in "Notepad," open it in Notepad.

2. **Select the entire text**
   This can be done by either highlighting the entire resume, or by selecting "Edit" and then the "Select All" command, or in most instances by just pressing "CTRL-A."

3. **Copy the text to the "Clipboard"**
   This can be done by either selecting "Copy" in the "Edit Menu" or pressing "CTRL-C."

4. **Open your e-mail program and insert your resume**
   Position your cursor at the point in your e-mail where you want to insert your resume and select "Paste" from the "Edit Menu" or use "CTRL -V." If you want, you can also simply press "Shift-Insert."

NOTE: While employers usually expect your resume to be pasted into your e-mail, in many instances the employer will request that you send your resume as an "attachment." This means your resume is sent as a separate file attached to your e-mail. In this case, the employer may even prefer that it be sent as a Microsoft Word file. If an employer wants the file sent as an attachment, you must follow the instructions on your particular e-mail program on how files are to be attached.

ELECTRONIC COVER LETTERS

Cover letters sent via e-mail or posted on job boards should be treated the same as the resume. They too must adhere to computer-friendly ASCII formatting. However, those cover letters you choose to send by regular mail should be sent in all their formatted glory. Most resume tracking software is not particularly keen on wasting time on cover letters, so as a general rule, cover letters are not scanned. The downside is that many experts in the field feel that because these letters are not scanned, they are simply not read, and are discarded as quickly as junk mail. The cover letter may soon go the way of the dinosaur.

Not all experts agree. Many still feel a well-crafted cover letter is crucial. Numerous employers have still not switched over to resume tracking software, and even many who have still want to read your cover letter. Others will file your letter to be read later, only if and when the computer selects you as a potential candidate. To be safe, send the best cover letter you can. Frequently, it's the well-written cover letter that ultimately becomes the determining factor in being granted an interview. Also, a cover letter that demonstrates your indispensability to the company will make you truly stand out, something especially vital in today's competitive marketplace.

E-Cover Letters Must Be Concise

One thing all experts do agree on is this: Cover letters sent via e-mail must be short. Employers receive a considerable amount of e-mail, particularly in response to an opening, leaving them little time to read a drawn-out, lengthy letter. An e-cover letter *must* cut to the chase. It should not be an attachment, but rather should be pasted (in ASCII) into the body of your e-mail. It should serve only as an introduction to your attached e-resume. In your cover letter:

⊙ **Explain to the employer what job you are applying for**

⊙ **Tell the employer where you saw or heard about the opening**
If someone the employer knows recommended you, be sure to mention that person's name.

⊙ **State that you possess all the required qualifications that the employer will find documented in your enclosed resume.**

Then *end it!* Skip a few lines and then insert your e-resume into the body of the e-mail and send it. If the employer has asked for your resume as an attachment, end your cover letter, attach your resume, and send it together with your e-cover letter.

NOTE: Be sure to have a more detailed cover letter ready to send the employer if he shows any interest in you. This longer version can be mailed later or sent via a second e-mailing after the employer has contacted you. You may even want to send it after an interview as a follow-up. In this cover letter you will be more detailed and more specific. Its purpose is to demonstrate and emphasize your abilities as a "problem solver." To prepare this cover letter, carefully read Chapter 12.

THE PROFESSIONAL PORTFOLIO—THE RESUME COMPANION

Thanks to the proliferation of computers and inexpensive desktop publishing programs, many new avenues are now available to the jobseeker that just a few years ago proved too costly to embark upon. One area in particular that is becoming more popular among jobseekers, especially college graduates, is creating a professional portfolio to showcase your abilities.

The professional portfolio is designed to be a *companion* to your resume. A portfolio is simply a collection of samples of one's work and accomplishments. In the past, portfolios were used exclusively by artists, models, and others in the creative arts to showcase their talents. Artists would bring large attaché cases to their interviews containing samples of their paintings or graphic designs. Models and actors would carry an ensemble of photos to present their many poses and "faces." In today's job market the idea of a portfolio has carried over to almost every field. Today's professionals are finding it valuable to put together a portfolio containing their resume, letters of references, samples of their work, records of their accomplishments, papers they have written or published, or any other documents that substantiate the benefits they have to offer an employer. While a resume may list your skills, a portfolio will demonstrate them in a concrete way. When skillfully planned and organized, the portfolio can be an invaluable instrument in getting a job.

Many colleges and trade schools are encouraging their students to assemble portfolios that exhibit a variety of the student's work, achievements, and recognition. Letters from instructors and student projects are important for an employer to see. For the graduating student who has little job experience, this can be crucial.

WHAT SHOULD BE IN YOUR PORTFOLIO?

Think of your portfolio as an expanded version of your resume. Just as everything in your resume supports your objective, everything in your portfolio must be related to your objective. Do not add anything "artsy" or cute, or anything that does not pertain to your career objective. Hobbies and clubs and family photos do not belong in your professional portfolio. What does belong there is anything that supports your objective and resume.

Your portfolio should mirror your resume. Since in your resume you list your work experience, in your portfolio you will want to include documents or letters of recommendation that emphasize your experience. Try to document any concrete results that you were personally responsible for. Just as the main thrust of your resume is to demonstrate your skills and accomplishments, the major portion of your portfolio should do the same. Again, be sure to include items that demonstrate employer benefits. Just as your resume highlights certificates and awards, your portfolio can contain the actual documents and awards you have received. In short, anything that supports your career objective and demonstrates your ability should be in your portfolio.

CHECKLIST FOR A PROFESSIONAL PORTFOLIO

- ☐ Resume
- ☐ Written samples of work (published articles, project outlines)
- ☐ Photos of projects
- ☐ Charts and graphs that demonstrate success
- ☐ Other materials that support your objective
- ☐ Licenses and Certificates
- ☐ Awards (employer's or teacher's evaluation reports)
- ☐ Letters of praise from superiors/instructors
- ☐ Letters of Recommendation

HOW TO USE YOUR PORTFOLIO

There are a several ways your portfolio can be utilized; primarily it will be used during the interview. Once a company is interested in you and calls you for an interview, be sure to bring your portfolio along. At this stage, they are interested in knowing everything about you and if your portfolio shines, it may be the factor that gets you the job. You can also use it as a blueprint for a dedicated Web page. Web resumes are becoming more popular and they are really nothing more than an electronic portfolio. Also, downloading your "electronic portfolio" on diskette or CD, allows you to easily send it in the mail to a perspective manager. You can even indicate in your cover letter (or even in your resume) "Portfolio available upon request." The idea is to have it readily available.

THE JOB SEARCH PORTFOLIO

Another type of portfolio is one of a more personal nature. It is organized to help you, the job-seeker, and is for your eyes only. It is basically a collection of job search materials which you should keep handy at all times. This is best accomplished by using a three-ring binder and appropriate dividers. Inside will be included:

- ◉ All the various versions of your resume, numbered or coded so you can document which version was sent to which employer

- ◉ A record of each different cover letter sent out

- ◉ A copy of every want ad or print out of every job post from the Internet that was answered

- ◉ A detailed record of which resumes and cover letters went out to whom, on which date. A note should be made in the calendar section when a follow-up call is due to that party.

- ◉ Industry information, such as articles from trade journals or periodicals or printouts from Internet sites, that will help prepare your for an interview

- ◉ Company research information from all sources gathered

- ◉ Names/phone numbers/address pages of people who have been contacted in the job search

- ◉ Detailed journal of results from the job search, rejections, interviews, and follow-ups

- ◉ Calendar with follow-up phone calls and interview dates recorded

- ◉ A "To Do" page, preferably at the beginning of the notebook, where you list on a daily basis what tasks must be done for the job search and then checks them off when they are accomplished

Keeping a "Job Portfolio" or journal is imperative. You will be sending out so many resumes and talking to so many people that it can be hard to keep your priorities straight. Especially in today's electronic market, many resumes are e-mailed and job posts answered that keeping an up-to-date, detailed journal is vital.

At the end of this workbook in Chapter 17 you will find "Your Personal Job Journal." These pages can be removed from your workbook and placed in a binder. Make more copies of the pages you think you will fill and have them handy. These pages will form the foundation of your Job Search Portfolio.

If you prefer, you can use many of the "personal information manager" (PIM) computer programs to store your information. Programs such as "Outlook" or "Sidekick" (or many freeware programs you can download on the Internet) will allow you to keep a calendar and all your contact information in one place. If you have access to a scanner, you can scan in all relevant newspaper and journal articles and keep all downloaded Web pages together for easy retrieval. However, *make a backup and hard copy printout of all information.* If your computer crashes, all your crucial and irreplaceable information could be lost.

WEB RESUMES: YOUR PERSONAL WEB PAGE RESUME

There are two ways you can transform your resume into its own unique Web page. The simplest way is to transfer the beautifully-formatted version of your resume onto its own Web page. Employers who receive your e-resume and want to see your formatted version, can easily log onto your Web site for a look. Most word processors allow you to save a file in HTML (the Web page standard), which means creating a Web page dedicated to your formatted resume is as simple as saving your file in HTML and then uploading it to your Web page. If your resume has been formatted in MS Word or any other popular program, it will take but a few minutes to create your Web page.

Of course, if you are already creating a dedicated Web page, why not take advantage of all the bells and whistles available? Not only can you add graphics (and sound), you can also add links to your main page, transforming your Web resume into a Web "portfolio." You can organize your Web page exactly as you would your portfolio.

One link can take the reader to letters of recommendation; another link to research papers or projects that you can scan into the computer. Graphs, graphics, pictorials, almost anything you can think of, can be linked to your page.

Advantages of a Web Page Resume

Besides the advantage of creating a more aesthetically pleasing resume, one that uses graphics and other media forms to stand out, a Web resume offers you other benefits, too.

⊙ **You can password protect your site**
Password protecting specific pages, or your entire site, allows you to control how much of your Web resume can be viewed by whom.

⊙ **Your Web page can be accessed during an interview**
An employer who has access to the Web can open your portfolio during the interview and you can conduct an on-the-spot tour that highlights your skills and accomplishments. In this way, you are actually using your Web site as a portfolio.

⊙ **It allows the employer to interview you on the phone**
You can show an employer around your Web site as he or she talks to your from their office and views your Web page on a monitor.

⊙ **You can download your Web page onto a disk or CD and send it to an employer**
You can do this either before or after the interview. The employer will have something to review even after you have left the interview. It also allows the employer to show your work to other

colleagues who may be involved in the hiring process. Also, downloading your Web page portfolio to a disk is an inexpensive alternative to sending out costly portfolios to each employer.

If you do maintain a Web site, be sure to hyperlink to it. You can place the hyperlink directly in your contact information (on your letterhead) under your phone number and e-mail address, or you can even include it in your e-mail signature. This way an interested employer can immediately access your Web site, allowing you to strike while the iron is hot. A well-executed Web site with striking visuals and graphics is another tool that helps you stand above the competition.

CREATING A DEDICATED RESUME WEB SITE

The actual creation of a Web site is beyond the scope of this book. One obviously has to have the proper software program and follow the instructions in the program's manual. Some Web browsers offer "lite" software versions to create Web pages. More elaborate programs such as Microsoft Front Page, Corel Web Designer, and Dreamweaver 2 are top programs that can be purchased at any local software outlet. Additional programs containing libraries of graphics can also be purchased everywhere. The costs can run high and many, especially those with limited backgrounds in HTML, have found it more cost effective to hire a college student to prepare their Web resume. Remember, if you are going to be on the Web for the world to see, you had better be dressed in your best!

You may also want to try Tim Krause's *"Wired Resumes"* Web site at www.wired-resumes.com. His site takes you step-by-step through creating and posting an on-line resume. The site does require registration, or you can purchase his companion volume *Wired Resumes* from South-Western College Publishing and get free access. All the information is available on his Web site.

MULTIMEDIA RESUMES

Another recent development in resume writing (which evolved from the Web site resume) is multimedia resumes. These can be resumes with video images, sound, graphics, or any other multimedia accouterments. They can be sent on disk or CD. They can range from simple programs created with presentation software such as Microsoft PowerPoint to complex short video presentations utilizing video footage ("mpeg" or other computer video formats).

Multimedia presentations require the hiring manager to take more time than usual to review. Unless your objective is a job in the arts, it is best to stick with the more traditional graphic presentations such as those found on a dedicated Web site.

There are many tools open to an individual today that only a few years ago were either unheard of or costly beyond reason. While the use of e-resumes may reduce the creativity once open to the jobsearcher, the introduction of portfolios and Web page resumes has more than made up for it. These techniques allow individuals to use their creativity in presenting themselves in a far more effective way than with just a traditional resume. Integrating these new approaches with the older more traditional job search methods can bring you outstanding results.

SUGGESTED READING

For more information about e-resumes:

Internet Resumes
Peter D. Weddle
© 1998 Impact Publications

Hook Up, Get Hired!
Joyce Lain Kennedy
© 1995 John Wiley and Sons, Inc.

For more information about professional portfolios:

Portfolio Power
Martin Kimeldorf
© 1997 Peterson's Publishing

For more information on dedicated Web site resumes:

Wired Resumes
Tim Krause
© 2000 South-Western College Publishing

Electronic Resumes & Online Networking
Rebecca Smith
© 1999 Career Press, Inc.

Worksheet Instructions

This worksheet may be the most important one you will fill out. Choosing the right keywords is *crucial* because without them, a computer will not select your resume regardless of your qualifications. Also, keywords will become the main focus in successful Web engine searches when you scour the Web for job opportunities. So take time now to generate a solid list of keywords.

Your keywords should represent each area of your resume. To help you select effective keywords use the skill lists on pages 4, 5, and 6, the action verbs on page 42, and the accomplishments on page 43. Remember that nouns and adjectives are more commonly used in search programs. Also use the want ads and job postings on the Internet to find the keywords and buzzwords employers are using. Access the *Occupational Outlook Handbook* and use James Bluemond's *Word Finder* to add to your selection.

First select *as many keywords* that you feel apply to your objective. All keywords should support *one objective.* If you are seeking more than one job, then make a *separate list for each objective.*

After you have selected a "master list," go through the list and CIRCLE THE TWENTY-FIVE BEST KEYWORDS ON YOUR LIST. These are the ones you will want to include in your e-resume.

Electronic Resumes...

WORKSHEET

Resume Area: **Keywords:**

OBJECTIVE
(Job titles and technical skill areas)

_____   _____

_____   _____

_____   _____

_____   _____

QUALIFICATIONS
(Personality traits,
years of experience)

_____   _____

_____   _____

_____   _____

_____   _____

SKILLS

_____   _____

_____   _____

_____   _____

_____   _____

ACHIEVEMENTS (success words)

_____   _____

_____   _____

_____   _____

_____   _____

RESPONSIBILITES & TASKS

_____   _____

_____   _____

_____   _____

_____   _____

LICENSES & CERTIFICATES

_____   _____

_____   _____

_____   _____

_____   _____

(continued)

Electronic Resumes...

WORKSHEET
(continued)

Resume Area:

Keywords:

COMPUTER SKILLS

_____	_____
_____	_____
_____	_____
_____	_____

EDUCATION

_____	_____
_____	_____
_____	_____
_____	_____

KEYWORDS FROM ADS

_____	_____
_____	_____
_____	_____
_____	_____

OCCUPATIONAL HANDBOOK
(http://stats.bls.gov/ocohome.htm)

_____	_____
_____	_____
_____	_____
_____	_____

TRADE JOURNALS

_____	_____
_____	_____
_____	_____
_____	_____

BLUEMOND'S *WORD FINDER*

_____	_____
_____	_____
_____	_____
_____	_____

C H A P T E R   1 4

Networking

UNCOVERING THE HIDDEN JOB MARKET

What is Networking?

According to experts, as many as 80% of all available jobs are *not* advertised in the want ads nor are the numerous employment agencies aware of them. Some of these hidden jobs may open due to company expansion, or employees that retire or change jobs; others exist because of new products being developed in the marketplace. The question is, how do you find out about these openings and how do you apply for these jobs?

The answer is: *Networking.* Networking simply means seeking out personal contacts who can give you the names of potential employers, or better yet, put you directly in touch with them. Networking means contacting everyone you know who can give you referrals. Friends, relatives, acquaintances, coworkers, professional organization members—anyone who can give you the names of people who are looking to hire.

Remember, most people land their jobs from personal references, not from employment agencies or want ads. But it takes work on your part. It requires that you take the initiative and put your future in your own hands. You can't be passive and wait for an employment agency to call, or a want ad to appear. You have to make things happen for yourself.

In short, networking is a method of job search where you build up a body of support people (secondary contacts) who will ultimately put you in contact with potential employers (primary contacts). These primary contacts become your target market—the people you will send your resume to and contact for interviews.

Through networking you discover: (1) Which companies are looking to hire, and (2) which person (at each company) is in charge of hiring. Your next step is to directly contact that person (not personnel) and ask for an interview. To land a job you must get to the person in charge of hiring and meet him or her. Networking will help you get there. Let's see in detail how to carry this out.

DEVELOPING A LIST OF CONTACTS

The first step in achieving your goal is to build up a repertoire of primary contacts—names of people or organizations who are looking to hire someone with your skills and background.

There are two methods for generating such a list: networking (asking people to assist you) and research (scouring the trade journals, newspapers, and yellow pages for leads). The Internet has become a major source of networking, too. It will be discussed in detail in the next chapter.

Start by asking coworkers or other professionals in your field if they know who is looking to hire. College classmates, alumni, college placement offices, and bankers are also good sources to ask. Friends and relatives may also know people who can help you. Don't be shy—ask anyone and everyone for names of people that can help you. Sometimes a friend will give you the name of another friend who in turn will give you someone else to call. The main thing is, keep calling and keep getting names of more contacts.

Always keep a list of who referred you to whom. When you proceed to call your contacts, be sure to mention the name of the party who referred you to them. Many times this personal connection will help break the ice and get you in the door, especially if that person's judgment is respected.

The best contacts are those who will personally intercede on your behalf and tell an employer about you. But these contacts are few and far between. Mostly you can hope to build up a solid list of names of primary contacts to call on.

Call every name on your list. If the people you've been referred to can't help you, ask them for the names of people they know who can. It's a numbers game—the more names you get, the more your chances of finding an employer who will hire you.

THE INFORMATIONAL INTERVIEW

One of the most effective networking techniques is the Informational Interview. Unlike a job interview, this is an interview you arrange with someone influential in your field; someone who can help you. The purpose of the interview is two-fold:

⊙   To get information and professional advice from an expert in the field.

⊙   To add an important contact to your network, one who can help you find a good job.

Is there someone in your field you've heard or read about that could help you? Contact them. Is there a business you would like to work for? Contact the person who has the authority to hire you, even though you know there are no jobs presently open. *Make it clear to this person at the start that you are **not** asking them for a job.* Explain that you are entering the field and the purpose of your call is to set up a short meeting (of fifteen minutes) to get his or her professional advice. Most people will be flattered that you want their advice and will meet with you.

At the meeting, stress it again, you are not asking for a job, but for advice. Ask for details about the job you would like to do. Find out what sort of experience is needed. Find out what sort of problems come with the job and what is expected of an employee. Be sure to tell your contacts about your background. Ask them what they feel is the best job search strategy for someone in your position. Listen to their advice. At the end of the meeting thank them for their time.

Before you leave, ask your contact two key questions:

1.   Ask if you can leave a copy of your resume—in case something opens.

2.   Ask if they know of someone at another company who could use somebody with your background and qualifications.

Calling someone at another company and using your new influential contact as a referral can open doors that would never open otherwise!

Immediately upon getting home, follow up the meeting with a thank-you note. Then keep in touch with your contact. Call every six weeks or so to see if they have any news for you.

The informational interview is one of the most effective methods of networking. Not only will the interview give you important information about the job you are seeking, but it will also put you in direct contact with someone with influence. Someone who can be on your side and intercede on your behalf—the best possible contact of all.

RESEARCH

Research is another means of procuring a list of primary contacts. Read the local business section in the newspaper to see which companies are expanding, or opening new branches. Remember, every organization in your field (or one that uses people in your field) is a potential employer.

To find the names of organizations and potential employers in your industry use the following resources:

- ⊙ Yellow Pages

- ⊙ Industry trade journals

- ⊙ Newspaper business section

- ⊙ State and city directories

- ⊙ *Standard & Poor's*

- ⊙ *Dun & Bradstreet*

Many states have directories listing all major corporations and organizations conducting business in their state. Most of these directories categorize the businesses by industry, making them a useful source for building a contact list. For example, in Missouri, the *Sorkins Directory* not only lists all major St. Louis businesses by industry, but also lists the main employees by name and title. Ask your local librarian about these and other directories which can be a gold mine in putting together a list of potential employers.

Always get both the name of the organization and the name of the person in charge of hiring. If you can only get the name of the organization, call them. Ask a secretary or an assistant for the name of the person in charge of the department you are interested in. Get his/her name and write it down—don't talk to that person yet. Since you will be calling that person cold (without a referral), it's best to wait until you research the company. Be prepared with information before you make your initial contact.

WHAT ABOUT THE WANT ADS?

Never make the want ads a priority. Most want ads generate such a large number of resumes that yours can easily get lost in the shuffle. Some experts suggest looking in old newspapers and answering last month's want ads. If the ad is no longer running, the chances of new resumes coming in will be slim. If the job is still available (which is very likely), your chances for getting it are increased. With few resumes coming in, yours will get attention.

If the hiring company's name does not appear in the want ad—be leery. The want ad may be phony. It could have been placed by an employment agency looking to increase its resume bank. It may have been placed by a company who has no job opening but wants to see who is the competition and check out who's who in the marketplace. It could have also been placed by a company as a legal formality, even though they already know whom they plan to hire. If there is no company name, be suspicious and shy away. Look for reputable companies that are hiring and take it from there.

Perhaps the best use you can make of the want ads is to use them as a source for adding primary contacts to your network list. Directly call those companies and get the name of the person in charge of hiring. Contact that person directly, overstepping personnel.

Of course, this doesn't mean to never answer a want ad, but under no circumstances should they become a priority. Use your best judgment. Always concentrate most of your efforts on your personal contacts.

TELEPHONE YOUR CONTACTS

Once you've got a list of organizations and businesses who use people with your background and skills, set aside time each day to make cold calls. Call every one of these organizations! Find out if there are any openings available. If nothing is presently open, ask what future plans the company has. The main thing is to get information. Also, be sure to get the name of the person who, if there would be a job opening, is in charge of hiring. Write down his or her name and title for future reference. This is the person you will call in the future to ask about work or to set up an informational interview.

Do research. Find out everything you can about the companies you are interested in. Develop a strategy. What could you do for them if you were hired?

When you have a clear idea of how you could contribute to a company, then it's time to call the person in charge of the department you're interested in. Tell them about yourself and give them an idea (don't tell them everything!) of what you feel you could do for them. Ask them for an interview, or at least if you can send them your resume. If you can impress the employers enough, or arouse their curiosity, you may just get an interview (and a job) even though nothing is presently open.

KEEP A JOURNAL

It can not be stressed enough: ALWAYS KEEP AN UP-TO-DATE JOURNAL. Each employer that expresses an interest in you should be recorded on your master list. This is your target market. In your journal, record all of your activities. Note if you send an employer a resume or other correspondence. Do the same for all phone calls and meetings. Record the date and the outcome of each, and always follow up.

As mentioned in Chapter 13, the journal can also be kept as part of your "Job Search Portfolio" or in a computer Personal Information Manager (PIM) program.

FOLLOW UP

Give your contact a week or two to receive your resume/cover letter and review it. Then follow up. Call and ask if they received your resume. Tell them you are looking forward to meeting with them in person at a possible interview. Be polite, but be firm. If they tell you the position has been filled or that they don't plan to interview you, ask them your favorite question: Do you know anyone else who would be interested in someone with my background?

Never let up until you get a job. Even if there isn't a job presently available, call your target market employers every month to check in on the situation. Make sure they still remember you. This way if a job opens, you'll be considered.

Keep adding to your contacts and always follow up. Persistence is the name of the game. Thomas Edison is famous for saying, "Genius is 1% inspiration and 99% perspiration."

C H A P T E R   1 5

Using the Internet in Your Job Search

> **DISCLAIMER**
>
> *To the Reader:* The Internet is ever changing and new URLs are born and old ones die almost daily. No book, no matter how recently published, can keep track of all these changes. Although the URLs mentioned in this chapter were checked at the time of publication, please be aware many of them may change. In order to stay current, please check our Web site at **www.delmar.com**. All URLs will be updated, with new ones added frequently.

THE INTERNET REVOLUTION

In the past few years, job search techniques have undergone dramatic new changes due to the ever-increasing popularity of the Internet or, as it is now commonly called, the Net. True, while the general principles of job search will always remain the same, you will always need a resume that *effectively* "sells" you, and that resume must ultimately get to the person responsible for hiring. The Net has significantly changed how one performs these tasks.

As mentioned in Chapter 13, the proliferation of e-resumes has brought with it major changes in resume writing. Because Internet resumes are placed in large databases and searched via a system of "keywords," these keywords have now became a major component of online resumes. Resume design has also been notably altered to accommodate for formatting in ASCII. These topics have already been dealt with at length in the previous chapter.

In this chapter you will learn how to use the Net to find job openings and to take advantage of the more popular job banks. You will see how to use the Internet to successfully network and research potential employers. The Internet offers unprecedented capabilities in finding the right people to send your resume to and getting it to them quickly. In truth, the Net offers advantages in *every area* of your job search and in this chapter you will learn how to use the Internet in a variety of unique ways to discover numerous opportunities. When properly utilized, the Net will yield the competitive edge you need.

THE INTERNET AND WHY IT'S HERE TO STAY

Some people view the Internet with a dubious eye and dismiss it. "With so many resumes posted, how will mine get noticed?" "I never used it before why should I start now?" "The Internet? It's just a passing fad!" I have news for you: *The Net is here to stay!*

The reason the Internet will continue to play an increasingly important role in job search is not due to the advantages it offers you, the job seeker, but rather because of the considerable benefits it offers the employer. The role of the Internet will only become even more prominent as time goes by and any jobseeker that dismisses it will be left out in the cold.

Why do employers like the Internet so much? First of all, posting a job on the Internet costs less than an advertisement in a trade journal or major newspaper. On top of that, a Web posting will reach a greater audience, being seen by applicants all over the United States and even worldwide. Because the classifieds posted on the Net are not limited to a specific number of words, the employer can give more details about the job, thus limiting the responses of unqualified applicants. And because posting costs are low, the employer can list even those less important jobs that would not have been cost effective to advertise in newspapers and periodicals.

Another major advantage is the fact that the resumes submitted on the Web are already electronic. Unlike those received in the mail from an ad, Net resumes can be downloaded directly into the employer's own database saving the time and money of scanning them. By personally managing the database, the employer can cut out headhunters and other middlemen whose fees alone are higher than the cost of job posting on the Web. Also, the pool of resumes offered by the major job boards represents a much greater choice of candidates and, hence, the employer has a greater chance of finding the right person for the job. Because the Internet offers these kind of advantages, employers are turning more and more of their efforts into creating their own Web sites for job postings as well as listing their jobs with major job banks on the Internet.

In the past, Internet job searches were used almost exclusively by high-tech industries. Today practically all businesses are using the Net to post and fill jobs. The Net continues to become an even more vital job-hunting resource considering the voluminous growth of these job boards in just the past few years alone.

For the jobsearcher this means one thing: one must become proficient in using the Web in their job search. What sort of chances do you have in finding a job on the Web? Richard Nelson Bolles on his Web site (http://www.jobhuntersbible.com/jobs/fgmjobs.shtml) compares these job banks to slot machines in Vegas: "Someone will win but not necessarily you." However, in today's growing job market, more and more people are experiencing success on the Web. The trick is in knowing how to put the Web to use for you so that you are one of the lucky winners!

ADVANTAGES OF USING THE NET IN YOUR JOB SEARCH

For the jobseeker, the Internet offers many advantages too. Most people already have Internet connections, so the use of the Internet in their job search will cost them nothing. Even persons who are not connected will find that local public libraries now offer Internet access on their premises. Recently, Juno and other services have begun to offer free Internet connections too. Free e-mail is also available on such Web sites as www.hotmail.com and www.juno.com, with more and more sites offering these free services. Free e-mail sites can be accessed from a computer anywhere and do not require you to subscribe to a commercial provider such as America Online, Prodigy, or others.

Sending your resumes via e-mail rather than normal postal delivery will result in considerable savings. E-mail is faster and in many instances more reliable. And the ads on the Net are more detailed, making it is easier to choose which ads to answer.

Most trade journals and newspapers now appear free on the Web, saving you whatever money you would have spent subscribing to these periodicals. A wealth of information on companies can be found more readily on the Net than in any book or trade journal on the market. Also, you can search for job openings all over the country or world without leaving your home. And all of this is available to you twenty-four hours a day.

However, with all of these advantages, one caveat must be stressed: the Web should be viewed as an *additional* tool available to the jobsearcher, and should never be looked upon as a panacea for finding a job. Nothing replaces face-to-face personal contact and ultimately most jobs will still be filled by people who contact their friends and acquaintances to steer them to a job opening. The Internet, no matter how important it becomes, is still just another avenue to pursue, one that may or may not prove successful for you. Yet when used properly the Internet can be a phenomenal tool to help you get your dream job.

USING THE INTERNET IN A TYPICAL JOB SEARCH

Most people think that online job searching is one thing and one thing only—job banks and resume posting boards. This is far from the truth. The Internet can be used in *each and every one* of the job search steps and yield successful results. It is an excellent source of information and can also be a remarkable networking tool. The key is knowing *how* to use the Internet and how to effectively apply it in each stage of your job search.

As mentioned in the introduction, the ten major steps in conducting a job search are:

1. Assessing one's skills

2. Choosing a job objective

3. Writing a resume that supports this objective—one that reflects skills and accomplishments and "sells" the applicant

4. Scouting for job openings: want ads, job listings, and trade papers

5. Networking and contacting people who can direct you to job openings and joining industry associations where you can meet people in your field that will give you sound advice

6. Researching companies to see if they require someone with your skills and background and then finding out who is in charge of hiring at each company

7. Sending a resume and cover letter to the person in charge of hiring

8. Interviewing with the company (researching the company and its competitors before the interview)

9. Following up the interview and keeping in touch with people who may be able to further your career

10. Keeping detailed records of your job search

The Internet can play an integral part in each and every one of these job search steps. Let's see how.

Assessing Your Skills

In the past, people who wanted to assess their job skills went to career counselors for aptitude tests. Many of these same tests are now available on the Net, some for free and some for a fee. For example, in America Online when you enter "careerfinder" as a keyword you will have the option of taking a test that will analyze your personality and help you decide which jobs you are best suited for.

Most of the major job boards such as Monster and Career Mosaic offer similar tests or links to these tests as part of their "Career Center." Most of the gateway sites (discussed later) will also link you to a list of Web sites that will test your aptitude.

If you feel you need a real live job counselor and need help in finding one, try www.acinet.org/acinet/resource/counsel.htm. Also, many of the major boards and gateway sites have links to counseling services. A word of warning: If you are paying money, be sure you check out the counselor's credentials. The Internet is notorious for scams and you have to be careful each step of the way.

Choosing a Job Objective

Most people have a pretty good idea of their job objective. However, to present your objective effectively, you will want to check out the *Occupational Outlook Handbook* at www.bls.gov/ocohome.html. This is the same book produced by the Bureau of Labor Statistics that previously one could only find at either the unemployment office, or in the library's reference section. It is now online for anyone to comb through. In describing your objective, model it on those used in this handbook.

Writing Your Resume, E-resume, or Dedicated Web Page

There are many ways the Web can help here. First, if you are willing to pay, you can find professional resume services on the Web. There is no shortage of expert resume writers willing to put together a top-notch resume for you. In choosing one of these specialists, again look for credentials. For example, Peter Newfield, the present resume expert for AOL and former resume expert for Monster, will critique your resume for free, and if necessary will rewrite it for a fee (at www.career-resumes.com).

If all you are looking for are some helpful resume writing tips, access Web sites that offer career advice. Again, there is no shortage of these either. You can check out our own Web site at www.delmar.com, where you will always find useful pointers to help you produce an outstanding resume. Most of the major metaboards and gateway sites also offer informative articles containing excellent resume writing tips.

If you want to see sample resumes for your chosen occupation, at our Web site you will find model resumes from practically every major industry. Many of the major boards, such as Monster, offer an interactive program to help jobseekers write their e-resume, step-by-step. Other sites such as Tim Krause's *"Wired Resumes"* site at www.wired-resumes.com will assist you in publishing a dedicated resume Web page. His site also has a companion booklet *Wired Resumes* published by South-Western College Publishing.

Scouting for Job Openings

Perhaps the most popular application of the Net in the job search process is in uncovering job openings. Job openings are posted on both the World Wide Web as well as in many of the Usenet Newsgroups. There is no shortage of job postings on the Net; on the contrary, there are so many job search boards and newsgroups available that the primary problem one faces is in simply selecting the "best Web sites" for his or her job search. This problem will be covered later in this chapter. To understand what these job boards offer, we can categorize them into three major groups.

1. **Metaboards**

   Metaboards are very large, general job-posting boards such as the Monster board (www.monster.com), America's Job Bank (www.ajb.org), and Career Mosaic (www.careermosaic.com), which post jobs from *all areas of the workforce* as well as offer excellent resources and career management tools. Jobs can be searched by job title, location, or even keywords. Most of the metaboards also offer their own newsgroups and chat rooms as well. They are truly the heart of the "Internet's job search revolution."

   > *EMERGING TRENDS: The Personal Search Agent (PSA).* A fairly recent development found at many of the larger job boards is the "Personal Search Agent" (PSA). The job board will present you with a form that you fill out, listing your job preferences. This would include the industry and job title you seek as well as the city you prefer and the salary ranges you are willing to accept. After submitting the form, the Web site will automatically notify you via e-mail when an ad that fits your search criteria (your "profile") is posted by an employer. It's like having a headhunter working for you. While in theory this sounds like an excellent method to put you in contact with people interested in hiring you, it is too early in the game to see how successful these PSAs will be. It is certainly a viable option to take into account when visiting large metaboard sites.

   > *EMERGING TRENDS: E-mail Addresses of Hiring Managers.* Another recent development in finding potential employers are Web sites that furnish lists of e-mail addresses of managers in your field looking to hire. Again, you enter your profile into a database and a list of potential employers is generated. These employers have supplied their addresses in hopes of finding the right person for the job. By working directly with the candidates, these companies will save the hefty headhunter fees. The lists are not free, but because they put you directly in contact with the person in charge of

hiring, you have a better chance of hitting your target. Also, unlike the large boards, you know who is viewing your resume. One of these sites is www.yourmissinglink.com operated by Peter Newfield, AOL's resume expert. One of the advantages of Mr. Newfield's site is the fact that his lists are updated daily. Using such a service gives you an edge and greatly increases the odds of getting your resume to the right person.

EMERGING TRENDS: Online Job Fairs. Many job boards are now publicizing "Job Fairs." For example, Career Mosaic (www.careermosaic.com) has an entire area devoted to "Online Job Fairs." When you click on this option you are linked to a page listing a number of major corporations that will soon be participating in a job fair. Online job fairs seem to accomplish two objectives. First, they put you directly in touch with companies interested in hiring. Most of the companies listed supply links that allow you to directly e-mail your resume to their hiring manager. The second purpose is to inform the public about upcoming job fairs so the applicants can attend, giving them the opportunity to meet face-to-face with key people in the company. The information these Web sites supply will also help applicants prepare for the job fair and subsequent interviews, as well as target their resume for the specific job they are interested in. For more information about job fairs try www.careerexpo.com.

2. **Specialized Job Boards and Corporate Web Sites**
These sites limit their postings to employment opportunities in one industry only such as the Adweek Online Career Network at www.adweek.com/CareerNetwork for jobs in advertising and public relations or HealthCareerWeb (www.healthcareerweb.com) for jobs in healthcare. In this group would also be Corporate Web sites who post job openings for their company only. By logging onto www.jobsafari.com you can look up the home page of most major corporations. You can either log onto the company's home page or you can even directly link to many of their job postings from the job safari site itself.

3. **Regional Job Boards**
Regional job boards list all types of jobs available in one specific location, such as www.bayareacareers.com for persons looking for jobs in the San Francisco Bay Area. Also in this group would be online newspapers such as the *Los Angeles Times* (www.latimes.com). Most online papers publish their weekend job classifieds. CareerPath (www.careerpath.com) has a database made up of the classified ads from over eighty major city newspapers. If want ads are your thing, the Internet supplies you with more than adequate coverage.

Usenet (User's Network) Newsgroups

While most people think the Internet is exclusively Web pages (World Wide Web—www), there is another area of the Net that offers the jobseeker extensive resources, namely the Usenet (User's Network) Newsgroups.

Newsgroups are specialized bulletin boards for online discussion. Each newsgroup is devoted to a specific topic or area of interest where visitors post and read messages. The groups are called "forums" and all the postings that center on one topic or question are called "threads." Newsgroups are open to the general public and can be accessed by any major service provider, such as America Online, or directly through the Internet. Each newsgroup has its own character so before posting, be sure to read through some of the posts in order to get a feel for what that particular newsgroup offers and the style of its listings. If they have a FAQ (frequently asked questions) link, be sure to read it before posting.

There are a countless number of newsgroups devoted to employment and job search. Like their counterpart on the Web, these newsgroups are categorized either by specific industries, such as those that deal exclusively with jobs in computer programming (prg.jobs), or those whose listings are devoted to a particular location, such as Chicago (chi.jobs).

Finding a newsgroup that caters to your needs is fairly simple. The main search engine for newsgroups is "DejaNews" found at www.deja.com/usenet. After entering your keywords, as you do

with the Web search engines, you will be given a list of messages that match your criteria. The list will include the message's subject line, date of the posting, author, and forum in which the message appears. You can click on the specific message and read it, or click on the forum, which will take you to a complete list of postings on that particular forum. AltaVista (www.altavista.com) also offers this option. When you access AltaVista and enter your keywords, you are given the choice of finding matching results on either the Web, News (single newsgroup postings), or Discussion Groups (general newsgroup forums). Some metaboards are also offering this service. For example, on Career Mosaic (www.careermosiac.com) when you click on "Search Jobs," you are given the option to search specific job postings in newsgroups by selecting "Usenet Search" from the search option panel.

America Online has its own newsgroup search engine. From the main menu (on top), you select "Internet" and then choose "Newsgroups" which will take you to a page that lets you search, read, and subscribe to newsgroups. Also, all commercial service providers, such as America Online, maintain their own newsgroups and bulletin boards which are restricted to their members only. Many metaboards are following this example and maintain boards for their own members to exchange information. Again, there is no shortage of newsgroups and the key is getting hooked into the right group.

Ferret Software, creators of WebFerret (one of my favorite search programs, discussed later in this chapter), has a nifty shareware program called NewsFerret which scours the vast usenet base for any keywords you enter. It is quick and simple and can be downloaded for free at their Web site at www.ferretsoft.com or at www.zdnet.com.

Many people strongly feel that the newsgroups are actually the best source of job leads on the Net because they are more focused and more personal. Unlike the Web, newsgroups encourage you to post messages and interact with people in your profession. Many of the people you "meet" in a newsgroup can personally help you, which leads us to the next advantage of the Net.

Networking and Contacting People

Networking by definition means building relationships with people which is, and always will be, best accomplished person-to-person, face-to-face. However, the Net can come in handy in initiating long-term business relationships. As we mentioned, *newsgroups* are a perfect medium for networking. Newsgroups not only give you exposure to prominent people in your field, they are sometimes frequented by managers and personnel looking to hire. Also, people on the newsgroups tend to be sympathetic and helpful to fellow posters making this a perfect arena for networking.

Besides newsgroups, one should also explore the following areas: mailing lists, professional associations, and of course the famous (or many times infamous!) chat rooms.

Mailing Lists

Mailing lists (listservs) are basically discussion groups carried on via e-mail. Postings do not appear on a board but are e-mailed to each member individually. When you answer or post a message, each member on the list receives your message in his or her e-mail. Mailing lists perform the same networking function as the newsgroups, but are smaller and more personalized. In order to become a member, you must first subscribe, and unlike the newsgroups, many of the lists are private and not open to all. To find out more about mailing lists and how to subscribe contact http://paml.alastra.com. Many mailing lists do keep archives of their postings. To search the archives and to find unique lists try www.liszt.com or www.egroups.com.

Professional Associations

In her book *Job Searching Online for Dummies*, Pam Dixon draws attention to this frequently overlooked area of networking, an area which is well-suited for the Web. Associations not only put you in contact with influential people including potential employers, they also comment on new industry trends and important industry news. As an added benefit, many associations maintain their own job boards on the Net. To find an association in your field, try www.ipl.org/ref/AON or www.ntu.edu.sg/home/ctng/assoc.htm.

Chat Rooms

Chat rooms and live moderated chats offer you the option of addressing a large group of listeners simultaneously in real time. You have to think fast and type even faster to keep up. These two conditions make it difficult to carry on any sort of meaningful networking and is better suited to friendly chit-chat than anything serious. But chat rooms are very popular. As a matter of fact, not only do the major providers such as America Online offer numerous chat rooms, almost every metaboard and many search engines (www.chat.yahoo.com) now offer them as well.

What may prove more helpful are the live forums or moderated chats with industry experts. These are also becoming very popular at most metaboard Web sites. In Monster, when you click on "Career Center" and then select "Communicate," you will find a link to Monster's live chat schedule and message board list. America Online usually publicizes its live forums on their welcome page. These live forums serve more as a source of information about the job market than as a tool for networking.

Finding People by Using the Net

We must not forget that the Net is an amazing tool when it comes to tracking down lost acquaintances. If there is someone you think may be able to help you in your job search that you have lost track of, you can use the Web to find him or her. Many of the search engines, such as yahoo.com (http://people.yahoo.com) and commercial online services such as American Online (www.aol.com) provide you with both "white and yellow pages" that can search for names, phone numbers, and address in the entire United States, people or businesses. Sites such as www.555-1212.com also allow you to perform a reverse search, where you give the address or phone number and it finds the person or business it belongs to.

If you are interested in sending a letter to personnel or the CEO of a specific company, access the company's home page and search for a list of major staff members. The Web site www.bigbook. com can be helpful in finding business staff members and business numbers, and can even supply you with a map, which could come in handy if you need directions to an interview.

Researching a Company

To help you decide if you truly want to work for a specific company, namely if the company's working environment and business methods are in keeping with what you are looking for, the Net can offer assistance. Researching a company is a *must* before sending off a cover letter or going in for an interview. The more you discover about a company the more you can understand how your skills can best be put to use by them. Expressing this in your cover letter or during an interview can make an exemplary impression.

Today virtually every company, large and small, maintains a Web page. To find a specific company's Web page, log onto www.companiesonline.com, which serves as a directory for locating corporate Web sites.

When you check out a company's site, see if they post their "Mission Statement." Not only will this give you a clear picture of where they are headed, it will also tip you off as to what sort of information you should put in your cover letter. If your cover letter explains how you can help the company achieve their "mission," you will already have one foot in the door. Also note buzzwords or keywords the company site uses and incorporate them into your resume and cover letter, and, in particular, integrate them into your keyword list.

Remember what you read on a company's own Web site is controlled—they are only telling you what *they* want you to know. To find a more unbiased view, investigate them further at www.wetfeet.com, an excellent source to research a company as well as an outstanding overall Web site with information on every aspect of job search. Another popular site is www.hoovers.com, but it requires a paid membership to access the bulk of its information.

If you log onto either www.prnewswire.com or www.businesswire.com, you can search for company news including recent press releases. This will not only give you an idea of what's happening at your target company, you can also learn what new developments are taking place in your industry.

Another good source of company information can be found in the newsgroups. Search for postings from employees presently working for your target company. You can even request that members post or e-mail you information about the company you are interested in.

Sending a Resume and Cover Letter

This is best accomplished via the Internet's e-mail system, which is both faster and cheaper than regular mail. Remember, the format of your e-resume must be adapted for this practice, as discussed in the previous chapter.

If you need help in writing a cover letter, check out www.careerlab.com/letters where William S. Frank's entire book *200 Letters for Job Hunters* can be found online.

Interviewing

We have already mentioned the importance of pre-interview research. Before any interview you should find out everything you can about a company and its competitors. In the interview you should demonstrate that you are familiar with the company and their future goals (read their mission statement) and explain how your skills fit into their picture.

> **EMERGING TRENDS: Web Interviews.** Interviews on the Web (via videoconferencing or via e-mail) are just recently starting to take off. This new development to pre-interview candidates over the Web is proving to be a cost-effective way to eliminate the first round of candidates. You will read more about this new trend in the next chapter on interviewing (page 141).

Following Up the Interview

Again, the Internet's e-mail program allows you to keep in touch with your interviewer as well as send him or her follow-up materials, such as your electronic portfolio.

Keeping Detailed Records

Computer PIM (Personal Information Management) programs can be downloaded at many of the shareware and freeware sites. These programs contain a calendar, an address book (to list contacts), and journal pages. They can help you stay organized. Also, many popular search engines, such as Yahoo, now offer free online calendar services (select "My Calendar" at www.yahoo.com or log on directly at http://calendar.yahoo.com).

If you already have one of the major office programs, such as Microsoft Office, you can use the PIM program (such as Outlook) that is bundled within. Some people prefer keeping their records on a database such as Microsoft Access or on a spreadsheet such as Microsoft Excel. The main thing is to keep records that are easily accessible and will not get lost. Using a Net-based calendar program such as the one at Yahoo allows you to access your calendar from any computer anywhere that is connected to the Web. Thus, your information is always online and available to you no matter where you go.

Even if you use a PIM, it is always a good idea to have a hard copy printout of your information. You can bind it in your "Job Search Portfolio" so it is accessible at all times, even when you are away from your computer. Also, if your computer crashes, you will still have a copy of your valuable records and information.

THE PROBLEM WITH THE INTERNET

After reading the preceding, you no doubt now have quite an optimistic view of the Internet. However, there is one small problem. The Internet has been called "the information highway." The best way to describe this highway is to think of it as a system of thousands of expressways and hundreds of small back roads, but with no road signs or maps. The Internet contains an abundance of

information. While knowledge is a good thing, too much of a good thing can be harmful. In short, there is *too much information* on the Internet. Too many Web sites, too many newsgroups—too much to digest. If you were to exhaust all the possible job search Web sites, newsgroups, mailing lists, and articles, it is conceivable that you would be of retirement age before you sent out one resume! The information is out there in cyberspace; the question is how to find it and how to minimize the time it takes to do so. In short, how do you find the *best* Web sites?

HOW TO FIND THE BEST WEB SITES

There are more than 100,000 job boards on the Net today, with over 2 million job posts. The numbers are staggering and they continue to grow. The jobseeker must have a plan since there is no time to waste in checking out thousands of sites or tens of thousands of job postings. So the main question is simply this: "How do I find the best boards and best information sites on the Web?" The *best* of course, is subjective. The best site for an electrical engineer obviously will not be the best place for an advertising design graduate to look at. However, there is a method to the madness, and the same principles that govern how a high-tech grad finds the best sites applies equally well across the boards, so to speak.

There are three main approaches one can take to find the best Web sites:

1. Use *search engines* and other Web tools.

2. Use *search indexes* including forums and Special Interest Groups (SIG or Channels) offered by most commercial service providers.

3. Log onto *gateway sites*, such as our Web page at www.delmar.com. Gateway sites are maintained by leading job search experts and will link you to those Web sites that these experts consider the best.

Each of these methods will yield slightly different results. If you integrate all three into your online search, you will undoubtedly find many useful Web sites.

A few words of advice. Even after you use the previously mentioned search methods, you may still have too many Web sites to check out. To decide if a Web site is suited to your job search, look for the following clues:

⊙ Which industries are included on that particular Web site? If your vocation is not listed, skip it.

⊙ Be sure that the particular companies posting and accessing the databanks match your target.

⊙ What sort of applicants post resumes?

⊙ How many posts are there in your skill area?

⊙ What are the "posting dates?" Many sites quickly become "yesterday's news." A good site has frequent turnover.

⊙ Is the "interface" easy to navigate? A good site is well-organized and easy to use.

⊙ Does the board allow you confidentiality?

These are the sort of tips that indicate if a Web site is right for your search. Also, do not limit yourself to the larger, more popular boards alone. While the larger boards are the best known and have the most traffic, they also contain the largest databanks of resumes where yours could easily get lost in the shuffle. True, these boards do present excellent opportunities. However, you may find a smaller, more specialized board more suited to your needs. By all means post on a variety of boards. Just make sure that whichever boards you choose (large or small) are legitimate.

USING SEARCH ENGINES AND OTHER WEB TOOLS

By now everyone has heard of "search engines" and knows they are the "road maps" for the information highway. A search engine scours the Internet for sites containing any keywords you request it to find. The more general the keywords you enter, the more general the response you will get. A

keyword that is too general or inexact will produce inexact responses. To limit your finds or "hits" to only those boards that are meaningful, carefully select and limit your keywords to ones that are the most specific and descriptive.

Perhaps the most crucial factor in using a search engine is your choice of keywords. It is imperative to create a master list of keywords that are effective. These will, for the most part, be the same keywords you highlighted in your e-resume. Reread the section "Keywords and How to Use Them" in Chapter 13 for detailed information on generating a master keyword list.

Pam Dixon, in her excellent book *Job Searching Online for Dummies,* suggests a minimum of four keywords, and to be safe one should have a master list of ten or twelve on hand. She claims the best keywords for Net searches are the buzzwords that employers use over and over again in their want ads and job postings. To prevent the search engine from including excessive, undesired sites, she suggests that you choose words that range from the general to specific. In other words, a psychologist should not search under the heading "psychologist," but rather limit the search criteria to his or her specific area such as "clinical psychologist." If this turns up "too few" sites, you can then search again under the more general heading "psychologist."

For most job searches your keywords will include "jobs" combined with the job title and the location where you want to work; for example, "jobs AND psychologist AND Chicago". This should result in the search engine generating a list of Web pages that include job postings for psychologists in the Chicago area. If there are too many sites to choose from, you may want to become more specific and limit your inquiry to one specific job title in your objective. For example, if you were to add the word "clinical" to the preceding inquiry, this would cut the responses considerably. The best advice is to experiment with the search engines and keywords. You will soon know what works best for your field.

Some of the most popular search engines today are:

> www.altavista.com (the largest of all)
>
> www.yahoo.com
>
> www.metacrawler.com
>
> www.hotbot.com
>
> www.excite.com
>
> www.lycos.com

If you would like a list of all available search engines or want information about them, try www.allsearchengines.com for an up-to-date list. This excellent site also offers a collection of tutorial articles on how to effectively use search engines. Just about everything you would want to know about search engines and how to use them can be found at this one site.

EMERGING TRENDS: Meaning-based Search Engines. An interesting search engine, which has recently surfaced, is Oingo at www.oingo.com. Rather than just search for words, Oingo searches for "meanings." For example, if you searched the Net for "Genesis," it would turn up Web sites dealing with the first book of the Old Testament, the music group Genesis, and the game Sega-Genesis among others. Oingo asks you to choose from a list of definitions and then limits the search to those sites relating to that specific definition, filtering out all irrelevant information. It claims to be the Internet's first "meaning-based search engine," and is perhaps the first in a growing trend. Of course, you can obtain the same results with any search engine by adding qualifying phrases, such as Genesis AND Bible or Genesis AND Rock Band. But Oingo simplifies the task and many may find this helpful.

Another search engine based on the same idea which is becoming very popular is "Ask Jeeves" at www.askjeeves.com. Here you simply ask "Jeeves" a question; for example, "Where can I get a job in Chicago as a technical writer?" Jeeves figures out which words are the significant keywords and generates a list of Web sites to explore. The results are usually pretty good.

> ☸ **_EMERGING TRENDS: Browser-Assistants._** Another recent development in search engines is "browser-assistants." They are actually programs that reside in memory and are ready to search the Web at your beck and call and can be accessed from any program. For example, while working in Microsoft Word, you can place your cursor on a single word, such as "Boston" and the "browser- assistant" will search the Web for any information pertaining to that word. This may include online encyclopedia articles, definitions, and relevant Web pages. Three of these programs, each with a slightly different approach, can be downloaded for free. You will find them at www.flyswat.com, www.gurunet.com, and www.quiver.com. In the near future more of these browser-assistants will be available.
>
> ☸ **_EMERGING TRENDS: WebFerret—An Outstanding Search Engine._** An excellent shareware program called WebFerret may just be the easiest, quickest, and most thorough way to locate information on the Web. WebFerret queries all the major Web search engines to find whatever it is that you are looking for on the Net, and discards duplicate results. And it does all of this at the speed of lightning. It yields by far the most relevant hits of any search engine I have used. Two other properties that make it particularly useful are: If you point your mouse to the subject title of the hit, a small box containing a summary or abstract of that Web site appears. This will help you decide if you want to visit that site. (When you click on the site, you are automatically taken there; when you close the site you are returned to WebFerret to continue down the list.) Also, the program resides on the "Find Menu" which allows you to immediately access it from Window's "Start" menu. To find out more about this program and to download it, visit their site at: www.ferretsoft.com. A sister program, NewsFerret, mentioned earlier in this chapter, does the same for Newsgroups and can also be downloaded at the same Ferretsoft Web page.

SEARCH INDEXES AND COMMERCIAL PROVIDERS

In many ways the Web resembles the ultimate encyclopedia—hundreds and thousands of entries, all listed in no particular order. While search engines help _find_ the information, they do little to _organize_ it. This is where search indexes come in handy. These indexes, commonly found on most major search engines, are like outlines that arrange information into sections and subsections, from the general to the more specific. Yahoo is a good example of an "Index" program. When you log onto www.yahoo.com, you have a choice. You can either search via keywords or you can click your mouse on the general topics or indexes that yahoo presents you with. These in turn lead to more specific topics which, when clicked, lead deeper into increasingly more specific topics.

To illustrate, when you log onto Yahoo you will find an index called "Business and Economy." Under that heading you will find a subheading called "jobs." Click onto jobs and you are taken to Yahoo's career center where you have a choice of seeing job listings, posting your resume, obtaining research on a company, or getting career advice. Most of the major search engines provide similar indexes. New engines such as www.snap.com and www.looksmart.com are beautifully designed and offer easy access to information on a myriad of topics.

The main advantage here is organization. These sites have organized the relevant material for you and have made it easy to find the information you are seeking without complex search engine techniques. However, there is a downside. Usually the more organized a site is, the more limited its information. Although most of these indexes do check thousands of Web sites, there are a great deal of "off the beaten path" sites they do not include. Because it is virtually impossible for them to organize _all_ the material on the Web, their feedback is limited. Search engines, on the other hand, search from a much larger pool of data and by using a search engine you may uncover a "gem" that was overlooked at an index site.

Many of the indexed search engines that offer resume postings are actually powered by one of the metaboards, such as Monster or Career Mosaic. Some sites such as www.search.com actually query multiple job boards at once. When posting your resume on an index site you may actually be posting it on one or more of the metaboards.

Most commercial providers are organized in a similar fashion. At America Online, for example, when you click onto "channels" or type in a keyword such as "Workplace," you are taken into a special forum dealing with Job Search and Careers. Part of what you are paying for with these services is the convenience of having everything organized for you. Most offer "full service" to their members, that is, you can find all the information you need in one place, including information on job search, job listings, resume postings, members' bulletin boards dealing with numerous career topics, and of course the famous chat rooms. The convenience of having all of this information in one place and so well-organized makes your initial foray into online job search easy. Also, these forums are maintained by experts in their field, and as a result, the information you find on these providers is selective and reliable.

However, here the pool of information that these services draw from is limited, especially when compared to the scope of the Net itself. If you limit yourself to these services only, you may overlook that very Web site that holds your dream job. The best advice is to use them, but integrate them with other indexes and search engines.

GATEWAY WEB SITES

Richard Bolles, author of *What Color Is Your Parachute?,* calls gateway sites "carefully organized indexes of the major job sites." As a rule, gateway sites are moderated by job search experts who have researched the Web, investigated innumerable job sites, and have indexed this information. Their indexes will link you to those sites they have found to be the most worthwhile. Most gateway sites also offer excellent resources and career management tools too. They are an excellent starting point for your online job search.

Many of the experts who moderate these sites are authors of popular job search books, including Richard Bolles (*What Color Is Your Parachute?*), Pam Dixon (*Job Searching Online for Dummies*), and Rebecca Smith (*Electronic Resumes and Online Networking*). These are experienced people who know what they are talking about and whose opinions can be trusted. Their sites are frequently updated and the information always relevant.

Among the best gateway Web sites are:

Richard Nelson Bolles at	www.jobhuntersbible.com
Pam Dixon at	www.thedixonreport.com
Rebecca Smith at	www.eresumes.com
James C. Gonyea at	www.onlinecareerguide.com
Margaret Riley Dikel at	www.dbm.com/jobguide
Delmar at	www.delmar.com

After spending a few initial hours surfing the various gateway sites and indexes you will notice that there are a few job boards that seem to pop up on everyone's list. Obviously, these are the boards that have withstood the test of time and the ones that the public finds most useful. Career Mosaic (considered the first metaboard) and the Monster board are almost as old as the Web itself. As of this writing, the top metaboard job Web sites are:

Monster (the largest)	www.monster.com
CareerMosaic	www.careermosaic.com
Headhunter	www.headhunter.com
JobOptions	www.joboptions.com
America's Job Bank	www.ajb.dni.us
CareerPath	www.careerpath.com

Monster and Career Mosaic are by far the largest and most-established metaboard job Web sites. Headhunter and JobOptions are loaded with useful information and are both becoming quite popular. America's Job Bank is powered by the United States Department of Labor and offers a huge database of jobs compiled from the postings of 1,800 state unemployment offices. As we mentioned previously, CareerPath offers a database culled from the want ads of close to eighty major city's newspapers.

Again, there are many more metaboards and popular Web sites I haven't listed and the situation changes daily. On our own Web site (www.delmar.com) you will find a more complete up-to-date list. Remember, it is important to frequently check our home page for information on new Web sites that can help you in your job search.

THE TOP JOB BOARDS: WHAT TO DO WHEN YOU GET THERE

You have finally made it to a top job board, now what? Most of the boards work the same; if you can navigate one, you can navigate them all.

You enter the site on its home page. Think of the home page as a both a title page and table of contents. As a title page it either supplies you with or directly links you to information about the site. You should be able to first establish the following important facts:

1. What type of resumes and jobs are posted? Are they for technical occupations and top management positions or are they more general in nature?

2. Which employers access the database?

3. How many jobs are posted and how frequent is the turnover? You certainly don't want to send e-resumes to jobs that were posted two years ago!

4. How long will your resume remain posted?

5. Can you change it?

6. How many different versions of a resume can you post?

7. Do they offer a Personal Search Agent? (see page 128)

8. What sort of confidentiality is offered?

9. And perhaps most important, is it free or is there a fee to post?

All of this information should be clearly stated on the home page or on a direct link.

Pam Dixon suggests that you also look for joint alliances between databases and/or company boards. Sometimes two or more businesses or job boards share databases—posting on one automatically posts you on the other copartner's site. If you want to know exactly where your resume is being posted, you will want to know up front if such an agreement exists. This too should be stated on the home page.

After you have decided that a board is appropriate for your job search, choose an option from the directory. At Monster the main choices are "Search Jobs", "My Monster", or "Career Center". Each choice works like an index, taking you to a second page containing more detailed specific alternatives. For example, choosing "Career Center" opens a page that allows you to access targeted career advice for all levels and areas. Again, you can click on general areas such as "General Resources" or "Research Companies," or more specific choices such as "Resumes" under the General Resource heading. Choosing "Resumes" will in turn take you to a list of articles that give advice on creating a top notch resume.

Choosing "Search Jobs" takes you to a database of more than 350,000 jobs. The database offers three options of searching: by (1) Location, (2) Job Category, or (3) Keyword Search, or any combination of these. Carefully selected keywords will yield a more targeted list of jobs to choose from. Your search will generate a list of all relevant postings that will include:

- ⊙ The date the ad was posted

- ⊙ The location of the job (city and state)

- ⊙ Job title

- ⊙ The company offering the job

Clicking on the "job title" takes you to yet another page that presents you with more detailed information about the job as well as a person to contact.

Rebecca Smith, in her book *Electronic Resumes and Online Networking*, suggests using these metaboards as "search engines" to discover which employers have job opportunities. Then go directly to that specific company's corporate Web site and apply there, bypassing the metaboard altogether.

The last choice, "My Monster," is where you post your resume for employers to see. You will be linked to a screen where you set up your own personalized career management account. Although there is no fee, you must register for a password which is sent via e-mail and allows you to set up an account and access the job board. Your account entitles you to post up to five different versions of your resume and cover letter. You can also choose from three levels of confidentiality. Monster also offers the Personal Search Agent option. Your registration also gives you access to "Resume Builder" a program designed to help you write your e-resume, step-by-step.

Other areas that may be of interest to Monster members are their chat rooms and newsgroups. If you click on Career Center and from there choose "Communicate!" you will be given a choice of going to the "Message Board List" or to the "Chat Schedule." Many chats and experts' forums are publicized on Monster's home page.

One thing you will quickly discover when you begin using the Internet job boards is the voluminous number of resumes you are sending out into cyberspace. It is important to keep track of which resumes go where. You will want to print out every Internet ad you answer and include it in your job search portfolio.

One last word. Writing about using the Net is like explaining to someone in writing how to ride a bike. Until you get on the bike and move, no explanations can truly describe the experience. While the information in this chapter should steer you on the right path as well as inform you of the many pitfalls you may encounter on the Net, until you navigate the Web yourself, you will not truly understand the scope of what the Web can do for you. But again, remember the Net represents just *one* tool in your job search toolkit. Never rely on it alone. If you integrate it together with other more-traditional job search methods, it will help you succeed.

SUGGESTED READING

For more information on online job searching:

Job Searching Online for Dummies, 2nd Edition
Pam Dixon
© 2000 IDG Books Worldwide

WORKSHEET

LIST OF WEB SITES TO CHECK OUT

JOB POSTINGS (Metaboards)

www.delmar.com

GATEWAY SITES

NEWSGROUPS

MAILING LISTS

COMPANY WEB SITES

<div style="text-align:center; border:1px solid; border-radius:30px; padding:10px; display:inline-block;">

Using the Internet
in Your Job Search

</div>

WORKSHEET
(continued)

TRADE JOURNALS ONLINE

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CHAT ROOMS

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SEARCH INDEXES/YELLOW-WHITE PAGES

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OTHERS

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NOTES:

The Job Interview

PRE-INTERVIEW PREPARATION

The Interview Gets You the Job

The interview is the most important rung on your career ladder. While it is your resume and cover letter that get you the interview, it is the interview, and how well you perform that ultimately gets you the job. Many others will also be interviewed and the final outcome could very well depend upon how well you outperform the competition. How you present yourself and the image you project will be crucial factors in getting the job you want.

Your resume documents your skills and accomplishments, yet in most cases, this is not enough. How you interact with your employer and coworkers is even more important. A major objective of the interview is to unmask your true personality and ability to work with others. While you cannot account for the "good vibes" an employer may have from one candidate over another, one thing is true: the more you prepare for the interview, the more you will impress the employer and increase your chances he or she will like you and hire you.

You *Can* Create Chemistry

Researching the company and job is critical. If you understand the skills employers are looking for and the image they expect from their employees, you can create that all-important chemistry.

Employers want to believe that your primary motive for seeking work with them is not the paycheck. They want to be convinced that it is their company's reputation that excites you and makes you want to be part of their team. If you can convey this kind of enthusiasm, the chemistry will follow.

> **RESEARCHING THE COMPANY, THE JOB, AND THE EMPLOYER IS YOUR KEY TO CREATING A FAVORABLE IMPRESSION, A PROFESSIONAL IMAGE, AND ULTIMATELY A GOOD CHEMISTRY BETWEEN YOU AND THE EMPLOYER.**

What an Employer Looks For

Two basic questions will loom large in the employer's mind: First and foremost, do you have the skills and experience required for the job? Second, are you the type of person the company wants to employ? By type of person, the employer looks for two qualities. First, what is your sense of business ethics—are you honest? will you put in a full day's work? or will you frequently call in sick? will you leave after two months? and so on. The second consideration is image—do you project the right image? In other words, will you fit in with your fellow workers, get along with the employer, and be enthusiastic about the company and your job?

The employer uses the interview to get a total picture of you and to judge how well you will fit into the company. Questions are geared to the following:

Substantiate Your Resume

You claim you have the skills required, now prove it! The interviewer will probe and ask questions to verify that your resume is not exaggerated or inflated. You may be asked detailed technical questions, or how you might handle a specific problem that would be part of your job. You will be asked to expand on statements in your resume and to give concrete examples. Questions about your education may also be raised. In short, be prepared to talk about what you wrote in your resume and be ready to furnish details.

"Check Out" Your Personality

You will be asked questions about past employers and how well you got along with them, why you left your last job, and how you handle stress. You may be asked how you think your last employer will talk about you and how many days you were absent during the past year. The object is to determine that you are hardworking, ethical, and able to get along with others.

Assess Your Value and Determine Your Salary

The employer wants to be certain that your contributions to the organization will be greater than the cost of hiring you. Although you should never bring up the question of salary (especially on a first interview), be prepared to negotiate it if the employer brings up the issue. Know the accepted salary range for your position before going into the interview. Be sure to clarify the benefits, vacation time, and working conditions, if the issues are brought up. Unfortunately, in today's market, accepting a lower salary is sometimes a major factor in your getting the job. Decide on the lowest acceptable salary you are willing to take if the job is offered on the spot, but always try to negotiate higher or for more benefits.

How to Sell Yourself

Everything you do during the interview will be noticed. Not only what you say, but how you say it. If you fidget and seem ill at ease, or if you are uncertain of yourself, the interviewer will make a mental note of this. Be confident, give it your all, and most important, try to control the interview to your advantage, accentuating the benefits you have to offer.

The focus of your answers should demonstrate your ability to solve problems. Try to paint a picture of how you would perform on the job. In short, prove to the employer that you should be hired rather than another candidate.

Again, preparation is the key in selling yourself. You must research the company and job so that you clearly understand how your skills can be utilized to solve company problems. Do research to identify the specific problems you may encounter on the job. During the interview, impress the employer with your knowledge of the company and convince him that you can solve the problems the job may entail.

Show the employer that you have done your homework. Many applicants will go into the interview knowing very little about the prospective company. Speaking knowledgably about the organization and conveying enthusiasm for the job will put you one step ahead of most. But be careful of overkill. Offering too much information with the intent to impress can make you come across as an obnoxious know-it-all.

Stress the employer benefits you have to offer: increasing sales, saving money, increasing proficiency, or any of the other benefits listed in Chapters 4 and 6. Illustrate your skills and abilities with stories and examples from your past work history (in particular those documented in your resume). The key is to establish yourself as a respected and serious worker. Bring a list of references and testimonials or letters of recommendation if you have them.

Most important, display your willingness to work with others and fit into the company's image. Talk to people in the industry (employees of the firm if you can) to find out the image expected. Dress and act accordingly.

How to Research a Company

The best way to research a firm is to talk with employees working there. Try to set up a meeting with an employee. You probably can meet some employees by frequenting their favorite cafeteria or you may just call cold. Introduce yourself and explain that you have been chosen to be interviewed for a position in their company and would like some information. Inviting them to lunch may put them more at ease. In any case, find out as much as you can about the company, the job, and the interviewer (employer). Be sure to thank the employee. He or she may even be able to put in a good word for you. The Internet has become an invaluable resource for conducting pre-interview research. Refer to Chapter 15 for more information on using the Web for research.

Other useful resources are:

- Employees of competitive firms
- Annual reports
- Company newsletters
- Local business journals
- Polk's city directories
- State directories
- Directory of corporate affiliations
- *Who's Who In . . .* books

Ask your librarian for more assistance if you need it. Many of these resources can also be accessed on the Web.

TYPES OF INTERVIEWS

In today's workforce, a variety of interview formats have become increasingly popular. Rising costs of training employees and keeping them has made most companies overly cautious about hiring the right person. As a result, more sophisticated interview techniques are becoming commonplace. It is important to familiarize yourself with the various types of interviews and question formats that you are likely to encounter in your job search.

Serial Interview

Candidates are put through a series of interviews. The initial interview is relatively simple and is intended primarily to screen out unqualified applicants. The first round of questions is geared at determining the technical qualifications and abilities of the candidate. If an applicant makes it through the first interview, he or she is called in for a second, more intense interview. A variety of leading questions will be used to uncover the applicant's personality and ability to be a team player. Serial interviews are quite common for positions of responsibility and authority, especially managerial jobs.

Sequential Interview

The candidate undergoes a series of interviews, only this time each interview is conducted by a different interviewer. The purpose is to have many interviewers judge the candidate. The decision to hire will be a group decision based upon the opinion of all those who interviewed the applicant. This method of interview is frequently used for a position that requires the employee to interact with two or more people. Each of the potential cobosses may interview the candidate.

Panel Interview

The applicant is interviewed by a panel, rather than one interviewer. The panel will usually consist of those people whom the candidate will be responsible to if he or she gets the job. The panel inter-

view serves the same purpose as the sequential interview, the difference being that all interviewers are present at the same time.

Group Interview

Although rarely used, in this method two or more candidates are interviewed together by one or more interviewers. This method is employed to compare the applicants face-to-face and in many instances used to see which one will exert a leadership role over the others.

INTERVIEW FORMATS

Structured Interview

A series of preselected questions is asked of each candidate. Because all candidates are asked the same questions, the interviewer can easily compare their answers. The upcoming sections list many frequently asked questions and show how to answer them effectively.

Unstructured Interview

Candidates speak freely about their past work history and accomplishments, usually off their resume. The interviewer will form an overall (subjective) picture about each candidate.

Stress Interview

This format is also known as *targeted selection interviewing.* The interviewer asks deeply probing questions to determine how well the candidate handles him or herself. Leading questions may be asked to analyze the candidate's decision-making process, and to try to make the applicant feel uncomfortable and thrown off balance just to see how he or she reacts. These questions are usually unexpected and the type the candidate could not have prepared for in advance such as, "What's the worse thing you've heard about our company?" "What's the worst mistake you made on your last job?" "Why did it happen?" "Whose fault was it?" (Will you blame your employer or coworkers or take the blame yourself?)

In this situation the best thing to do is *always remain calm*. Also, never retract what you have previously stated. Many employers want to see if you are wishy-washy and easily swayed. Be calm, firm, and always exude confidence!

Telephone Interview and E-Mail Interview

To cut costs, many hiring managers are now conducting their initial screening of applicants via interviews administered by phone or e-mail. In a phone interview, the employer simply asks the applicant a list of rudimentary questions in the course of a short phone call. The e-mail interview operates the same way. Instead of a phone call, the applicant receives an e-mail from an employer asking him to elaborate on items mentioned in his resume or to answer a list of short questions which he then e-mails back to the employer. Both of these methods are used to evaluate candidates before inviting only a selected few in for a person-to-person interview. These short interviews save the company time as well as airfare spent on unqualified applicants who can be eliminated with a simple phone call or e-mail.

For the job applicant there is a marked difference between e-mail interviews and those conducted over the phone. In answering an e-mail, one has time to think about the questions and to carefully formulate their answers before sending the final results off. In a phone interview you have to answer on the spot. A phone call can come at a most inconvenient time and you must always be ready. Keep in mind that your phone interview may be recorded and played back to other staff members involved in the hiring process.

It is a good idea to keep your "job search portfolio" handy by the phone at all times. At the very least, always have your resume and research notes pertaining to each company easily accessible.

Don't get flustered; try to answer each question with an air of confidence. If you have a dedicated Web page resume, you may suggest that the interviewer open your Web page while you "walk him or her through it." Again, as the market becomes more competitive these "pre-interview" methods are becoming more popular

Computer-Assisted Job Interviews

Computer-assisted job interviews are also gaining popularity due to reduced costs of personnel power and the time saved by having an applicant answer multiple choice or true and false interview questions administered by a computer. This can either be done at a computer station set up within the company or, in some instances, in one's home over the Internet. Some computer-assisted interviews are even being conducted by phone. A prerecorded message asks numerous interview questions which the applicant answers by punching the proper digit on a touch-tone pad.

These computer interviews usually include questions about your employment history, skills, education, and even your work ethics and personal traits. Many of the tests are timed and the computer will flag questions that took an unusually long time to answer. Studies have shown that people who are lying or trying to rationalize an inaccurate answer, will spend an unusually long time answering.

A computer-assisted interview holds many advantages for the applicant, too. Most people are less self-conscious and nervous in front of the computer. The computer is not biased, so your score is the same regardless of gender or race. All applicants answer the same questions so it is easier for an employer to make comparisons between them. The computer can summarize skill levels, flag inconsistencies between answers, note unusually long pauses, and sometimes will even suggest follow-up questions the employer can ask a candidate at a second interview conducted by a real, live human!

Along these same lines, many companies are also administrating computerized "personality tests" and "skill level tests" to assist them in evaluating the suitability of a candidate. In today's market, firing an individual can result in discrimination lawsuits and other expensive legal entailments, so employers are taking every possible precaution to evaluate individuals before hiring them.

> ***EMERGING TRENDS: Videoconferencing Interview.*** As more and more people have videocamera hookups to their computers, companies can now conduct "person-to-person" interviews via videoconferencing through the Internet or direct computer hookup. Computerized video is still in its infancy. The sound quality and delay time in both the video and audio makes the picture look jerky and the sound unclear. As a result, this new format has not taken off yet, but may be more accepted in the future.

THE INTERVIEW

Getting Ready for the Interview

Be sure you are clear on the date, the time, and the place of your interview. It cannot be stressed enough. In excitement, some people forget to make a note of the date or time and quickly forget. **Immediately write the date, time, and place in your notebook.** If you can, find out the name of the person who will be conducting the interview and write it down too.

If you are not sure of the address, be sure to ask directions. Do not bother the employer, but call the company later and ask one of the secretaries or assistants for directions. Be clear on how long it will take you to arrive. Nothing can spell disaster more than arriving late to an interview.

When you do your research before the interview, take notes and jot them down on a copy of your resume. Bring that copy with you to the interview. Most interviewers will not object to your using your resume during the interview. Many times during the stress of the interview, you may forget key dates or key issues you want to cover, so having your resume and notes in front of you will be a great help.

Be sure to bring three or four extra copies of your resume to the interview. The interviewer may need one, and may want to distribute copies to others. Also bring your references (see Chapter 10), letters of recommendation, testimonials, and, if applicable, samples of your work. If you have a business card, bring some along. Also bring a pad and pen to take notes in case the interviewer gives you information to write down. Carry everything in a professional-looking briefcase or portfolio.

Dress for Success

Always dress conservatively. For men this means a business suit in a neutral color such as gray, blue, or charcoal made of a natural fiber (wool or wool blends). Wear a pressed white shirt, and tie. Also, be sure to wear dark socks and dress shoes. Don't try to make a fashion statement; the idea is to present a professional, successful image.

For women, wear something modest such as a skirted suit made of natural fiber, cut in a classic style. A silk blouse is recommended if you can afford it. For shoes, a classic pump is best. Stay away from flashy clothes. Remember you are trying to present a professional image. Dress in an attractive manner, but don't overdo it.

Men and women should both be careful not to wear too much jewelry. Also go easy on the aftershave and perfume. A strong scent that is unpleasant to the interviewer or one that may cause an allergic reaction may have an adverse effect on your interview. Women should also be careful not to overdo their makeup.

Be sure to go into the interview freshly bathed and groomed. Men should trim beards and mustaches, or shave. Both men and women should opt for conservative hairstyles (short hair preferred). Use deodorant, brush your teeth, and be sure your nails are clean. The interviewer will consciously and subconsciously take *everything* into account. Present a conservative image and you won't go wrong.

Arriving at the Interview

Arrive five or ten minutes early if you can. However, do not arrive earlier than that. Employers tend to get nervous when an applicant is sitting around waiting to be interviewed. If an unsuspected emergency comes up and you will be late, call the employers and let them know. They may want to reschedule your interview.

Come in rested and mentally prepared. Don't drink alcohol before the interview. Don't smoke in the waiting room and certainly not during the interview. Spend time reviewing your resume and readying yourself for the interview. Wait until the interviewer introduces him or herself and offers his or her hand, before offering yours. Never use the interviewer's first name unless told to do so, and wait for instructions before being seated.

THE QUESTIONS

What to Expect

Questions will cover the following areas:

1. Education

2. Work experience

3. Career goals

4. Personality and motivation

5. Reasons for job changing

6. Stress questions

7. Salary and benefits

The employer has specific worries about hiring you and will use the interview to dispel these fears, the major ones being:

⊙ Do you require constant supervision or are you able to carry out a project on your own with minimal intervention by your supervisor?

⊙ Are you interested in the company and the job, or is the paycheck your major concern?

⊙ How well will you get along with coworkers?

⊙ Will your social life affect your job?

⊙ Do you make good use of your time?

⊙ Will you be loyal or, after considerable time and money has been spent to train you, will you use the company as a stepping stone to move on?

⊙ Are you honest and reliable?

⊙ Will you be content with the salary and working conditions?

Once you recognize the motivation behind the questions, your answers can be geared to dispel the employer's fears. Always present yourself as a problem solver, energetic, willing to work hard, and someone who fits in. If you make it clear that you love your work and are willing to work hard, you will be a top candidate for the job.

Tips on Answering Questions

First and foremost, *never, ever lie.* According to the Burke Marketing survey, lying and dishonesty rank number one as the traits employers find the most objectionable. Even if you were fired from a previous job, do not cover it up. If asked details, explain what happened, but qualify it. Tell the employer what you learned from the experience and why it will never happen again. Remember, most employers will run a check on candidates before hiring them, so do not use fabrication to make yourself look better—it could cost you the job.

Always make eye contact. Answer with confidence and try not to get flustered. If the employer tries to trip you up, remember it is an interview tactic to see how well you handle stress and how fast you are on your feet. Never hesitate and never retract from previous statements. Employers harshly judge people who cannot make up their minds or take a stand. Many equate uncertainty with instability or incompetence, traits employers find undesirable. The main point: Never lose your cool. Think before talking and answer with confidence and authority.

People hire people they like. Show some interest in the interviewer and the company. Always be courteous. Learn the interviewer's name and use it. However do not use his or her first name unless instructed to do so.

Finally, do not cover up your nervousness by talking too much. Listen when the interviewer speaks. Do not interrupt. If you have a question, wait until the interviewer has finished talking.

Illegal Questions

Sometimes an interviewer will ask an illegal question such as, "Are you married?" Sometimes when an interviewer asks this, it is only small talk to put you at ease. Occasionally, it is an illegal screening device.

Usually it is best not to make an issue of the matter. If you become angry, you will probably not get the job. If you feel you have been discriminated against, you can bring a lawsuit. But be forewarned, you will have a difficult time proving you did not get the job due to discrimination. Worse yet, if you get a reputation as being difficult you may find it impossible to get any job.

The best thing to do is to dispel the employer's worry, and answer, "Yes, I am married, but my family totally supports my career decisions and I never let my family life affect my job performance."

AFTER THE INTERVIEW

Questions *You* Should Ask

At the end of the interview, you may be asked if you have any questions. Even if you are not asked directly, you should interject, "Do you mind if I ask a few questions?" Asking questions shows that you are genuinely interested in the position.

However, you will be judged by your questions. So don't talk about salary and promotions. The interviewer may get a negative message that you are interested mainly in the paycheck. Also, do not ask what the organization or department does. A question like this shows you haven't cared enough about the interview to find out.

Ask questions about *the job.* Not only will this display your interest, but will also supply you with the information you will need to help you decide if the job is right for you.

Questions you may want to ask are:

- To whom will I report?
- How do you see your company developing over the next few years?
- Is this a new position or will I be replacing someone?
- What happened to the last person who held this position?
- How many people have held this position in the last five years?
- What would be your highest priority for me to accomplish if you hired me?

Leaving the Interview

The interview is not over until you have left the premises. Offer a firm handshake and leave on an up note. Express your thanks to the interviewer, complimenting him or her, and mentioning that you are eagerly looking forward to hearing from them.

One more note: Always be courteous to the secretaries and assistants. For example, both upon entering and leaving the interview, extend courtesies to the secretaries. Often they will be asked for their opinion about a candidate, so show respect to all you meet.

Taking Notes—A Retrospective

Immediately upon leaving the interview, take out your workbook. Be sure you have the correct spelling of the interviewer's name. Make notes on how you feel the interview went. What do you think could have made it go better? Also note any questions that stumped you. Be prepared for the second stage and/or your next interview.

Checking Your References

If the interviewer is interested in hiring you, you can be sure your references will be checked. Understand that your former boss will be asked such questions as:

- How long has the applicant worked for you?
- How was the quality of the applicant's work?
- How did the applicant get along with you? With fellow workers?
- How much supervision did the applicant require?
- Who else could I talk to about the applicant?

The Follow Up

Immediately upon returning home from the interview, write a follow-up thank you letter. Look at the sample letters in Chapter 12.

The letter should include two components. The first paragraph should be a courteous thank you for the interview. The second paragraph should reiterate why you want the job and what you can do for the company. It can be a recap of something you stressed during the interview or a new angle you thought of after the interview. Close with a statement that expresses your enthusiasm.

Wait one week and follow up with a phone call. If you do not get the job, ask the employer candidly for some constructive criticism on your interview technique. Note it in your workbook. It can be of great assistance in preparing for future interviews.

THE MOCK INTERVIEW

The best way to prepare for an interview is to conduct a mock interview. Have a friend play the role of the employer and ask you the following questions. Record your answers on audio- or videotape. Don't study the suggested answers yet. Listen to the playback. Compare your answers with the suggested answers. How do your answers compare?

Also grade yourself on such qualities as your ability to communicate, confidence, enthusiasm, energy level, and intelligence. On videotape you can also judge such things as whether or not you maintained eye contact, smiled during the interview, fidgeted, sat up straight, was attentive to the interviewer, and came across as someone you would like and could trust.

FREQUENTLY ASKED INTERVIEW QUESTIONS

Describe a typical working day.

Do your research and know the skills that are required for the job you are interviewing for. Construct your answer to emphasize those skills in describing your typical day. Paint a picture of yourself as a hard worker, a problem solver, and one who is enthusiastic.

For example, if the job you are seeking requires accuracy in report writing, you might say: "I spend a great part of my day writing reports. I put in much effort checking and double-checking. I always want to be 100% positive everything is accurate."

Why are you interested in working for *us*?

Stress the company's excellent reputation and the exciting direction it is taking. Here your research will come in handy. Cite impressive things you have heard or read about the company. You may emphasize how well you feel you will fit in with the company's image and expectations.

If it is a small company that does not have an outstanding reputation, you will want to stress that you enjoy working for small companies where you can stand out. If you have done your research and understand how your skills can benefit this particular company's needs, by all means suggest that in your answer too.

What is your major weakness?

Don't be foolish enough to say you don't have any. Everyone has weaknesses. The idea is to mention one weak spot you are working at straightening. "I used to take on too many projects at once. Recently I attended a seminar on time management and I've found myself being more productive than ever."

Or you may mention a weakness that can be viewed in a positive light. For example: "I'm a workaholic and a perfectionist. I don't rest until the job is done as best as I can possibly do." These types of weaknesses are actually pluses in the eyes of the employer.

Tell me about yourself. What are your greatest strengths?

This is not a biographical question. Your answer should stress your skills and abilities. Such as, "I'm a hard worker." "I'm a person with a good eye for detail." "I enjoy a job that lets me use my talents."

You may want to emphasize some of the major projects you worked on and the success you have had. You may choose to talk about how you put yourself through school by working. Regardless, everything you tell about yourself should pertain to the job at hand and project a professional image.

What do you think of your previous boss?

Never be critical. Never complain. Doing so will tag you as trouble. Be positive and say something such as: "I respect my former boss and learned a lot from him. I am seeking other employment because the opportunities for growth at my former company are limited."

Where do you see yourself five years from now?

The employer wants to be certain your plans do not include leaving him after being trained. Emphasize your desire to be part of a winning team and to stick with them. You may say, "I plan to be here, advancing my career, and making satisfying accomplishments."

Tell me about your education. What subjects did you excel in?

Stress those subjects and areas of study that directly pertain to the job at hand. Mention stories and projects that demonstrate you are a person with drive and motivation, one who takes initiative and gets the job done right.

Give a definition of a . . . (job you're interviewing for)

The definition should be task oriented, defined by the responsibilities and accomplishments expected. For example: a data processor is someone responsible for accurately entering data so that meaningful reports and money-saving decisions will be produced.

What do you like to do in your spare time?

Mention activities that supplement and enhance your career goals. Examples are attending workshops, reading trade magazines, and attending conventions. You may want to include activities that show you care about your health and well-being, such as exercise and fitness classes. Steer away from anything political or controversial.

Why were you fired from your last job?

Don't lie. Many people will tell the interviewer that they were let go due to cutbacks. Remember, this information can be easily verified in a short phone call to your last employer. Don't talk against your former employer or coworkers, since this sort of negativism will ruin any chance of your getting a job.

Explain what happened and take responsibility for your mistakes. However, be sure to tell the interviewer what you learned and gained from the experience and why you are now a better employee.

You may also qualify your termination by stating something like, "They needed someone who was more skilled in the area of _____. My interests and strengths lie more in the area of _____" (mention a strength that is crucial for the job you are interviewing for).

What do you know about our company?

If you have done your research, this is where you can shine. If you have not, at least try to impress upon the interviewer that you made an earnest attempt, albeit unsuccessful, to get information.

If the company has been in business for quite a number of years, you can honestly say, "Because I plan to stick with one company for a long time, I seek out stable companies with a strong reputation, such as yours."

What can you do for us that other candidates cannot?

Stress the benefits you can offer to the employer, your qualifications and ability to save the employer money. Be sure to stress some of your marketable personality traits, such as being a team

player and quick learner, and having strong communication skills (see Chapter 1). Stress your loyalty and dedication and desire to stick with one company for the duration of your career.

How would you describe your personality?

Again, stress the positive. Describe the self-management skills you possess that would be most desired for your job, such as an ability to be a team player, an eye for accuracy, an ability to maximize time, and your honesty and integrity (see list in Chapter 1).

What interests you most about this job?

If you are aware of specific problems you will be required to solve, mention those and explain that the *challenge* of solving these problems and the *opportunity to make a contribution* to the company excites you. If this job offers *more responsibility,* you could mention that, too.

Do you work better alone or in a group?

Here again, your research and understanding the nature of the job at hand is crucial. If the job you are interviewing for requires working in a team, then obviously the answer to this question is working in a group. The employer is looking for you to assure him or her that you are a team player.

Why have you changed jobs so frequently?

There are two approaches in answering this question. You can stress that your job changes were a result of your desire to gain diverse experience and develop a multitude of skills. Holding different positions was a growing experience that has given you a broader awareness of the workforce than most candidates. Be careful not to mention money as the prime motivating factor in changing jobs.

Another approach is to explain that you needed to try different careers before you could settle down with the one best suited for you. Tell the employer you are now confident you have made the choice for your future and are ready to settle down with one company and one job.

How much money do you want to make?

Never give a specific figure. You may price yourself out of the job or, worse yet, you may under sell yourself. Be vague. Answer with a general range: "Between $25,000 and $30,000 dollars."

Or, you may want to ask outright, "What does the job pay?" After hearing the employer's answer, you can add that the pay is within the range or ballpark figure you had in mind.

ADDITIONAL QUESTIONS STUDENTS SHOULD PREPARE FOR:

Why did you attend _____ (your college or career school)?

Why did you major in _____?

What was your grade point average (GPA)?

Why were your grades so low? Did you do your best?

What would you change about your education if you could?

How did you finance your education?

Tell me about some of your accomplishments.

What extracurricular activities did you take part in?

Use the following worksheets to prepare for your interviews.

The Job Interview

WORKSHEET

Preparing for the Interview

COMPANY NAME: _____

POSITION: _____

DATE OF INTERVIEW: _____

TIME OF INTERVIEW: _____

PHONE NUMBER: _____

EMPLOYER'S (INTERVIEWER'S) NAME: _____

ADDRESS: _____

_____

TRAVELING INSTRUCTIONS: _____

_____

_____

TRAVEL TIME: _____

COMPANY DESCRIPTION (Background—Products—Services): _____

_____

_____

_____

_____

_____

COMPETITORS: _____

SKILLS REQUIRED FOR THE JOB (compare want ad): _____

_____

_____

_____

CONTRIBUTIONS I CAN MAKE: _____

_____

_____

_____

SALARY RANGE: _____

(continued)

The Job Interview

WORKSHEET
(continued)

Interview Checklist

- ☐ Resume—3 copies
- ☐ References
- ☐ Letters of recommendation
- ☐ Professional briefcase or portfolio (to hold everything)

- ☐ Business cards
- ☐ Samples of work
- ☐ Writing pad and pen

After the Interview

QUESTIONS THAT WERE DIFFICULT: _____

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INTROSPECTION (How I did or how I could improve my interview):

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_____

Follow-Up Checklist

- ☐ Thank-you letter
- ☐ Second phone call

- ☐ Phone call
- ☐ Second interview

Final Outcome

_____
_____
_____

The Job Interview

WORKSHEET

Preparing for the Interview

COMPANY NAME: _____

POSITION: _____

DATE OF INTERVIEW: _____

TIME OF INTERVIEW: _____

PHONE NUMBER: _____

EMPLOYER'S (INTERVIEWER'S) NAME: _____

ADDRESS: _____

_____

TRAVELING INSTRUCTIONS: _____

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_____

TRAVEL TIME: _____

COMPANY DESCRIPTION (Background—Products—Services): _____

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COMPETITORS: _____

SKILLS REQUIRED FOR THE JOB (compare want ad):_____

_____

_____

_____

CONTRIBUTIONS I CAN MAKE: _____

_____

_____

_____

SALARY RANGE: _____

(continued)

The Job Interview

WORKSHEET
(continued)

Interview Checklist

☐ Resume—3 copies

☐ References

☐ Letters of recommendation

☐ Professional briefcase or portfolio (to hold everything)

☐ Business cards

☐ Samples of work

☐ Writing pad and pen

After the Interview

QUESTIONS THAT WERE DIFFICULT: _____

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INTROSPECTION (How I did or how I could improve my interview):

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Follow-Up Checklist

☐ Thank-you letter

☐ Second phone call

☐ Phone call

☐ Second interview

Final Outcome

_____

_____

_____

The Job Interview

WORKSHEET

Preparing for the Interview

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POSITION: _____

DATE OF INTERVIEW: _____

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EMPLOYER'S (INTERVIEWER'S) NAME: _____

ADDRESS: _____

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TRAVELING INSTRUCTIONS: _____

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TRAVEL TIME: _____

COMPANY DESCRIPTION (Background—Products—Services): _____

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COMPETITORS: _____

SKILLS REQUIRED FOR THE JOB (compare want ad):_____

_____

_____

_____

CONTRIBUTIONS I CAN MAKE: _____

_____

_____

_____

SALARY RANGE: _____

(continued)

The Job Interview

WORKSHEET
(continued)

Interview Checklist

- ☐ Resume—3 copies
- ☐ References
- ☐ Letters of recommendation
- ☐ Professional briefcase or portfolio (to hold everything)

- ☐ Business cards
- ☐ Samples of work
- ☐ Writing pad and pen

After the Interview

QUESTIONS THAT WERE DIFFICULT: _____

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INTROSPECTION (How I did or how I could improve my interview):

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Follow-Up Checklist

- ☐ Thank-you letter
- ☐ Second phone call

- ☐ Phone call
- ☐ Second interview

Final Outcome

_____

_____

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C H A P T E R   1 7

Your Personal Job Journal

TWO PURPOSES OF THE JOURNAL

This personal job journal has been set up with two goals in mind:

⊙ To help you generate a list of potential employers

⊙ To track your progress with your target market

GENERATING A TARGET MARKET LIST

In order to come up with a solid list of employers (those looking to hire someone with your credentials), you will have to go through two or three preliminary steps. Secondary contacts will lead you to primary contacts which will, after a little effort on your part, result in a master list; your target market.

SECONDARY CONTACTS/RESEARCH

Record the names of friends and acquaintances who can be of assistance. Ask them to supply you with the names of people in your field that they personally know. If they do not know anyone, at least try to get the names of other people they know who can help you.

Research your library's resources to get the names of all local businesses that employ persons in your field. Try to determine which person at each firm is in charge of hiring. These leads should be recorded as primary contacts.

PRIMARY CONTACTS

Any business or organization that uses people in your field is a primary contact. Call every one of these businesses. Find out if they are hiring and what future plans they have. Try to talk to the person in charge of hiring—even if no job is presently available. Introduce yourself to that person. If you were referred to him or her by one of your secondary contacts, mention that person's name.

Even if no job is available, ask if you can send a copy of your resume for future reference. Better yet, set up an informational interview. Any primary contact that expresses an interest in you should be moved up on your list and recorded on your master list—target market.

If a primary contact shows no interest, ask if they know of someone else who is looking to hire. If they do, write that person's name on your list of primary contacts. Contact that person next, mentioning the name of the person who just referred you to him or her. Names do carry weight and should be used whenever possible.

WEB CONTACTS

You will want to keep a paper trail of everyone you have contacted on the Web. This includes their e-mail address and the URL address of any company or job board you have frequented. The Web

is an incredible maze and it is very easy to forget which sites were helpful and which were a waste of time. *Document everything.*

Pay particular attention on which Web sites you posted your resume. When was your resume posted and how long will it stay on the Web site? Which version of your resume was posted? It's a good idea to tag or number (code) each version of your resume and include each one in your "job search portfolio." This way you can enter the version code on your contact sheet and easily keep track of which version of your resume was sent to whom.

Likewise, you will want to keep track of which Net ads you answered. Print out the ads for your job search portfolio and code it. Then on your job journal contact sheet, enter the code under the heading "job description and number," making it easy to keep track of which jost postings you answered.

MASTER LIST—TARGET MARKET

From your list of primary contacts (those you have phoned) select those who indicated an interest in you and record them on your master list. These are the contacts you will concentrate on. These are the employers who are most likely to hire you.

Strategize. What can you do for each of these companies? Write it in a cover letter. Be sure each of the contacts on your master list gets a copy of your resume with a personalized cover letter. Better yet, set up a meeting with the person in charge of hiring. Don't be a nuisance, but follow up often enough so that you will be fresh in their minds. Remember, anytime a primary contact (or want ad answered) expresses any interest in you, they become your target market and should be recorded on your master list.

WANT ADS ANSWERED

Although you should not place too much faith in want ads, it never hurts to answer any ad that appears to be legitimate. Keep track of the ads you answered and when. Follow up, if you can, and record all results. Any employer that shows an interest in you, even though he or she does not hire you, should be added to your master list for future follow up.

WEEKLY/MONTHLY PLANNER

Be organized. Set aside time each day to make calls and send out resumes and cover letters. Record all your activities: meetings, phone calls, and resumes you send. Be sure to record all your future "to-do's": follow-up letters and phone calls that you must make at later dates, as well as any scheduled interviews. Most importantly, be sure to check your calendar every morning.

> ▶ **KEEP FINDING CONTACTS AND KEEP MAKING CALLS. STICK TO IT AND YOU WILL GET A JOB SOONER THAN YOU THINK!**

SECONDARY CONTACTS

Think of at least fifteen people—friends, relatives, business associates, organization members, any-one—who can supply you with leads (names of potential employers). Write their names below and get their phone numbers. Call them. Record the names of potential employers they may give you on your list of **Primary Contacts**.

	Name	Phone Number	✓ Done
1.			
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RESEARCH SOURCES

Write down the titles of resource materials (Web sites, directories, Yellow Pages–headings, trade journals, and periodicals) that you will check for leads. Ask your librarian for assistance. Check these sources for the names of companies and/or people hiring. Again enter all *potential* employers on your list of **Primary Contacts**.

		✔ Done
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WANT ADS ANSWERED

Name of the Firm	Address or Blind Box #	Name and Date of Publication of Ad	Date Answered	Results

PRIMARY CONTACTS

Name of the Firm	Phone Number	Contact's Name and Title	Referred to By (Person/Source)	Results

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Name of the Firm	Phone Number	Contact's Name and Title	Referred to By (Person/Source)	Results

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Name of the Firm	Phone Number	Contact's Name and Title	Referred to By (Person/Source)	Results

CONTACTS MADE ON THE WEB

Name	Address	Phone	E-mail Address	Web Site

RESUMES POSTED ON THE WEB

Board	URL	Post Date	Expiration Date	Resume Version

JOB POSTS ANSWERED ON THE WEB

Board	Date	Job Description and Number	Destination URL

MASTER LIST—TARGET MARKET

Call Number	Contact's Name & Title	Phone Number	Firm's Name and Address	Dates of Action					Results
				Resume	Meeting	Letter	Follow Up	Follow Up	
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WEEKLY PLANNER

MONTH: _____ WEEK # _____			
To Do:		**Phone Calls / Meetings / etc.**	**✓ Done**
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MONTHLY PLANNER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

P = Phone Call   R = Resume   L = Letter   I = Interview

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