Welcome!

For some people, the prospect of changing jobs and looking for a new position can seem like an overwhelming task.

Depending on your personality, your initial reaction to job loss may be positive or negative. When faced with job change, some may experience feelings of anticipation that may build to frustration, fear, and uncertainty. Others may embrace job change with eagerness, excitement, and expectation.

This guide has been developed to help you manage a job transition and assist you in every stage of the career management process. Topics include information on coping with your emotions, self-assessment, job search strategies, resume writing, job search correspondence, effective interviewing skills, developing a portfolio, career development action plans, and resources for job seekers.
For some people, the prospect of changing jobs and looking for a new position can seem like an overwhelming task. This may be especially true if there has been an imposed job loss, as a result of a reduction in force (RIF), reorganization, or a loss of funding.

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In addition to the resources that are provided, you may also consider seeking guidance from a professional career counselor to help you to assess your personal interests, personality attributes, skills, accomplishments and values. This information can then be used to research specific jobs and career paths, to identify fulfilling job and career options, to build a personal plan of action to reach your goals, and to help you to maintain your focus during your job search. A career professional can also help you to explore your past professional and educational history, take charge of your present situation, plan for the future by creating a realistic career development plan, and identify a clear career path.
Introduction

Remember, change is inevitable, but with change comes opportunity. Take control of your job transition by utilizing all of the resources that are available to you.

Most successful job seekers have the following things going for them:

- an analytic and systematic approach to the process,
- a keen perception of what they have to offer and what they are looking for,
- a willingness to listen, take advice, and try new things, and
- support from family, friends, and associates.
Welcome

Introduction
Coping with Your Emotions

Leaving your job for any reason can be one of the most painful experiences you will ever go through. In addition to the stressors associated with a potential loss of income, feelings of rejection, betrayal, shock, and fear are very common.

Many people are tempted to throw themselves into the job market and begin looking for a new position right away. However, before beginning a job search, it is important to acknowledge the feelings and anxieties you may be experiencing.

If you left your job voluntarily, you may not feel as disheartened as someone who is going through the shock of having been let go; you may even be feeling a sense of relief, especially if you left a stressful work environment behind. But if you were fired, laid off, or had your position eliminated, you are probably feeling rejected, scared, and helpless. You may also be wondering how you will get through a job search and find a new position. The more closely you identified with your job, the greater your sense of loss may be.

While reactions to change and stress can vary from person to person, job loss is considered one of the major stressors that an individual may experience in a lifetime. This section was created to help you to recognize and understand your feelings and to provide you with ways to cope with your emotions during the job transition process.
Introduction
Coping with Your Emotions During a Job Transition

It is important to know these feelings are normal and are similar to those experienced with any major loss. One of the worst things you can do is to deny your feelings or criticize yourself for experiencing them at all. People often say, “I shouldn’t be feeling this way. I have to find a new job!” If you are feeling overwhelmed by your emotions, it may be helpful to discuss your feelings with a professional or with friends you trust. By recognizing and processing these feelings early on, you can successfully move forward in your job search.

Because job loss is like any other major loss, the stages of grieving you can expect to go through are similar to those experienced after the loss of a loved one. While virtually all loss brings some kind of growth and opportunity, sometimes we can only see the positives after we’ve made the transition, not when we’re knee-deep in the grief experience.

Elisabeth Kubler-Ross described six stages of grief in her work on death and dying. These stages are applicable to any major loss, including job loss. You may not proceed through the stages exactly in this order, but you will probably experience most of them at some point in the process. You may also find that you remain in one stage longer than another, experience several stages at once, or return to a stage you previously experienced. Wherever you may be in this process, it is important that you deal gently with yourself and accept these stages and feelings as a normal reaction to your loss.

Job loss is considered to be a major life event and ranks high on the list of life’s major stressors. It is important to note that although phases of grief exist, no two people will respond to the same loss in the same way. Rather, responses reflect a variety of reactions that may surface as an individual makes sense of the personal affects of this loss. Experiencing and accepting all feelings remains an important part of the healing process.
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Stages of Grief

Shock and Denial. During this stage, you may feel that what has happened is not real. Your job loss may seem like a bad dream you can't wake up from or some type of mistake. If you have been given notice of your impending job loss but will be continuing to work until your release date, you may even continue to focus on your work and refuse to acknowledge that your position is actually ending.

Anger and Resentment. During this stage, you may feel as if you have been treated unfairly and blame others for the situation. You may question why this has happened to you instead of someone else. You may find yourself lashing out at others, having a short temper or overreacting to things that previously did not bother you.

Bargaining. During this stage, you realize your position will be ending, but you may try to bargain the terms either externally with your supervisor or internally with yourself. You may try to negotiate, make a deal on how you could be different, and/or agree to do whatever would be required, if only you could stay in your current position.

Self-doubt and Guilt. During this stage, you may start internalizing the anger and resentment you feel. You may question your abilities and doubt your competence. You may begin to think “no one will ever want to hire me again,” or “I’ll never find a job at the same level” or “no position will be as enjoyable as my previous position,” or “there must be something wrong with me.” You may also feel guilty about not doing something to prevent the situation or for feeling the way you do.
**Introduction**

Coping with Your Emotions During a Job Transition

**Stages of Grief**

**Depression.** During this stage, you may grieve the loss of your job and what it has meant to you. You may feel like part of you and the way you defined yourself is gone. You may be terrified of the financial and personal consequences of your job loss and feel the situation is hopeless and will never improve.

Feelings of loneliness, emptiness, and isolation are common during this stage. You may not see the point of getting out of bed, showering, or sticking to a routine and find there have been changes in your sleeping, eating, and hygiene routines. You may find you do not obtain as much pleasure from activities you used to enjoy, experience crying spells, and have difficulty concentrating.

**Acceptance.** During this stage, you allow yourself to acknowledge what has happened, realize you will not be going back to your position, and recognize you are the only one who can take action to change your current situation. You may begin to envision yourself in a new work environment and feel hopeful things will eventually get better.
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Resolving the Sense of Loss

Be sure to allow yourself time to openly experience and acknowledge all of your thoughts and feelings; accept them whether they are positive or negative. You might consider writing in a journal to document the healing process, or confide in a trusted individual, telling the story of your loss.

Remember, if you are having difficulty with any of the stages, feel an immediate need to talk with someone about your feelings regarding your job loss, are feeling depressed, suicidal, or have other concerns, contact the Worklife & Engagement’s Faculty and Staff Assistance Program (FASAP).

FASAP (East Baltimore)
550 North Broadway, Suite 507
Baltimore, MD 21205
Phone: 443-287-7000
Fax: 410-955-4623

FASAP (Johns Hopkins at Eastern)
1101 East 33rd Street, Suite C-100
Baltimore, MD 21218
Phone: 443-997-7000
Fax: 443-997-3809

FASAP (Other Locations)
Appointments can be scheduled in the Washington, DC metropolitan area by special arrangement.
Phone: 443-997-7000
Fax: 443-997-3809
Introduction
Coping with Your Emotions During a Job Transition

Coping Strategies

While the passage of time often resolves the range of feelings experienced after a loss, there are coping strategies that can assist you with this process. One of the best ways to deal with the stressors associated with job loss is to develop a Stress Management Action Plan that focuses on the six major areas of self care. This is a good time to take a practical look at some of your life habits and make adjustments.

Diet. What are your eating habits? Are you eating too much or too little? Do you find yourself eating a lot of sweets or drinking too much caffeine or alcohol? What are some ways that you could add more healthful foods to your diet?

Sleep. Do you get sufficient rest every night? Are you maintaining a normal sleep schedule? Do you find that you are having a hard time sleeping? Consider writing your thoughts down in a journal before you go to sleep as a way to free your mind of burdens.

Exercise. Are you getting enough physical activity every week? Are there ways that you could incorporate exercise into your life? Consider walking as an easy and economical option. Avoid joining an expensive gym if money is tight right now.

Spirituality. Do you take time every day to be silent and “get in touch?” Do you belong to a church or group that provides spiritual encouragement and support? If not, you might consider joining a religious or spiritual community.
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Time Management
Do you use time management resources such as a planner or Palm Pilot? Do you know how you are spending your time every day? Learn how to manage your time well. Now is an important time to set shorter, more easily attainable goals and to reward yourself when they are achieved. You may wish to volunteer to work on a cause that you believe in. Volunteer work sometimes leads to job offers.

Mental Health. Are you surrounding yourself with positive, encouraging people? Do you have a supportive network of friends or a support group with whom you can share your feelings?

Also, try to look at your job loss as an opportunity to make your life better than it used to be. Since no job is perfect, there are probably some aspects of your last job that you will not miss. Think about the negative aspects of the position that you are leaving.

* The worksheet on page 153 can assist you with this process.

It is also important to remember that job loss is survivable. You will get through it. The most important thing to remember is to let yourself experience your emotions without judgment. Treat yourself with care and kindness and you will soon be on your way to your next position.
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Coping Strategies

Eight Tips to Help Cope with Stress

People with good emotional health are in control of their thoughts, feelings and behaviors. They feel good about themselves and have good relationships.

1. Know what you need, know what you want, and know how to tell the difference.
2. Get away from harmful people and environments.
3. Give yourself quiet time and breathing room. Learn to use a simple meditation exercise, yoga, or prayers. Don’t say you don’t have time; a few minutes twice a day can be very beneficial.
4. In times of stress, seek comfort and support from those you trust. We all need people we can turn to, so build this resource carefully.
5. Learn about human behavior. Knowing why people do the things they do will help you understand puzzling behavior, and what’s more, you will get along better with people in general.
6. Learn to speak your piece quietly and clearly. Doing this will protect your rights and quiet aggression in others, as well as in yourself.
7. Know when you’ve had enough and quit. A strategic withdrawal saves energy and shows wisdom.
8. Cultivate a simple, enjoyable routine of diet, exercise, rest, and recreation. Your emotional well-being is closely related to your physical health.
Understanding your interests, skills, and values is fundamental to finding satisfying work. This section will examine how interests, skills, and values are inherently tied to career satisfaction and how they can be used to help determine your career path.
In today’s job market, people typically do not stay in the same position for their entire career. The reality is that most people change jobs many times over a career span, with estimates ranging from 7-10 times in a lifetime. Many people will also make two or three complete career shifts.

By learning about your interests, skills, values, and personality, you will be better equipped to make informed career choices. *Your Career Assessment Profile: Understanding Your Interests, Skills, Personality Type and Values* is a day-long course offered by Talent Management & Organization Development that can assist you in determining your interests, skills, personality, and values. By taking the Newly Revised Strong Interest Inventory (SII) and Myers-Briggs Type Indicator (MBTI), standardized assessments, and through in-class activities, you will clarify your interests, learn about transferable and preferred skills, discover your personality preferences, and identify your personal and career values as they relate to career fields and work environments. By knowing yourself, you will be better equipped to explore career path choices.

(For course availability, please go to the TMOD Learning & Development website. [http://training.jhu.edu/html/Main/default.asp](http://training.jhu.edu/html/Main/default.asp)  ) If you are unable to attend the career assessment course, the following information will guide you through your own self-assessment process.
Interests play a key role in occupational choice. By looking at your interests, you can discover who you are, find work that you enjoy, and make meaningful career choices.

John Holland, professor emeritus at Johns Hopkins University, is a psychologist who devoted his professional life to researching issues related to career choice and satisfaction. He developed a well-known career theory that suggests that people and work environments or occupations can be categorized into six types. Holland calls these types “themes”: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. These themes or categories provide a framework for matching interests to characteristics or aspects of different positions and career fields.

The Newly Revised Strong Interest Inventory (SII) is an assessment based on Holland’s theory of personality types and work environments that can be utilized to determine your top three interest categories or “Holland Code.” If you do not have access to the SII, you may determine your Holland Theme Code by reading the descriptions for each theme. Once you have identified your top three interest areas, you can then use them to assist you in identifying and researching career areas or to search for positions by JHU job families.
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Holland's Hexagon for Personality Types
Holland's Hexagon for Personality Types

Listed below are the six Holland Occupational Personality Types. The descriptions of “pure types” will rarely be an exact fit for any one person. Your interests will more likely combine several themes in varying degrees. To get a better picture of how your interests relate to the types and identify your dominant type, underline the phrases in each description that are true for you.

**REALISTIC (R)**

Realistic individuals are active, stable and enjoy hands-on or manual activities such as buildings, mechanics, machinery operation and athletics. They prefer to work with things rather than ideas and people. They enjoy engaging in physical activity and often like being outdoors and working with plants and animals. People who fall into this category generally prefer to “learn by doing” in a practical, task-oriented setting, as opposed to spending extended periods of time in a classroom. Realistic types tend to communicate in a frank, direct manner and value material things. They perceive themselves as skilled in mechanical and physical activities, but may be uncomfortable or less adept with human relations. The preferred work environment of the realistic type fosters technical competencies and work that allows them to produce tangible results. Typical realistic careers include those in the military, electrician, engineer and veterinarian.

**INVESTIGATIVE (I)**

Investigative individuals are analytical, intellectual and observant, and enjoy research, mathematical or scientific activities. They are drawn to ambiguous challenges and may be stifled in highly structured environments. People who fall into this category enjoy using logic and solving highly complex, abstract problems. Because they are introspective and focused on creative problem-solving, investigative types often work autonomously and do not seek leadership roles. They place a high value on science and learning, and perceive themselves as scholarly and having scientific or mathematical ability but lacking leadership and persuasive skills. The preferred work environment of the investigative type encourages scientific competencies, allows independent work, and focuses on solving abstract, complex problems in original ways. Typical investigative careers include medical technologist, biologist, chemist, and systems analyst.
Holland’s Hexagon for Personality Types

**ARTISTIC (A)**

Artistic individuals are original, intuitive and imaginative, and enjoy creative activities such as composing or playing music, writing, drawing or painting, and acting in or directing stage productions. They seek opportunities for self-expression through artistic creation. People who fall into this category prefer flexibility and ambiguity, and have an aversion to convention and conformity. Artistic types are generally impulsive and emotional, and tend to communicate in a very expressive and open manner. They value aesthetics, and view themselves as creative, non-conforming, and as appreciating or possessing musical, dramatic, artistic or writing abilities while lacking clerical or organizational skills. The preferred work environment of the artistic type fosters creative competencies and encourages originality and use of the imagination in a flexible, unstructured setting. Typical artistic careers include musician, reporter and interior decorator.

**SOCIAL (S)**

Social individuals are humanistic, idealistic, responsible and concerned with the welfare of others. They enjoy participating in group activities and helping, training, curing, counseling or developing others. They are generally focused on human relationships, and enjoy social activities and solving interpersonal problems. Social types seek opportunities to work as part of a team, solve problems through discussions, and utilize interpersonal skills, but may avoid activities that involve systematic use of equipment or machines. Because they genuinely enjoy working with people, they communicate a warm and tactful manner, and can be persuasive. They view themselves as understanding, helpful, cheerful and skilled in teaching, but lacking mechanical ability. The preferred work environment of the social type encourages teamwork and allows for significant interaction with others. Typical social careers include teacher, counselor and social worker.
Holland's Hexagon for Personality Types

ENTERPRISING (E)

Enterprising individuals are energetic, ambitious, adventurous, sociable and self-confident. They enjoy activities that require them to persuade others, such as sales, and seek out leadership roles. They are invigorated by using their interpersonal, leadership and persuasive abilities to obtain organizational goals or economic gain, but may avoid routine or systematic activities. They are often effective public speakers and are generally sociable, but may be viewed as domineering. They view themselves as assertive, self-confident and skilled in leadership and speaking, but lacking in scientific abilities. The preferred work environment of the enterprising type encourages them to engage in activities such as leadership, management and selling, and rewards them through the attainment of money, power and status. Typical enterprising careers include salesperson, business executive and manager.

CONVENTIONAL (C)

Conventional individuals are efficient, careful, conforming, organized and conscientious. They are comfortable working within an established chain of command and prefer carrying out well-defined instructions over assuming leadership roles. They prefer organized, systematic activities and have an aversion to ambiguity. They are skilled in and often enjoy maintaining and manipulating data, organizing schedules, and operating office equipment. While they rarely seek leadership or “spotlight” roles, they are thorough, persistent and reliable in carrying out tasks. Conventional types view themselves as responsible, orderly, efficient and possessing clerical, organizational and numerical abilities, but may also see themselves as unimaginative or lacking in creativity. The preferred work environment of the conventional type fosters organizational competencies such as record keeping and data management in a structured operation, and places high value on conformity and dependability. Typical conventional careers include secretary, accountant and banker.
## Job Search Process

### Self-Assessment

#### Your Career Personality

<table>
<thead>
<tr>
<th>Are you:</th>
<th>Can you:</th>
<th>Do you like to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>practical</td>
<td>fix electrical things</td>
<td>tinker with machines</td>
</tr>
<tr>
<td>athletic</td>
<td>solve mechanical problems</td>
<td>work outdoors</td>
</tr>
<tr>
<td>straightforward</td>
<td>pitch a tent</td>
<td>be physically active</td>
</tr>
<tr>
<td>mechanically inclined</td>
<td>play a sport</td>
<td>work with your hands</td>
</tr>
<tr>
<td>a nature lover</td>
<td>read a blueprint</td>
<td>build things</td>
</tr>
<tr>
<td>curious about the physical world?</td>
<td>operate tools and machinery?</td>
<td>work on cars?</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>TOTAL ____</strong></td>
</tr>
</tbody>
</table>

**INVESTIGATIVE (I)**

<table>
<thead>
<tr>
<th>Are you:</th>
<th>Can you:</th>
<th>Do you like to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>inquisitive</td>
<td>think abstractly</td>
<td>explore ideas</td>
</tr>
<tr>
<td>analytical</td>
<td>solve math problems</td>
<td>use computers</td>
</tr>
<tr>
<td>scientific</td>
<td>understand physics theories</td>
<td>work independently</td>
</tr>
<tr>
<td>observant</td>
<td>do complex calculations</td>
<td>perform lab experiments</td>
</tr>
<tr>
<td>logical</td>
<td>use a microscope</td>
<td>read scientific or technical magazines</td>
</tr>
<tr>
<td>precise?</td>
<td>interpret formulas</td>
<td>analyze data?</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>TOTAL ____</strong></td>
</tr>
</tbody>
</table>

**ARTISTIC (A)**

<table>
<thead>
<tr>
<th>Are you:</th>
<th>Can you:</th>
<th>Do you like to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>creative</td>
<td>sketch, draw, paint</td>
<td>solve problems in original ways</td>
</tr>
<tr>
<td>intuitive</td>
<td>use intuition</td>
<td>read fiction, plays, poetry</td>
</tr>
<tr>
<td>imaginative</td>
<td>play a musical instrument</td>
<td>use verbal abilities to</td>
</tr>
<tr>
<td>innovative</td>
<td>write stories, poetry, music</td>
<td>speak, act, entertain</td>
</tr>
<tr>
<td>sensitive</td>
<td>develop new ideas, approaches</td>
<td>take photographs</td>
</tr>
<tr>
<td>an individualist?</td>
<td>design fashions or Interiors?</td>
<td>use visualization abilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>express yourself</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Creatively?</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>TOTAL ____</strong></td>
</tr>
</tbody>
</table>
Your Career Personality

**SOCIAL (S)**

Are you:
- friendly
- helpful
- idealistic
- insightful about people
- outgoing with others
- understanding?

Can you:
- teach or train others
- express your feelings clearly
- lead a group discussion
- mediate disputes
- cooperate well with others
- work well in groups or teams?

Do You Like To:
- use social and interpersonal skills
- help people with their problems
- lead groups
- use communication skills
- teach or train others
- provide support, empathy?

**ENTERPRISING (E)**

Are you:
- self-confident
- assertive
- sociable
- persuasive
- enthusiastic
- energetic?

Can you:
- initiate projects
- convince people to do things your way
- sell things or promote ideas
- give talks or speeches
- organize activities and events
- lead a group?

Do You Like To:
- make decisions affecting others
- use energy or drive
- give speeches or talks
- use skills in argument or debate
- take risks
- organize and lead others?

**CONVENTIONAL (C)**

Are you:
- well-organized
- accurate with details and numbers
- interested in number crunching
- methodical
- conscientious about facts
- efficient?

Can you:
- work well within an organization
- write reports
- keep accurate records
- use a computer terminal
- perform calculations
- gather, organize, and report data?

Do You Like To:
- follow defined procedures
- make charts, tables and graphs
- work with numbers
- type or do word processing
- classify and organize information
- be responsible for details?
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Self-Assessment

Your Career Personality

Now that you know your Holland code, you can now identify the job families at JHU that may be of interest to you. The career areas at JHU have also been categorized using John Holland’s theory of career personality types, into JHU Job Families.

A job search by keyword or Job Family can be conducted on the JHUjobs website [https://hrnt.jhu.edu/jhujobs](https://hrnt.jhu.edu/jhujobs). Searching for jobs by job families will provide current openings in that job family by role and level.
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Realistic

Are you . . .
Stable and reliable, Practical, Traditional, Athletic, Drawn to the outdoors, Mechanically inclined?

Do You Like To . . .
Repair old things, Build New things, Work and play outdoors, Take physical risks, Do things that produce tangible results, Care for Animals?

Are You Good At . . .
Working with machinery, Solving problems with tools and equipment, sports and other outdoor activities, Fixing, building and repairing things, Using tools that require manual dexterity, Using physical strength to accomplish tasks?
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Realistic

ACADEMIC PROGRAMS of INTEREST
Biochemistry, Cellular & Molecular Biology, Biological Chemistry, Biomedical Engineering, Biophysics, Biotechnology, Cellular & Molecular Medicine, Chemical Engineering, Civil Engineering, Computer Engineering, Electrical & Computer Engineering

Engineering Mechanics, Engineering Science, Environmental Sciences, Functional Anatomy & Evolution, General Engineering, Human Genetics & Molecular Biology Immunology, Materials Science & Engineering, Mechanical Engineering, Medical & Biological Illustration

Natural Sciences, Behavioral Biology, Public Health, Neuroscience, Pathobiology, Pharmacology & Molecular Sciences, Physics & Astronomy, Physiology, Program Molecular, Biophysics

CAREER POSSIBILITIES AT JHU
Animal Care Coordinator, Animal Care Technician, Animal Research, Technician, Animal Surgery Technician, Architectural Designer, Bargaining Unit, Biomedical Engineer

Electronics Engineer, Engineering/Maintenance, Equipment Technician, HVAC Technician, Instrument Designer, Occupational Safety Officer, Research Engineer

Security, Stationary Engineer, Supervisor, Custodial Services, Veterinary, Research, Veterinary Care
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Investigative

Are you . . .
Analytical, Curious, Intellectual, Independent, Reserved, Scientific, Easily consumed by your work?

Do You Like To . . .
Use computers, Read scientific or technical magazines, Play chess, explore ideas, Read, Learn about astronomy?

Are You Good At . . .
Solving difficult, abstract problems, Doing scientific or Laboratory work, Conducting research and analysis, Solving Mathematical problems, Collecting and organizing data, Working independently?
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Investigative

ACADEMIC PROGRAMS of INTEREST


Mathematical Sciences, Mathematics, Mechanical Engineering, Medical & Biological Illustration, MS in Nursing, Natural Sciences, Behavioral Biology, Neuroscience, Optics, Pathobiology, Pharmacology & Molecular Sciences, Philosophy, Policy Studies, Political Science, Program Molecular Biophysics, Psychology Public Health, Sociology, Systems Engineering, Technical Management, Telecommunications & Networking
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Investigative

CAREER POSSIBILITIES AT JHU
Child Survival Associate, Immunogenetics Technologist, Information Systems, Information Technology, Instructional Facilitator, Microcomputer Systems, Physician, Physician Assistant

Programmer/Analyst, Research Assistant, Research Data Assistant, Research Nurse, Research Program Coordinator, Research Support (Non-Laboratory), Research Technician, Software Systems Specialist

Specialist, Sr. Lab Coordinator, Sr. Lab Technician, Sr. Research Technician, Sr. Systems Analyst, Sr. Tissue Culture Technician, Technical Laboratory
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**Artistic**

*Are you . . .*
Independent, non-conforming, Creative, Expressive, Innovative, Sensitive, Emotional, Drawn to beauty and aesthetics?

*Do You Like To . . .*
Attend musical and dance events, Go to museums, theaters and galleries, Write poetry or stories, Sing, dance or act, Collect artwork, Draw, paint or take photographs?

*Are You Good At . . .*
Expressing yourself creatively, Playing a musical instrument, Creating artwork, Singing, acting or dancing, Decorating or designing, Working independently?
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Artistic

ACADEMIC PROGRAMS of INTEREST
Classics, Comparative American Culture, Counseling, East Asian Studies, English, Film and Media Studies, French, German

Hispanic & Italian Studies, History of Art, Humanistic Studies, Humanities
Iberian & Latin American Studies, Interdisciplinary Studies, International Relations, International Studies

Liberal Arts, Music Education, Music Performance, Near Eastern Studies, Philosophy Recording Arts & Sciences, Writing, Writing Seminars

CAREER POSSIBILITIES AT JHU
Assistant to Acquisitions Editor, Communications, Curator, Editorial Assistant, Editorial Coordinator, Editorial/Project Coordinator
Graphic Artist, Graphic Arts, Graphic Designer

Librarian, Library, Library Assistant, Marketing, Medical Illustrator
Multi-Media, Photography, Publications

Publications Coordinator, Reference Specialist, Researcher/Writer
Sr. Book Designer, Sr. Media Relations Representative, Sr. Medical Photographer, Sr. Technical Editor
Your Career Personality

Social

Are you . . .
Concerned for the welfare of others, Idealistic, Helpful, Understanding, Kind, Generous, Friendly?

Do You Like To . . .
Help people with problems, Do volunteer work, Teach, enlighten or guide others, Work in groups, Organize social events, Entertain others?

Are You Good At . . .
Empathizing with others, Expressing yourself verbally, Teaching others, Listening to and understanding others, Leading group discussions, Mediating disputes?
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Social

ACADEMIC PROGRAMS of INTEREST
Counseling, East Asian Studies, Education, English, French, German, Government, Health Science, Hispanic & Italian Studies

Humanistic Studies, Iberian & Latin American Studies, Interdisciplinary Studies, International Relations, Near Eastern Studies, Nursing, Nursing/Business, Organization Development & Human Resources, Political Science

Psychology, Public Health, Sociology, Special Education, Teaching Technical Management

CAREER POSSIBILITIES AT JHU
Academic Program Coordinator, Academic Services, Admissions Assistant, Career Counselor, Employee Assistance Counselor, Employee Relations Specialist, Health Educator, Human Resources

Licensed Professional Nurse, Medical Assistant, Medical Care, Nurse, Practitioner, Nutritionist, Patient Care, Physician Assistant, Registration Coordinator

Research Nurse, Social Worker, Sr. Academic Advisor, Sr. Employment specialist, Sr. Registration Assistant, Student Services, Trainer
Job Search Process
Self-Assessment
Your Career Personality

Enterprising

Are you . . .
Ambitious, Competitive, Sociable, Talkative, Self-confident, Persuasive, Enthusiastic, Energetic, Adventurous?

Do You Like To . . .
Entertain clients or friends, Belong to clubs or organizations, Participate in political activities, Attend or participate in sporting events, Organize activities or events, Meet important people?

Are You Good At . . .
Selling, Persuading others to do things your way, Giving speeches, talks or presentations, Maintaining a high level of energy and optimism, Leading and managing others, Promoting ideas?
Job Search Process
Self-Assessment
Your Career Personality
Enterprising

ACADEMIC PROGRAMS of INTEREST
Business & Management, Business Administration (MBA), Interdisciplinary Studies, Marketing, Nursing/Business, Real Estate

CAREER POSSIBILITIES AT JHU
Administration, Administrative Manager, Assistant Administrator Associate Director, Associate Director of Development, Buyer Clinic Manager
Customer Service Representative, Departmental Administrator, Development Director, Director of Development, EEO Officer, Employee Relations Director
Employment Manager, HR Manager, Management, Program Development Officer, Purchasing Assistant, Sr. Program Officer
Job Search Process
Self-Assessment
Your Career Personality

**Conventional**

*Are you . . .*
Efficient, organized, Conscientious, Persevering, Practical, Precise
Methodical, Careful about money & material possessions?

*Do You Like To . . .*
Follow clearly defined procedures, Collect stamps or coins, Build
Models, Belong to civic/fraternal organizations, Play games with
clear cut rules, Use data processing equipment?

*Are You Good At . . .*
Organizing office procedures, Keeping accurate financial books &
Records, Conducting financial analyses, Making charts & graphs,
Demonstrating, patience with detailed paperwork, Working within a
system?
ACADEMIC PROGRAMS of INTEREST
Applied Economics, Business & Management, Business Administration (MBA)

CAREER POSSIBILITIES AT JHU
Accountant, Administrative Assistant, Administrative Secretary, Auditor Benefits Analyst, Budget Analyst, Claims Specialist, Collection Specialist

Financial, Financial Analyst, Financial Manager, Mail Clerk, Medical Office Coordinator, Medical Secretary, Office/Clerical, Payroll Specialist

Program Office Coordinator, Records Assistant, Records Manager, Regional Office Coordinator, Secretary, Senior Benefits Specialist, Sr. Patient Services Coordinator, Teller
Job Search Process
Self-Assessment
Skills

Employers are interested in the types of skills and experiences a potential applicant has to offer. Sometimes it is difficult to identify valuable skills when asked what those skills are. When you are able to identify and market your skills to an employer, you will be able to increase your employment options.

The following descriptions of types of skills are adapted from “The Three Boxes of Life and How to Get Out of Them” by Richard Bolles, and are based on the work of Sidney Fine. The three types of skills are work content skills, self-management skills, and functional skills.
Job Search Process
Self-Assessment
Skills

Work Content Skills

Work content, specific content or technical skills are rooted in learning and personal experience and deal with mastering a particular vocabulary, procedure or subject matter. These are the skills you will most often think of when asked what type of skills you have. They are learned or acquired through life experiences and require the use of your memory. You may acquire them through education, reading, training, apprenticeships, or through on the job or other life experiences.

Examples of work content skills could include knowing:

- a software package
- a foreign language
- statistical methods
- the psychology of human motivation
Job Search Process
Self-Assessment

Skills

Self-Management Skills

Self-management or adaptive skills are rooted in *temperament* and refer to your style or how you deal with people, tasks, time, space and other aspects of the world around you. These skills are often acquired *in your early years* among your family, peers, or school experiences or *later in life by intensive education*. These skills are sometimes described as personality or character traits, yet they are also skills.

**Examples of self-management skills are being:**

- active
- calm
- imaginative
- reliable
- well-organized
Job Search Process
Self-Assessment
Skills

Functional Skills
Functional or transferable skills are rooted in *aptitudes* and deal with performing basic functions in the everyday world related to data, ideas, people or things. These skills are acquired either as *natural born talents*, refined by experience and education, or through *specific educational, vocational or avocational training*. Functional skills are transferable from one situation, activity, job, or field to another and across time frames. These skills make up the action verbs that are often used to write resumes and are the skills that enable you to change careers or advance without necessarily retraining.

*Examples of functional skills are:*

- communicating
- directing
- helping
- organizing
- analyzing

*The worksheets on pages 154-156* will help you to evaluate your work content, self-management, and functional skill areas.

Values

A value is a principle, standard, or quality considered to be worthwhile or desirable. Jobs that align with your values will typically be more gratifying and satisfying to you.

Your values can be thought of as embodying what is important to you. They provide the basis from which you make decisions. For example, when your children are young, your most important values may be associated with your family, but as your children become more self-sufficient, progressing in a career may become a more important value to you.

As you move through this time of transition, it will be helpful for you to evaluate your values and consider how closely they were aligned with the position you are leaving, your current profession, and your future career path.

A Values Checklist can be found on page 157 to assist you in clarifying your current values.
This section includes valuable information on how jobs are filled in today’s workplace and recommendations on how to tap into the hidden job market, through the art of information interviews and networking.
Job Search Process

Search Strategies

Searching for a new job can be a daunting prospect for anyone. Securing the right position takes hard work, research, persistence, and good instincts. By following these proven job search strategies, you will be well on your way to conducting a successful job search.

The majority of jobs available at any one time are usually filled through informal search methods, such as personal contact and professional networking. Because of this, many vacancies are never even advertised. Experts estimate that, in some cases, as many as 75-80% of open positions are filled through direct contact with employers and referrals. Unfortunately, most people spend about 90% of their time responding to want ads or other job postings – which accounts for about 13% of successful placements. Your time and effort during a job search are usually best spent cultivating professional relationships, networking, and conducting information interviews with those who are in a position to hire you.
Networking is the process of cultivating relationships with others in a meaningful, ongoing basis in an effort to obtain or provide information and/or support.

Building and maintaining a professional network is essential to being successful in today's job market. If you are new to a career field or are thinking about changing professions, networking – and information interviewing in particular – are especially important. Establishing relationships through network connections can serve you well in determining your next job, career path, and future.

**Your Existing Contact Network.** Everyone has contacts. Life would be impossible without them. Your existing contact network may not contain decision makers in your career field, but a few, carefully selected people from the list will be useful as starting contacts on which to build your own Career Contact Network.

Use the list on page 161 to identify those persons who are already on your network of contacts.

Almost anyone can be a networking contact. Start by thinking about all of the people you may already know: family, friends, friends of friends, former roommates, and past associates.
Information interviewing is another process by which people who are making career or educational decisions can gather information and establish contacts in specific career fields directly from experienced professionals. An information interview is simply interviewing people within fields of interest for the purpose of gaining inside information.

Career and job changers find that advice and suggestions given by professionals already working in their field of interest are more accurate and beneficial than information gathered from other sources.

Some of the benefits from information interviewing include:

- gaining a better understanding of a career field and the work that is involved
- learning about new and interesting careers
- clarifying career goals
- gaining a perspective on employment trends and opportunities
- learning what skills are needed
- gathering ideas for selecting relevant courses and degree programs
- making contacts in the field in which one hopes to work
- identifying jobs available throughout the “hidden” job market
If you are attempting to identify a new career, it is helpful to be clear about the interests, values, and skills you wish to develop and use in your work. Based upon self-assessments you may take, you can develop a list of questions that will be useful in determining whether a particular career field will be personally satisfying.

A general list of information interview questions is included at the end of this section. You are encouraged to revise the list to most closely match your needs. In addition to the questions related to your personal interests, values, and skills, you might want to ask the following:

- If I decide to enter this field, what qualifications would I need to develop?
- If you were going to hire a new entry-level person, what would the highly qualified candidate be like?
- What would you do in my situation?

Remember that open ended questions rather than those soliciting “yes” or “no” responses are preferable because they encourage a flowing conversation.
Job Search Process
Search Strategies
Locating Organizations/Resource People

Your next step is to secure the names of professionals in your field or area of interest. There are many resources to help you at this stage. Within the JHU community, organizations such as the Hopkins Women’s Network or the Black Faculty and Staff Association are excellent sources for networking contacts. If you have already identified specific people within the Hopkins community with whom you would like to meet, you may use JHED (http://jhed.jhu.edu) to find their contact information.

Additionally, colleagues, friends, relatives, faculty from courses you may have taken, past employers, school alumnae, and professional and trade associations are also great networking resources. If you are unable to generate a list of contacts from your existing network or if you have interests in external opportunities, you may wish to visit a Career Resource Center or a public library.

Career resource centers and libraries generally contain numerous directories of organizations which include the names and phone numbers of several of their employees, some of whom might be networking contacts for you. For example, the Baltimore/Annapolis and Washington employer directories published by Columbia Books provide the names, addresses, and phone numbers of hundreds of local employers. You can browse through these reference books and select organizations that are most compatible with your interests.

After viewing the resources, you can determine which staff members have positions that are closest to your identified profession of interest and contact them by phone, letter, or email. If you are unsure of who might be an appropriate contact person for an information interview, the following sample phone conversations may be useful.
Job Search Process
Search Strategies
Locating Organizations/Resource People

Sample Information Interview Conversation Starters

To find the correct department, especially within a large organization:
“Can you tell me which department (or person) is involved in providing budget analysis for the School of Engineering?”

To locate a specific person:
“I am currently working as an Administrative Assistant at Johns Hopkins University and I am attempting to gather information on the field of public relations. Can you recommend someone who would be helpful?”

To arrange for an information interview:
“I am currently working as an Administrative Assistant at Johns Hopkins University and am attempting to gather information on the field of public relations by talking to people who are already established in the profession. I have a list of prepared questions and was wondering if we could spend about thirty minutes together. Would it be possible for me to visit you sometime this week?”

* If the person is unable to arrange a meeting, ask them if they could provide the information through email or if they could suggest a colleague who might be of assistance.
Job Search Process
Search Strategies
The Information Interview

It is your responsibility to start the interview and begin asking questions. Take advantage of the fact that the person has an “insider's” view of the field. Invite them to make suggestions that would be appropriate for you. This is where your self-assessments and personalized questions can really help.

At the end of your interview, state that you will keep him/her posted on your progress exploring careers. Many people will be interested to know how your career exploration is going and this will help you develop a professional contact.

Follow Up After the Interview

Be sure to send a short thank you note. You should mention how the conversation helped you and which suggestions you are following up on. From time to time, let your contacts know of your progress if you would like to maintain an ongoing relationship with them.
Job Search Process

General Questions for Information Interviewing

- Could you give me a general overview of your department? (size, goals, hierarchy of management, etc.)
- Does your department have a mission statement?
- What are your job responsibilities?
- What is a typical day like for you?
- What was your educational and professional path? How did you get started in the field?
- How did you end up at JHU? In this department?
- What do you most like about your job?
- What do you like least about your job?
- What is a typical entry level position for someone in this field?
- What qualifications are needed for entrance into the field?
- How competitive are jobs within the university at the entry level?
- Are there alternative methods to gain entrance into the field? (part-time, volunteer, other training)
- What is the typical career progression for professionals in this field within the university?
- What are the salary ranges for entry level and experienced people?
- What related fields are available for people with backgrounds such as yours?
Job Search Process
Search Strategies
Personalized Questions

In addition to the questions related to your personal interests, values, and skills, you might want to try these: “If I decide to enter this field, what qualifications would I need to develop?” or “If you were going to hire a new entry level person, what would the highly qualified candidate be like?” or “What would you do in my situation?” Adapted from the University of Maryland University College Career Planning Services Office.

While traditional job search methods can produce a certain level of success, non-traditional methods such as networking and information interviews can be more effective in providing access to the hidden job market. When going through the job search process, focus your efforts on proactive job search strategies in addition to the less effective reactive job search strategies.

Proactive Job Search Strategies
Establish Direct Contact With Employers, Network, Conduct Information Interview

Reactive Job Search Strategies
Only Respond to Advertised Vacancies, Contact Employment Agencies, Submit Resume to a resume Database and Wait for Contact, Attend Career Fairs

In summary, you will be most effective by utilizing both traditional and nontraditional methods in your job search. While traditional approaches such as responding to advertisements, contacting employment agencies, submitting your resume to resume databases, and attending career fairs can produce a certain level of success, focusing on non-traditional methods such as networking, establishing direct contact with employers, and conducting information interviews can be more effective in providing access to the hidden job market.
Job Search Process

Search Strategies

Ways to Learn About and Get a Job

- **Use Personal Contacts**
  Family, Friends, Neighbors, Business Owners, School Associates, Fellow Alumni/alumnae, Clergy/church members, Professional associations, Fellow job seekers, Mentors, Club members, Greeting card list, Consultants, Doctors/Dentists, Lawyers/accountants, Civic leaders/Politicians, Insurance Agents, Real estate agents, Bankers, Sports contacts

- **Make Direct Contact with Employers**
  Information interviews, Job fairs, Phone calls, Walk-in Unsolicited letter of application/Resume

- **Use Published Sources for Employer Information and to Learn of Vacancies**
  Chambers of Commerce, Professional magazine ads, Newspaper classified ads, Yellow Pages, Manufacturers’ guides at libraries, Contacts Influential Directory, Resource room at the Professional Outplacement Center (POAC)

- **Work With Services That Provide Leads and References**
  Placement Services, Maryland Job Service, State and local Government, Federal Job Service, Library career centers, Civil Services Commission, Women’s centers, Private Employment agencies, Community Colleges, University/college career centers

- **Use Employment-Related Contacts**
  Co-workers, Former co-workers, Bulletin-board listings, Information interviews
Job Search Process

Search Strategies

JHU Job Application Information

The JHUjobs website is the convenient and sole method for submitting an application to join the Hopkins Team. Applications will not be accepted via email, U.S. mail, or by fax. The website also provides links to the most current information you will need as an applicant to the university. You can access the JHUjobs website at [http://jobs.jhu.edu/](http://jobs.jhu.edu/).

Once on the JHUjobs site, applicants may browse the employment web site for a list of current vacancies, learn how to apply for positions, create and post an application, and upload a resume and cover letter online. Applicants may also elect to use a Career Agent. The Career Agent will send daily notification emails identifying new positions that meet specified criteria.

By looking at About Hopkins, you may gain insight to the Schools and affiliates of Johns Hopkins University to assist you in preparing for an interview. This page also provides links to the university’s homepage and to benefit options details for employees. The Find Us page provides information on how to get to the various Johns Hopkins campuses and where to park.

Applicants must submit a separate application for each position of interest. You will not be considered for any position for which you have not specifically applied.

If you require assistance with your application, please contact any of the university’s Human Resources divisional Offices. Human Resource employment specialists are available to help job seekers through the application process and provide assistance and advice on university hiring and employment procedures.

* Note that successful candidates for any staff or bargaining unit job at Johns Hopkins University will be subject to a pre-employment background check.
Job Search Process

Building a Resume

In today’s competitive market, if your resume doesn’t capture the immediate attention of the person screening it, you may not be selected to interview for the position—even if you have the experience required for success. Fortunately, there are steps you can take to increase the likelihood that your resume will get a second look.
Job Search Process
Building a Resume

Purpose of a Resume

Essentially, a resume is a marketing tool. It sells a product—you. It should entice potential employers to learn more about you and provide them with proof that you possess the skills needed for success in the position they want to fill. A winning resume generates a positive message about your experience and doesn’t raise questions or confuse the reader. A well-written resume should give you a reason to get your best suit pressed—it gets you an interview.

Types of Resumes

Three types of resumes are used most often: the chronological, functional, and the hybrid or combination resume.

The chronological resume is most common and is used when one has demonstrated consistent career growth in a field. Work experiences and achievements are described for each position held. All sections of this resume are written in reverse chronological order.

The functional, or skill-based, resume focuses on broad areas of expertise (i.e., management, computer programming, financial planning) rather than describing experience by position. Drawing from life and work experience, three to four skill areas are listed as headings and are supported by bulleted achievement statements or paragraphs demonstrating the skill. The functional resume does not include dates of employment.

In a hybrid or combination resume, a combination of the functional and chronological formats are blended; an employment history that includes job title, employer, and dates of employment in reverse chronological order follows the functional skill areas.
Job Search Process
Building a Resume

Which Is the Right Resume for You?

It depends. If you are applying for a position in your current field, a chronological resume is probably the best choice. The chronological format is greatly preferred by human resources professionals and hiring managers because it is the most recognizable and the easiest to understand.

Functional/hybrid resumes are used most often by individuals who have made multiple job changes over a short period of time, who are changing careers, or who are highlighting skills which have been acquired through non-traditional work venues such as volunteering or hobby and leisure pursuits. Those who are re-entering the work force after an absence often use this type of resume.

If you feel the chronological format does not sufficiently highlight your transferable skills, you could use the hybrid format as opposed to the functional format. Many human resource professionals are wary of a true functional format, as it does not contain dates. If you do use the hybrid format, make sure that it is well-written and the information is presented in a clear and understandable manner.

The perfect resume is a written communication that clearly demonstrates your ability to produce results in an area of concern to potential employers and in a way that motivates them to meet you.

Thomas Jackson
Job Search Process
Building a Resume
The Components of a Resume

Regardless of the type of resume you choose, all formats include several of the same components; differences occur in the organization of the information. Most resumes include the following elements:

**Heading:**
Includes your name, address, appropriate telephone numbers, and an e-mail address. It is usually centered at the top of the page. Be sure the caller can leave a message at your home or cell number during business hours. Remember that outgoing voicemail or answering machine messages should be concise and professional. Refrain from answering the phone if you cannot ensure an interview-appropriate atmosphere or are not in surroundings in which you can speak freely.

Use your personal email address and not your JHU email address; if you lose your position, you may not have continued access to your JHU email account. In addition, employers object to using business resources to conduct a personal job search. Your personal email account should be professional and appropriate.

**Objective:**
Is a brief statement that tells employers what kind of position you’re looking for. More importantly, it demonstrates to the reader that you have given some thought to your career goals and are confident about what it is you want. Generally, an objective should be no more than one or two lines and should include one or more of the following: the job title, job function (e.g., sales, program planning, medical transcription), industry or field of interest, and/or desired work setting. Avoid the use of phrases like “challenging position” and “growth potential,” which are too vague in meaning.
Job Search Process
Building a Resume

The Components of a Resume

(Objectives cont’d.)

To write your career objective, ask yourself the following questions: What do I want to do? For whom or with whom do I want to do it? Where do I want to do it? At what level of responsibility?

For example, suppose you answered this way: What?...teach. For whom?...autistic children. Where?...in a public school. At what level?...as head teacher. Your objective might read: “Position as head teacher of autistic children in a public school.”

The following are examples of weak and strong objective statements. Various styles are also presented.

Examples of weak objectives:

- Management position which will utilize business administration degree and will provide opportunities for rapid advancement.
- A position in social services which will allow me to work with people in a helping capacity.
- A position in personnel administration with a progressive firm.
- Sales representative with opportunity for advancement.

Examples of strong objectives:

- An entry-level position in software development designing and implementing operating systems.
- A mid-level public relations position with opportunities to develop and implement programs, organize people and events, and communicate positive ideas and images.
- Employment counselor/job development position working with disabled clients.
- Entry position in financial analysis with a major financial institution.
Job Search Process
Building a Resume

The Components of a Resume (Objectives cont’d.)

TESTING YOUR OBJECTIVE

To test if your objective is realistic and to assist you in writing your qualifications summary, your personal traits, skills and credentials should be evaluated against the employer’s position requirements. To get a credible picture of the requirements for positions, you should gather information from the Occupational Outlook Handbook (http://www.bls.gov/oco) and several classified ads or job announcements. By completing a worksheet for every position you are considering, your objective and qualifications summary can be targeted to each employer’s position requirements.

Mandatory employer requirements for experience, traits, skills and credentials:
1. ______________________________________
2. ______________________________________

Your corresponding mandatory qualifications:
1. ______________________________________
2. ______________________________________

Desired employer requirements for experience, traits, skills, and credentials:
1. ______________________________________
2. ______________________________________

Your corresponding desired qualifications:
1. ______________________________________
2. ______________________________________
Job Search Process
Building a Resume
The Components of a Resume

Qualifications Summary:
Also known as Highlights of Qualifications, Professional Profile, or Summary, quickly describes the skills and experience that you can bring to an organization. It should be brief and focused and include words related to the position you are seeking.

Your summary should mirror the required qualifications for each position for which you are applying. The summary should create immediate interest and ensure that your resume will be read completely. You may choose to present your qualifications summary using several bulleted entries, or in a short paragraph, typically three to five statements in length.

* See resume samples on pages 76 through 81 for examples of effective qualifications summaries.

* Use the previous worksheet to test your objective and assist you in writing your qualifications summary.
Job Search Process
Building a Resume

The Components of a Resume

Section Headings and Headlines

These sections describe your unique skills and experience; they allow the employer to quickly move to important information throughout your resume. All section headings should stand out and be consistent: use the same typeface, boldness, underlining, or capitalization throughout the resume.

Section headings for chronological resumes may include, but are not limited to: Employment, Education, Professional Organizations, and Volunteer or Community Service. Following each chronological section heading, indicate the position, title, employer, location, and dates of your experience. In a chronological resume, one could have several headlines under work experience—one for each relevant place of employment.

If you have worked for the same employer for several years and have held a variety of positions, you may want to list the total period of time you have been with the employer first and then break it down by position and specific years within each position; this will highlight both your loyalty to the employer and your career progression.

The title need not be first; instead, choose the information that is most impressive. Whatever you choose, be sure to be consistent. If you start with the job title, always list the job title first.
Job Search Process
Building a Resume

The Components of a Resume

Section Headings and Headlines

Examples of headings:
- Budget Analyst, Johns Hopkins University, Baltimore, Maryland, 2XXX-Present
- U.S. Department of Labor, Budget Analyst, Washington, D.C., 2XXX-Present

Section headings for functional and hybrid resumes describe your broad skill areas and are transferable to the position you are seeking.
Examples include: Consulting, Management, Marketing, or Teaching

See page 75 for a list of functional resume headings

In the education section (this is similar for all resume types), you might choose the following format:

- Master of Science candidate in Community Clinical Counseling, Johns Hopkins University, May, 2XXX.
- Bachelor of Science in Psychology, Johns Hopkins University School of Arts and Sciences, May, 2XXX.

If you are in the process of completing a degree, you could use the following format:
- Currently pursuing a Bachelor of Science in Psychology, Johns Hopkins University School of Arts and Sciences, Baltimore, Maryland.
JOB TRANSITION GUIDE

Welcome

Introduction

Coping with Your Emotions

Job Search Process

Self-Assessment

Search Strategies

Building a Resume

Curriculum Vitae

References

Portfolios

Correspondence

Interviewing Skills

Negotiating Job Offers

Worksheets & Forms

Job Search Process
Building a Resume

The Components of a Resume

Section Headings and Headlines

*When you are within six months of completing your degree you may add:*

- Anticipated graduation May, 2XXX.

*If you have not completed a degree that is related to your objective, but you have taken coursework that is related, you could list some of the related coursework:*

Johns Hopkins University, Baltimore, Maryland, completed coursework includes:

- Media and Society
- Multi-media Presentation
- Cross-cultural Communications
- Language and Web Design
- Web Principles and Design
- Adobe Dreamweaver CS3

*If you have a volunteer experience section, you might use the following format:*

- Member, Board of Directors, Raisin Street Country Day School, 19XX-2XXX.
Job Search Process
Building a Resume

The Components of a Resume

Entry Statements

Listed under each headline (or section heading), entry statements describe experience, skills, and achievements. They are the most important part of your resume and can be thought of as your success or achievement stories, which can be developed by examining your skill areas. Your entry statements will be the basis for the questions employers will ask you during an employment interview.

The exercise on page 159 can assist you in developing your entry statements.

When writing entry statements, remember to begin each statement with an action verb. Avoid phrases such as “Responsible for” and “Duties include,” which are too vague or weak. Emphasize skills and accomplishments. Don’t simply recite your job descriptions—it is expected applicants with similar qualifications will be applying for the same types of positions. If you are only listing the duties of your job description, you will resemble other applicants with similar positions. Instead, try to display intangible qualities about you, such as work ethic and personality by quantifying and qualifying what you have done (i.e., number of employees supervised, budget responsibilities, savings as a result of your actions, customer-focused services.) Try not to repeat the entries in a chronological resume. Instead, write the entries so that increasing responsibilities are noted (i.e., greater budget responsibility, increasing staff size, etc.)

See page 74 for a list of action verbs.

You can write your entries either as bulleted statements or in paragraph form. Remember to place the most relevant entries at the beginning of each section. Often, the last few lines may not be read at all.
Job Search Process
Building a Resume

The Components of a Resume

Examples of entry statements:
- Wrote and edited winning grant proposals totaling $350,000
- Managed a staff of 7 computer programmers with a turnover rate of less than 4%.

References

The phrase “Available upon Request” is not necessary. Never include the names of your references on your resume. You should, however, prepare a typed list of your references including name, title, organization, organization address, telephone number, and email address. Before developing your list, ask potential references whether you may use their name as a reference, and ask how they prefer to be contacted. Take your reference list with you to the interview, but do not offer it to the employer unless it is requested. Remember to give your references a copy of your most recent resume and keep them apprised of your job search status.

Other Relevant Information

If appropriate, you may choose to include other information such as: professional memberships, publications, hardware and software experience, security clearances, languages, or volunteer/community experience. Focus on relevant information that supports your objective or career goal.
Job Search Process
Building a Resume

Getting Started on Your Resume

Writing your resume should be one of the last activities of a thoughtful, personal career assessment. Only after you clarify your career goals can you write a concise, focused resume. If you are comfortable with your career goals, you are ready to begin your resume writing assignment.

Preparation
Gather everything you will need in a quiet, comfortable work place. Be sure to have a computer or writing materials, a dictionary and thesaurus, and your most recent resume, job descriptions, and performance reviews handy.

Choose a layout
First, you must determine which format (chronological, functional, or hybrid) is most appropriate for you. Now you can begin writing. Even if you decide a hybrid format is the most appropriate, you may find it easier to write a chronological resume first and then choose the items and functional areas you wish to focus on. Remember, a true functional format does not include dates and is therefore not recommended.

If you plan to write a hybrid resume, refer to the list of headings on page 75.
Job Search Process
Building a Resume
Getting Started on Your Resume

Writing
Begin by writing the easy part—the heading—first. List your name, address, telephone number (s), and personal email address.

Next add your Qualifications Summary or Professional Profile section. Since the specifics of this section may change as you target it for each position, you can put general information such as years of experience, areas of expertise, computer skills, degree, etc. for your draft version.

List your places of employment next. Be sure to include job title, dates of employment, and location. Add the accomplishments you achieved in each position you have held and what you have been proud of accomplishing in each position, whether you were acknowledged or not. When writing your accomplishments, ask yourself, “What was the challenge or problem?”, “What was the action that you took?”, and “What was the result or outcome?” For example, “Created and initiated tracking system for department budget expenditures; identified excess spending areas and reduced operating expenses by 35%.”

Continually ask yourself, “Is this information relevant to the position for which I would like to be hired?” If you think the information definitely does not match, do not include it. If you are unsure, leave it in. You can always edit later.

Remember to use action verbs in your entries. Terms like “Responsible for” do not strengthen your resume. Select from the list of Action Verbs on page 24. Add any others that are more appropriate to your objective. Once you have completed listing your entries, add your educational background, professional memberships, volunteer experience, etc.

Refining/Next Steps
Congratulations! You have just completed the most difficult part of writing a resume. Now, you are simply left with editing and refining.
Job Search Process

Building a Resume

About Electronic Resumes

With the extensive use of the Internet as a tool for job seekers, it makes sense that employers would also use this invaluable tool to recruit and screen applicants. Recent figures place employer preference for receiving and screening electronic resumes (e-resumes) at 80%. Many companies, including the Johns Hopkins University, now ask applicants to submit electronic resumes or applications. An e-resume is a necessity for any competitive job seeker.

The following guidelines have been created to assist those applicants who wish to submit some form of an e-resume when applying for positions.

Keywords

Whether you apply online or submit your resume as an email attachment, it is essential to understand the importance of keywords. Keywords are critical to the successful electronic search of your e-resume. Almost all online employer resume databases have a built-in search engine that is set up to look for keywords associated with particular job openings.

There is no standard list of keywords; they will vary from one job opening to another, depending on what the job requires. Keywords are determined and input into a job announcement or posting by the recruiter or hiring manager, who is looking for a candidate to fill a particular job. It is very important to use the same terminology in your application or resume that the employer uses. If you are not using the same language, your resume may not be selected, even if you are qualified.

Use the posting and/or look on the employer’s website to help you determine which keywords to use. Print out the job announcement; highlight or underline the keywords in the duties and required qualifications sections. Then compare these keywords to the terminology you are using on your application or resume.
A keyword search might look for up to 60 keywords. The keywords in your e-resume indicate important information about you, such as:

- technical expertise
- management skills
- industry and university knowledge
- education and training
- employment history

Once the employer's database system search engine has been given a list of keywords, it will locate resumes that contain any of the keywords, count the number of keywords per resume, and rank the resumes accordingly. Since keywords are so important to the success of your e-resume or application, consider the following tips for good keyword placement.

**Make a List**

On a sheet of paper or in a separate word processing document, make a list of 20 to 60 terms that describe your qualifications for the job you're interested in. These terms can be both technical and non-technical. For example, you can list the computer applications you know (e.g., Excel, Adobe InDesign, and QuarkXpress) as well as your business management skills (e.g., conflict resolution and negotiations.)

List your keywords as nouns, not verbs (e.g., use “facilitation,” not “facilitate”). It’s fine to place adjectives with keywords (e.g., “group facilitation”).
About Electronic Resumes

To be sure your qualifications are found by the search engine, list acronyms and spelled-out versions. You don't want to take a chance that an acronym could be ignored by a search engine because the hiring manager forgot to ask the engine to find either the acronym or the spelled-out version of the acronym. For example, if you put only ISDN on your resume and the manager asks for IntegratedSwitched Digital Network, the search engine may not pull up your resume.

Keywords in the Text
Incorporate all of your keywords into the statements in your e-resume text. Look for opportunities to list your keywords under logical headings. For example, you could put all of your computer applications under a Computer Skills heading, or you could list your management skills in one of your Summary of Qualifications statements (e.g., “Skilled at contract negotiations, conflict resolution, benefits administration, and internal communications.”)

Applying Online
The best way to post your e-resume online is to copy and paste it from your word processing program into the employer's e-form. This will allow you to save and reuse the information at a later date. This will also allow you to do a grammar and spell check.

On most job search websites, including JHUjobs, there is a field called “Attach a Resume” where you can upload a resume, CV, cover letter, or other documentation. For the best results you need to transform the hard copy version of your resume before you copy and paste it into the web site's resume form.

Preparing Your Resume for Posting
It is best to convert your e-resume into a “text only” format or Microsoft Notepad document before pasting it into the resume field on the website. Doing so allows you to adjust the information for the best presentation, given the formatting limitations of e-resume databases.
Job Search Process
Building a Resume

Converting Your Resume to an Electronic Format

How to convert to “text only” format:

1) Open the document that contains your resume.
2) Click File in your toolbar and select Save As.
3) Type in a new name for this document in File Name, such as “EResumeTextOnly.”
4) In the Save As Type pull-down menu, select “Text Only (*.txt)” in Word, or “ASCII (DOS) Text” in WordPerfect.
5) Click Save to perform the conversion.
6) Now close the document but stay in your word processing program.
7) Reopen the document you just closed by going to File in the toolbar, click Open, select the file named “ResumeTextOnly.txt,” and click Open.
8) Remove all tabs and left justify the document.
9) Make sure there are no more than 65 characters across the screen, including the spaces.
10) Use asterisks in place of bullets and capital letters to highlight information.
Converting Your Resume to an Electronic Format

How to convert to Microsoft Word/Notepad:

1) Open the MS Word document that contains your resume.
2) Click File in your toolbar and select Save As.
3) Type in a new name for this document in File Name, such as “EResumeNotepad.”
4) In the Save As Type pull-down menu, select “Text Only (*.txt).”
5) Click Save to perform the conversion.
6) Now close the document and reopen it by clicking on its icon in the directory.
7) It will automatically open as a Notepad document (named “EResumeNotepad.txt”).
8) After converting your resume to either Text Only or Notepad, what appears in your document window is your resume stripped of any fancy formatting. You are now ready to make a few final adjustments before posting it online.
9) Remove all tabs and left justify the document.
10) Make sure there are no more than 65 characters across the screen, including the spaces.
Resume Tips and General Guidelines

- Keep your resume to no more than two pages; any more will probably not be read. If you use a second page, be sure to include your name and page number on the second page. If your second page is less than a half page, consider adding additional information or edit down to one page.

- Proofread! Proofread! Proofread! Do not send out one copy of your resume if there are any typographical errors. One error alone (such as “John Hopkins”) could eliminate you from further consideration.

- For paper copies of your resume and job search correspondence, use a high quality bond paper. While paper companies make envelopes that match resume paper, don’t waste your money on purchasing them. It would be better to purchase large envelopes so you do not have to fold your resume. A document that does not have creases is neater and looks more professional. Also, many employers scan resumes into a computer system and a fold can sometimes cause the scanner to eliminate the information on the fold lines.

- Use the same paper and font for your cover letter, resume, reference page, and thank-you letter, if you do not write a hand-written thank-you note.

- Reproduce your resume and other materials professionally with a laser printer.

- Do not include unnecessary information. Employers do not need to know your height, weight, marital status, or hobbies.

- Keep phrases and paragraphs short. Use action statements rather than complete sentences. Do not use “I.”
Job Search Process
Building a Resume
Resume Tips and General Guidelines

- Do not include salary information on your resume, or the street address and zip code of your employer.

- Keep the most relevant information along the left margin and closest to the beginning of each section of your resume.

- Use capitalization, bold and italics throughout the resume to highlight important information. Don't overdo it and be consistent.

- Use a 1-inch margin throughout.

- Remember, you do not need to list every job you have ever held. The last 10-15 years is the most important.

- Capture other relevant related experience outside of the 10-year mark by adding a “Related Experience” section where you can summarize highlighted positions and experience without adding the related dates. List the employer’s name, city, and state, and job title, and accomplishments, without listing the dates if it is outside the past 10-year period.

- If you are concerned about age discrimination, omit dates that could reveal your age, such as college graduation dates. Write, “Over 15 years of professional experience” rather than “25 years of experience in...”
## Job Search Process

### Building a Resume

#### Action Verbs

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<th>Action Verb</th>
<th>Example Verb</th>
<th>Action Verb</th>
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<td>Account</td>
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<td>Achieve</td>
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Job Search Process
Building a Resume

Functional and Hybrid Headings

Functional and hybrid resumes group your accomplishments by skill area. Select the most appropriate headings and begin to organize your entries accordingly. Here are some examples of functional areas:

Account Management  |  Employee Relations  |  New Product
Accounting           |  Engineering        |  Development
Advertising          |  Entertainment      |  Organization Development
Arbitrage            |  Facilities Management |  Outplacement
Architecture         |  Facilities Planning |  Performance Review
Banking              |  Family Services    |  Product Development
Budget Preparation   |  Financial Planning |  Production Control
Cash Management      |  Financing          |  Programming
Coaching             |  Fine Arts          |  Project Planning
Commercial Art       |  Fund Raising       |  Promotion
Communications       |  Health Services    |  Public Relations
Community Affairs    |  Human Resources    |  Publishing
Computers            |  Industrial Design  |  Quality Control
Consulting           |  Industrial Relations|  Recruitment
Contracts Management |  Insurance          |  Research and Development
Cost Control         |  International      |  Sales
Cost Effective Planning |  Journalism       |  Secretarial
Costing              |  Labor Relations    |  Social Services
Counseling           |  Law                |  Strategic Planning
Credit Management     |  Management         |  Systems Design
Customer Relations   |  Systems            |  Tax Analysis
Data Processing      |  Marketing          |  Training
Divestitures         |  Mental Health      |  Transportation
Drafting             |  Mergers and Acquisitions |  Travel
Ecology              |  Museum Management  |  Word Processing
Economics            |  Development        |  Writing and Editing
Education            |  Real Estate        |  

Lawrence D. Harrison  
2525 West Jennel Street  
Baltimore, Maryland 21218  
443-555-2356  
Lharris@aol.com

OBJECTIVE: To obtain a challenging clinical research manager position within a pharmaceutical or clinical institution environment.

PROFESSIONAL SUMMARY
Innovative, energetic research professional with over 10 years of clinical management research experience. Skilled communicator and team builder dedicated to providing exceptional project coordination and resource management. Self-motivated and able to function independently and efficiently with minimal supervision.

- Bachelor of Science in Biology.
- Proven interpersonal skills; able to quickly establish essential rapport with patients, sponsors, collaborators, regulatory agencies, and medical professionals.
- Exceptional writing skills; assisted in securing over $9 million in grant funding.
- Computer skills: proficient with Microsoft Word, PowerPoint, Excel, Outlook, and Access and information management systems.
- Association of Clinical Research Professionals (ACRP) certified.

WORK EXPERIENCE

**Johns Hopkins University, Baltimore, Maryland 2XXX to Present**

**Clinical Research Program Manager**

- Recruit, train and supervise up to 20 research data management personnel.
- Assist Primary Investigator with protocol development; oversee protocol approval process and maintain regulatory compliance within the program.
- Ensure maintenance of complete and accurate research charts on a real time basis; department received 100% compliance ratings during last inspection.
- Oversaw development and maintenance of database system for registering and tracking patients; system reduce patient wait times by 40% and reduced data errors by 25%.
- Write informed consents.
Ensure high quality data are input and maintained in all data reporting systems.

Facilitate communication with data-managers, research nurses, and other core resources to optimize the practical implementation of the program.

Implemented and maintain system for tracking protocol adherence.

Coordinate meetings and research activities with sponsors of clinical trials as needed.

Extract data, review literature, and assist with preparation of manuscripts.

Facilitate collaborative efforts between other clinical research programs.

Selected to write and implement $4 million research grant proposal; program awarded full funding.

University of Maryland, College Park, Maryland

Research Program Coordinator II

19XX to 2XXX

Coordinated over 30 clinical research protocols.

Successfully coordinated and tracked 15 active research studies at a time.

Selected to serve as contact person for project staff located at overseas sites.

Assisted in writing and securing three new grant proposals exceeding $5 million; all proposals accepted and fully funded.

Acted as liaison between the Principal Investigators (local and foreign), on-site personnel, and funding and monitoring agencies.

Prepared reports regarding the status of studies; presented progress and findings to professional organizations, participating medical practices, community advisory board and investigators.

Recruited over 500 patients and healthy volunteers.

Supervised and trained 10 clinical staff personnel.

Assured the protection of the rights, safety and well being of human study subjects.

Reviewed study data for completeness, accuracy and consistency.

Developed high level design of the database; performed qualitative and quantitative data analysis.

EDUCATION

Currently pursuing Master of Science in Biotechnology/Master of Business Administration, Johns Hopkins University, Baltimore, Maryland.
Job Search Process
Building a Resume
Sample Chronological Resume

Cheryl S. Ward
111 Broadway Street
Baltimore, Maryland 21218
443-555-5544
Cward@yahoo.com

OBJECTIVE
Diligent, detail-oriented Administrative Assistant seeking a position within the healthcare field with direct patient contact.

PROFESSIONAL PROFILE
- Over five years of specialized administrative experience in a healthcare environment.
- Knowledgeable of all medical office functions including billing, coding, patient scheduling, and database management.
- Proven ability to multi-task in a fast-paced environment.
- Driven by patient/customer satisfaction; superior telephone and interpersonal skills.
- Computer skills: expert level of proficiency in Microsoft Office Suite.
- Typing speed: 80 wpm.

WORK EXPERIENCE
Administrative Assistant
2XXX – Present
HealthSouth, Rehabilitation Department, York, Pennsylvania
- Provide sole administrative support to 10-member department.
- Schedule, greet, and maintain files for up to 200 patients per week.
- Created, implemented, and maintain patient referral tracking system; identified and resolved problems that previously delayed patient treatment.
- Developed new filing system and procedures; eliminated filing backlog to ensure easy access to critical files at all times.
- Designed, wrote, and implemented departmental business forms; increased workflow efficiency and patient satisfaction by 60%.
- Coordinate all department travel and event arrangements.

Sales Associate
2XXX to 2XXX
Foley’s Department Store, San Antonio, Texas
- Consistently exceeded weekly department sales quota by 25%; recognized as top sales representative for 6-month period.
- Established and maintained relationships with customers; requested by name by repeat customers.

EDUCATION
Currently pursuing Bachelor of Science degree in Business and Management, with specialization in Healthcare Management, Johns Hopkins University, Baltimore, Maryland.
Cheryl S. Ward  
111 Broadway Street  
Baltimore, Maryland 21218  
443-555-5544  
Cward@yahoo.com

OBJECTIVE  
Detail-oriented Administrative Assistant seeking an entry-level management position within the healthcare field.

PROFESSIONAL PROFILE  
- Over five years of specialized administrative experience in a healthcare environment.  
- Knowledgeable of all medical office functions including billing, coding, patient scheduling, and database management.  
- Proven ability to multi-task in a fast-paced environment.  
- Driven by patient/customer satisfaction; superior telephone and interpersonal skills.  
- Computer skills: expert level of proficiency in Microsoft Office Suite.  
- Typing speed: 80 wpm.

ADMINISTRATIVE SKILLS  
- Provide sole administrative support to 10-member department.  
- Maintain files for up to 200 patients per week.  
- Created, implemented, and maintain patient referral tracking system; identified and resolved problems that previously delayed patient treatment.  
- Developed new filing system and procedures; eliminated filing backlog to ensure easy access to critical files at all times.  
- Coordinate all department travel and event arrangements.

CUSTOMER SERVICE AND SALES SKILLS  
- Schedule and greet up to 200 patients per week.  
- Established and maintained relationships with customers; requested by name by repeat customers.  
- Consistently exceeded weekly department sales quota by 25%; recognized as top sales representative for 6-month period.

WRITING SKILLS  
- Initiated and write monthly departmental newsletter.  
- Designed, wrote, and implemented departmental business forms; increased workflow efficiency and patient satisfaction by 60%.

EDUCATION  
Currently pursuing Bachelor of Science degree in Business and Management, with specialization in Healthcare Management, Johns Hopkins University, Baltimore, Maryland.
Job Search Process
Building a Resume
Sample Hybrid Resume

Cheryl S. Ward
111 Broadway Street
Baltimore, Maryland 21218
443-555-5544
Cward@yahoo.com

PROFESSIONAL PROFILE
Detail-oriented Administrative Assistant seeking an entry-level management position within the healthcare field. Over five years of specialized experience in a healthcare environment; knowledgeable of all medical office functions including billing, coding, patient scheduling, and database management. Proven ability to multitask in a fast-paced environment. Driven by patient/customer satisfaction; superior interpersonal skills. Computer skills: expert level of proficiency in Microsoft Office Suite. Typing speed: 80 wpm.

ADMINISTRATIVE SKILLS
- Provide sole administrative support to 10-member department.
- Maintain files for up to 200 patients per week.
- Created, implemented, and maintain patient referral tracking system; identified and resolved problems that previously delayed patient treatment.
- Developed new filing system and procedures; eliminated filing backlog to ensure easy access to critical files at all times.
- Coordinate all department travel and event arrangements.

CUSTOMER SERVICE AND SALES SKILLS
- Schedule and greet up to 200 patients per week.
- Established and maintained relationships with customers; requested by name by repeat customers.
- Consistently exceeded weekly department sales quota by 25%; recognized as top sales representative for 6-month period.

WRITING SKILLS
- Initiated and write monthly departmental newsletter.
- Designed, wrote, and implemented departmental business forms; increased workflow efficiency and patient satisfaction by 60%.

WORK EXPERIENCE
Administrative Assistant, HealthSouth, Rehabilitation, York, Pennsylvania, 2XXX – Present
Sales Associate, Foley's Department Store, San Antonio, Texas, 2XXX to 2XXX

EDUCATION
Currently pursuing Bachelor of Science degree in Business and Management, with specialization in Healthcare Management, Johns Hopkins University, Baltimore, Maryland.
Job Search Process

Building a Resume

Sample Electronic Resume

SHARON T. LIVINGSTONE
844 West Highway
Washington, D.C. 20210
202-555-2020

OBJECTIVE: To obtain an accounting specialist or budget analyst position in a community focused organization.

SKILL SUMMARY
Accurate and dependable professional with five years of payroll experience. Areas of expertise include payroll distribution, financial reporting, training, and database development. Exceptional data entry skills; consistently average 95% accuracy rate. Proficient computer skills in Microsoft Word, Excel, Access, Lotus, software applications, database management, and the internet.

RELATED WORK EXPERIENCE
Accounting Specialist, University Administration, Johns Hopkins University, Baltimore, Maryland, 2XXX to Present

- Ensure the timely payment of salary to university employees; process checks manually as required.
- Provide exceptional customer service to faculty, staff, and students regarding all types of payroll related issues; consistently sought out because of knowledge and ability to quickly resolve problems.
- Communicate with university personnel and business offices regarding payroll procedures and issues.
- Maintain and secure confidential information.
- Periodically place stop payments and retrieve direct deposits from bank.
- Process high volume of paper and electronic payroll forms.
- Prepare necessary accounting of tax entries.
- Process receipts including payments for rents and contracts, gifts, clinics, and tuition via checks or electronic payments; review receipt documentation for completeness and regulation compliance.

EDUCATION
Associate’s degree in Accounting, Howard Community College, Columbia, Maryland, 1999.
A resume may not be the only format needed to attract attention from employers. Depending on your career field and or targeted work environment, a Curriculum Vitae or CV may be expected or required by many employers. This section will describe when to use and how to development and a Curriculum Vitae.
CVs are primarily used when applying for professional positions within academic, medicine, scientific, research, or teaching environments. A CV is also appropriate when an individual is publishing, having a merit or tenure review, preparing a grant application, marketing him or herself for consulting work or speaking engagements, or when applying for doctoral programs, a sabbatical or fellowship opportunities. Earned degrees, teaching and research experience, publications, presentation and other related activities and references are featured.

Any grant writing experience you have is an asset and any experiences in securing funding should be documented. Like with a resume, do not include personal data, photographs, race, religion, ethnicity, date or place of birth, physical characteristics or family information.

**Curriculum Vitae vs. Resume**

The main differences between a CV and resume include format and length. As previously discussed, a resume is a brief, one to two-page summary of one’s background, experience, skills, accomplishments, and education. In contrast, a CV for those in the early stages of their careers can be three to ten pages in length and can be longer for those at their mid- to late-year career engagements, or when applying for doctoral programs, a sabbatical, or fellowship opportunities.

When writing or updating a CV, remember hiring for academics is different from the typical practices of business and industry. In most cases, competition for academics is intense and long. Academics are usually selected by a committee of individuals. Having an excellent CV will help you to stand out and be selected to interview by the committee.
Formatting a Curriculum Vitae

Although there are variations on formatting, CVs typically contain the following information and usually in this order:

- Name, address, and phone number, and if applicable, e-mail address and fax number.
- In reverse chronological order, education and academic disciplines, names and locations of degree-granting institutions and dates degrees were conferred. List teaching, research, or post doctoral fellowships. Accuracy about academic degrees and experience is critical as the slightest discrepancy can be damaging.
- Relevant research, teaching, administrative experience and service activities. List these items in order of importance to the position being sought.
- Publications, presentations and references. List all professional publications using the bibliographic style of your discipline.

Categories

Select categories that emphasize your strengths, accomplishments and achievements and ones that are most appropriate to your particular discipline or field.
Job Search Process

Curriculum Vitae

CV Categories

- Academic Accomplishments
- Academic Background
- Academic Preparation
- Academic Training
- Advising
- Advisory Boards
- Affiliations
- Areas of Concentration in Graduate Study
- Areas of Expertise
- Areas of Knowledge
- Arrangements/Scores
- Articles/Monographs
- Bibliography
- Career Achievements
- Career Highlights
- College Activities
- Committee Leadership
- Conference Participation/Presentation
- Consulting
- Continuing Education
- Convention Addresses
- Degrees
- Dissertation
- Dissertation Topic
- Editorial Appointments
- Education
- Exhibits/Exhibitions
- Faculty Leadership
- Fellowships
- Field Work
- Foreign Study
- Graduate Experience
- Graduate Field Work
- Grants and Contracts
- Honorary Societies
- Honors, Awards, Prizes
- Internships
- Language Competencies
- Languages
- Lectures and Colloquia
- Licensure
- Major University Assignments
- Master’s Project
- Memberships
- Memberships in Scholarly Societies
- Outreach
- Patents
- Performances Committees
- Presentations and Publications
- Principal Teachers
- Professional Achievements
- Professional Association
- Professional Certification
- Professional Organizations
- Professional Service
- Professional Studies
- Professional/Technical Papers
- Proficiencies
- Programs and Workshops
- Recommendations
- Refereed Journal Articles
- References
- Research Awards
- Research Experience
- Research Interests
- Reviews
- Scholarly Presentations
- Scholarly Publications
- Service
- Thesis
- Travel Abroad
- University Involvement
- Workshop Presentations
Job Search Process
Curriculum Vitae
Design

Just as with a resume, it is important to communicate clearly, concisely, and consistently.

- Do not write in a narrative form
- Do not use first person singular pronouns
- Use definite articles selectively
- Use short sentences or phrases and action words.

Spacing is important in the body of the CV. Use double or triple space between categories: single space within. Use white space liberally with wide enough margins. Do not cram or crowd the CV. To highlight information use underlining, capitalization, and boldface type for variety and emphasis. If you capitalize words, don’t underline them. With the increasing use of technology, it is important to remember that if you are doing an electronic CV, you would use just text and not underlining or boldface.

To produce your CV, select bond paper in a conservative color such as, off-white, light beige, blue or gray. White paper with black ink is ideal. Remember to print your name on each successive page of your CV.

Review CV samples of others in your field before drafting your own, though keep in mind that because of your own unique experiences and background, your finished CV may look markedly different. Write and edit later. Proofread your finished product carefully and have someone else within your field review it as well. Make many copies of your CV and update it at least once a year with new information.
Job Search Process
Curriculum Vitae
Action Verbs for CVs

accomplished          edited
acquired             established
addressed           evaluated
advised             facilitated
analyzed            generated
arranged            guided
articulated        implemented
assessed            increased
assisted            initiated
authored            instructed
budgeted            interviewed
catalogued          invented
chaired             investigated
coauthored          lectured
collaborated        managed
communicated        monitored
composed            motivated
conducted           negotiated
consulted           nominated
counseled           observed
created             organized
delivered           originated
designed            participated
directed            performed
planned             presented
presided            produced
produced            programmed
published           recognized
recruited           researched
researched          revised
screened            selected
selected            served
served              sponsored
streamlined         strengthened
studied             supervised
taught              trained
trained             translated
translated          verified
verified            volunteered
volunteered         wrote
Jane P. Doe, PhD

Current Appointment
Postdoctoral Fellow
Department of Neuroscience
Johns Hopkins University

Contact Information
110 Hawthorne Hall
Baltimore, MD 21205
223-456-7890
jpdoe@jhmi.edu

EDUCATION
Doctor of Philosophy, Pharmacology and Molecular Sciences, 2007
Johns Hopkins University School of Medicine, Baltimore, MD

Bachelor of Science, Biology, 2001
University of Rochester, Rochester, NY

RESEARCH EXPERIENCE
Postdoctoral Fellow, Dept of Neuroscience, Johns Hopkins University, Baltimore, MD
Advisor: Franklin Thompson, PhD

Pharmacology Program, Johns Hopkins University, Baltimore, MD 2003-2007
Advisor: Xiaolong Chang, PhD
Pioneered efforts to investigate HHGF

AWARDS
Best Graduate Student Poster, Johns Hopkins Annual Research Symposium, 2007
Pharmacology Merit Award, American Society of Pharmacology, 2005
Finalist, Tech Council of Maryland MoshPit! Competition, 2004
Young Scientist Award, University of Rochester, 2000

PRESENTATIONS
Invited Talk, Aspects of HGT processing, American Society for Pharmacology and Experimental Therapeutics Annual Meeting, Phoenix, AZ, 2007
Panelist, Developing postdoctoral mentoring programs, National Postdoctoral Association Annual Meeting, Berkeley, CA, 2007
Poster, Functional aspects of UT-9, Johns Hopkins Annual Research Symposium, Baltimore, MD, 2007
Poster, Potent inhibitor of the gentericloric enzyme. American Society for Pharmacology International Meeting, Sydney, Australia, 2006

PUBLICATIONS
Job Search Process
Curriculum Vitae

Sample CV

Jane P. Doe, PhD, CV
page 2
223-456-7890 · jpdoe@jhmi.edu

PUBLICATIONS CONT'D


EXTRACURRICULAR ACTIVITIES

Vice President, Johns Hopkins Postdoctoral Association, 2007-Present
Representative in campus postdoctoral advocacy group; presently lobbying for increased benefits including child care and health benefits; initiated exit interview for postdocs

Networked with industry professionals and coordinated campus presentations; assisted with annual biotech conference

Program Representative, Johns Hopkins Graduate Student Association, 2004-2006
Student representative for Pharmacology dept; attended monthly meetings and relayed relevant info to dept coordinators; helped lobby for annual stipend increase

EMPLOYMENT

Volunteer, American Red Cross, Baltimore, MD, 2006-2007
Worked in conjunction with Baltimore Metro Disaster Action Team (BMDAT) to verify disaster requests and dispatch response teams accordingly

Pharmacy Technician, CVS Pharmacy, Rochester, NY, 1999-2001
Prepared prescribed medication orders for patients; averaged 30 hours/week while carrying full time course load

PROFESSIONAL MEMBERSHIPS
American Society for Clinical Pharmacology (ASCP)
American Society for Pharmacology and Experimental Therapeutics (ASPET)
National Postdoctoral Association (NPA)
Sample Academic CV

Sample CVs were provided by the Professional Development Office of Johns Hopkins Medical Institutions

Jane P. Doe, PhD
Department of Neuroscience, Johns Hopkins University
110 Hawthorne Hall
Baltimore, MD 21205
223-456-7890
jpdoe@jhmi.edu

Education & Training
2007- Present  Postdoctoral Fellow, Department of Neuroscience
Johns Hopkins University, Baltimore, MD

2003- 2007  PhD, Department of Pharmacology and Molecular Sciences
Johns Hopkins University School of Medicine, Baltimore, MD

1998-2001  B.A., Biology
University of Rochester, Rochester, NY

Honors & Awards
2007  Best Graduate Student Poster Presentation, Johns Hopkins Annual Research Symposium

2005  Pharmacology Merit Award, American Society of Pharmacology

2004  Finalist, Tech Council of Maryland MoshPit! competition

2000  Young Scientist Award, University of Rochester

Activities
2007-Present  Vice President, Johns Hopkins Postdoctoral Association
2004-2007  Industry Liaison, Johns Hopkins Biotech Network
2004-2006  Program Representative, Johns Hopkins Graduate Student Association

Additional Experience
2006-2007  Volunteer, American Red Cross, Baltimore, MD
1999-2001  Pharmacy Technician, CVS Pharmacy, Rochester, NY

Certifications
Certified Pharmacy Technician (CPhT)

Professional Affiliations
American Society for Clinical Pharmacology (ASCP)
American Society for Pharmacology and Experimental Therapeutics (ASPET)
National Postdoctoral Association (NPA)
Job Search Process
Curriculum Vitae

Sample Academic CV

Jane Doe, PhD, page 2

Presentations & Posters

2007 Invited Talk, Aspects of HGT processing, American Society for Pharmacology and Experimental Therapeutics Annual Meeting, Phoenix, AZ

2007 Panelist, Developing postdoctoral mentoring programs, National Postdoctoral Association Annual Meeting, Berkeley, CA

2007 Poster, Functional aspects of UT-9, Johns Hopkins Annual Research Symposium, Baltimore, MD

2006 Poster, Potent inhibitor of the gentericchloric enzyme
American Society for Pharmacology International Meeting, Sydney, Australia

Publications


References

Franklin Thompson, PhD Professor Department of Neuroscience Johns Hopkins University 110 Hawthorne Hall Baltimore, MD 21205 223-456-7899 fthompson@jhmi.edu Relationship: Postdoc supervisor
Job Search Process
Curriculum Vitae
Sample Academic CV

References cont'd

Arnold M. Smith, MD, PhD
Research Assistant Professor
Department of Neuroscience
Johns Hopkins University
123 Junction Hall
Baltimore, MD 21205
223-887-8954
arnold@jhmi.edu
Relationship: Colleague

Xiaolong Chang, PhD
Professor, Department of Pharmacology and Molecular Sciences
Johns Hopkins University School of Medicine
PCTB 6677
Baltimore, MD 21205
899-908-9976
xiaolong@jhmi.edu
Relationship: PhD advisor
Many people underestimate the power of a good or bad reference. This section will discuss how to select, contact, and prepare your references in order to improve your chances of getting an offer.
References

Making a hiring decision is a risky prospect for any employer. To improve the chances of making a good decision, employers often rely on what is said, or not said, by your references prior to making a final candidate selection. Care should be taken to select references who will be able to provide the potential employer with the information they need and who will say wonderful things about you.

Selecting References

In general, you will be expected to provide three professional references at the time you are interviewed for a position. Professional references are people you have directly worked with who can attest to your skills, work ethic, and work product. Professional references include current or former supervisors, co-workers, and/or subordinates. Personal references such as friends, community officials, ministers, etc. should not be used unless you have also had a prior work relationship with them.

If you are unsure of whether someone you have selected will provide you with a good reference, it may be best to choose someone else or to verify the reference by an outside party. There are businesses that will verify what a reference is saying about you, for a fee. Friends or counselors from the State Job Service may also be willing to verify a questionable reference.

Contact

Prior to providing your list of references to a potential employer, you must ask your references for permission. You should send them a copy of your resume and let them know the types of positions you are applying for. You will also want to ask how they prefer to be contacted and specify this information on the reference list.
Even though all the wonderful things you have accomplished may be fresh in your mind, your references may not have as clear a recollection. It will be helpful for you to remind them of your accomplishments and skills. Based on the requirements listed in the position announcements and information discussed in your interviews, you can prepare your references and help them to focus on the specific information that is most likely to influence potential employers.

Format for References

List your references on a separate document and include your heading, as it appears on your resume, and the name, title, contact information and your relationship to each reference.
Job Search Process

References

Sample Reference Sheet

Cheryl S. Ward
111 Broadway Street
Baltimore, Maryland  21218
443-555-5544
Cward@yahoo.com

REFERENCES

Arlena Dupont (Current Supervisor)
Director
Filene’s Basement
9031 Snowden Square Drive
Columbia, Maryland 21044
443-997-5555
Email: aDupont@filenes.com

Barbara Commandata (Co-worker)
Filene’s Basement
9031 Snowden Square Drive
Columbia, Maryland 21044
443-997-5555
Email: bCommand@filenes.com

Alicia Money (Former Supervisor)
Program Director
Shopping Magic
Towson Town Center
825 Dulaney Valley Road
Towson, Maryland  21204
410-555-8800
Email: AM@themall.com
A portfolio can be an innovative way for any job seeker to provide tangible proof of work products and accomplishments to an employer during the interview. This section is meant to introduce you to the development and use of a portfolio during the interviewing process.
Developing a Portfolio

Traditionally, portfolios have been associated with specific career fields such as art, teaching, journalism, photography, and other creative professions. In recent years, however, portfolios have become increasingly popular for a wider range of occupations.

What Is a Portfolio?
A portfolio is a collection of selected documents that represent your skills, accomplishments, and “you.” It can be an invaluable visual aid developed to showcase samples of your work, transcripts, credentials, past performance, commendations, etc. to a potential employer during an interview.

Advantages in developing and using a portfolio include giving visual credibility to your resume and responses to interview questions; providing the employer with a more accurate picture of what you have accomplished; and helping you to stand out from other applicants.

Developing a Portfolio
The initial development of your portfolio may seem like an intimidating and time-consuming process. But the time you spend developing an incredible product can save you time when you get to the interviewing process.

Developing a portfolio is similar to the process you used in developing your resume. All of the items you include in your portfolio should somehow contribute to illustrating how you meet or exceed the qualifications of your objective.

One May Not Be Enough
Just like with a resume, you may need to develop more than one portfolio to represent “you” if you have different types of positions for which you will be interviewing. You may want to build a master portfolio which includes everything you have accomplished and then build targeted portfolios by using selected items that illustrate skills and accomplishments related to specific job interviews.
Job Search Process
Portfolios

Developing a Portfolio

What To Include
A list of items you may wish to include in your portfolio can be found on page 101. These items can be put into protective plastic sheets and placed in a quality case or binder. If you include samples of your work or presentations, you may want to place the entire document within one plastic sheet. If the employer is interested in examining the entire document, it can be removed for viewing.

Materials contained in your portfolio should be organized into category sections, according to level of importance. These sections can then be marked by dividers or tabs, so examples are easily accessible.

Timing Is Everything
While most employers are very enthusiastic in experiencing a “show and tell” of your skills, qualifications, and accomplishments, is it always recommended you ask for permission prior to bringing out your portfolio. After obtaining permission, items shown should be selected by how well they support and illustrate your skills, qualifications, and the points you are making in the interview.

You also do not want to present your portfolio too early or late in the interview. If you present your portfolio too early, the interviewer will be focused on your portfolio and not you and your responses. If you present your portfolio too late, the interviewer may not have time to adequately review it.

You do not have to show every page of your portfolio. Items should be presented in response to specific questions and to illustrate a point. The employer asks a question; you respond, providing an example of a related accomplishment. You then offer to show a specific example, which substantiates this accomplishment.
Electronic Portfolios

Individuals who are technically savvy or working in the IT field may want to develop an online version of their portfolio. The electronic portfolio or e-Portfolio contains content similar to the printed version, however, it also allows for the inclusion of visual and audio content. While e-Portfolios vary in levels of sophistication, all should be organized and easy to use. For more information regarding portfolios, see the Resources section.
Job Search Process
Portfolios

Suggested Items for a Portfolio

- Table of contents
- Resume
- Transcripts
- Letters of recommendation
- List of references
- Copies of positive performance appraisals
- Academic or performance awards
- Company announcements of promotions, awards, or achievements
- Documents you may have written or designed, such as presentations, brochures, flyers, pamphlets, reports, announcements, etc.
- A list of or samples of articles you have published
- A report on research you have conducted
- Articles written about you
- A screenshot of a webpage you designed
- Testimonials or copies of evaluations from a workshop you presented or a speech you made
- Professional development activities
- List of conferences you have attended
There are several types of correspondence that can effectively be used at different stages of your job search. This section will assist you in developing various persuasive correspondences that can be used to introduce yourself to potential employers, secure employment, and connect with networking or information interview contacts.
Job Search Process
Correspondence

A critical component of the job search process is writing compelling correspondence to prospective employers or network contacts. It is essential you construct letters with impact; a poorly-written letter is unlikely to motivate the reader to review your resume, meet you in person, or hire you.

Job search correspondence is usually written for one of four purposes: to apply for an advertised position, to inquire about possible employment opportunities, to network to identify job or career opportunities, and to thank employers or people in your network. In general, letters should be one page in length and consist of three or four concise paragraphs.

Types of Job Correspondence
Letter of Application
The letter of application is written in response to an advertised position. In the first paragraph of the letter, state why you are writing, the title of the position for which you are applying, and how you learned about the opening. If you learned of the position through an ad in a publication, give the name and the date on which the ad appeared. In addition, indicate why you are interested in applying for the position.

In the second paragraph, describe your strengths, including your interests, skills, knowledge, experience, and personal qualities as they relate to the required and desired qualifications associated with the position. Carefully read the job description to identify these qualifications. Substantiate your statements with concise examples of relevant experience and accomplishments. In this paragraph (or in the first paragraph) tell the reader you are enclosing your resume.

In the third paragraph, outline the action you will take to follow up on your application. State that you will call the following week, or, for example, “the week of September 10th”, to explore the possibility of an interview. Close the letter by expressing your appreciation for the reader’s time and consideration.
**Types of Job Correspondence**

**Letter of Application (cont’d.)**

Remember, in writing a letter of application, follow all of the directions in the job posting. If an employer’s ad specifically states no phone calls, follow the direction. If this is the case, your third paragraph would indicate you are very interested in the position and you look forward to hearing from them regarding an interview. See page 108 for a sample letter of application.

**Letter of Inquiry**

The letter of inquiry is written to explore possible employment opportunities within an organization that fit your experiences and interests. It is similar in format to the letter of application, but in the letter of inquiry you are describing your interests and qualifications in more general terms because you are not responding to a position advertisement in which the employer has identified specific desired qualifications.

In the first paragraph, explain why you are writing, what kind of position you are seeking, and why you are interested in working for that particular organization, department, unit, or person. For example, does your interest stem from wanting to work for an organization that is a leader in the field, committed to ending world hunger, or conducting research on a drug to combat AIDS?

In the second paragraph, refer the reader to your resume. Describe in general terms your qualifications, including your skills, knowledge, experience, accomplishments, and personal qualities as they relate to the desired position, and demonstrate how you might be able to contribute to the organization’s success.

As with the letter of application, in the third paragraph state that you will follow up by phone the following week, or, for example, “the week of September 10th”, to inquire about the possibility of meeting and thank the reader for his or her time and consideration. See page 109 for a sample letter of inquiry.
Job Search Process
Correspondence

Types of Job Correspondence

Letter of Introduction (Also known as an approach or networking letter)

The letter of introduction is written to make contact with individuals who might be able to help you in your job search or career exploration activities. These individuals might be former classmates, instructors, co-workers, employers, friends of your friends and family members, and/or fellow professional association members.

In the first paragraph, identify your connection with the reader. Is he or she a fellow alumnus/alumna, mutual acquaintance, or a former instructor? State why you are writing. Do you want help or advice on exploring a new career, or information on job opportunities within a given industry and work setting?

In the second paragraph, give the reader information on your background and interests. Because you are not asking for a job, it would be premature to send this individual your resume, so you may want to incorporate key information from your resume into the letter. Include highlights from your education, experience, and skills that relate to the opportunities you are exploring or seeking.

As with the other job search letters, in the third paragraph request a meeting, state how you will follow up, and thank the reader for any assistance he or she might be able to provide. See page 110 for a sample letter of introduction.
Types of Job Correspondence

Thank You Letter

In today’s competitive job market, little things such as writing thank you letters can make a big difference. According to the Quintessential Careers website, www.quintcareers.com, only about 5% of the population bothers to send a thank you letter after an interview, although there have been many instances where the thank you letter was the determining factor in the hiring decision.

After successfully making it through an interview, a thank you note or letter should be sent to all the people with whom you interviewed. A thank you letter can be a formal written letter or a handwritten note. Depending on the culture of the employer, an email may also be appropriate, though this is generally the least preferred method. If you interviewed with a panel of five individuals, five unique thank you notes should be sent within 24 hours of completing the interview. The basic message of each letter can be the same, but individualize at least one sentence. A thank you letter should be sent after each interview you complete.

The format for a thank you letter is similar to other job correspondence. In the first paragraph, thank the individual for the opportunity to interview for the position.

In the second paragraph, reinforce your interest in the position and how your skills and experience match the employer’s needs. Discuss any skills you failed to mention during the interview that may be of interest to the employer. If you feel something did not go well in the interview, this is your opportunity to correct it.

In the third paragraph, close the letter by thanking the employer again and offer to provide any additional information they may need.

See page 111 for a sample thank you letter.
Job Search Correspondence Tips

- Address your letters to a named individual, not to a title or to “Dear Sir” or “Dear Madam.”
- Focus on your qualifications that are relevant to the type of position you are seeking.
- Reduce uncertainty by substantiating statements with concrete examples and facts.
- Avoid jargon and overly complex or lengthy sentences.
- Be positive in context, tone, word choice, and expectations.
- Make the letter warm, personal, and professional.
- Carefully spell-check and proofread.
- Keep copies of all correspondence.
EDNA MOOREHEAD  
2616 West Tree Lane  
Baltimore, MD 212§9  
(410) 555-XXXX  
Emoorehead@yahoo.com

September 22, 2XXX

Jill Taylor  
Human Resources Recruiter  
Blake Medical Services, Inc.  
501 North Calvert Street  
Baltimore, MD 21278

Dear Ms. Taylor:

I am enclosing my resume in application for the position of Administrative Assistant as advertised in the September 21st issue of The Baltimore Sun.

I feel very well qualified to handle the responsibilities as outlined in the ad. I have exceptional organizational abilities and can handle multiple, competing priorities efficiently. I have six years of administrative experience and seven years of experience as a medical secretary. My current position as an Administrative Assistant for a professor who is a surgeon/researcher at the Johns Hopkins University School of Medicine requires that I coordinate activities between his clinical and research offices and establish priorities and procedures to ensure smooth and efficient office operations. In addition, I maintain my supervisor’s busy calendar, compose correspondence, edit manuscripts, and transcribe clinical and operative notes.

I would appreciate the opportunity to meet with you to discuss how my qualifications fit your needs. I will call you the week of September 29th to explore the possibility of an interview.

Sincerely,

Edna Moorehead

enclosure
Sample Letter of Inquiry

Susan J. Davis
1543 Lakewood Drive
Baltimore, MD 21228
(410) 555-2345
sdavis@XXXX.com

September 15, 2XXX

Dr. John Kemp, Ph.D.
Director, Research and Development
Advanced Technologies, Inc.
52 East Lombard Street, Suite 1105
Baltimore, MD 21208

Dear Dr. Kemp:

I have followed your company with considerable interest since Advanced Technologies relocated to the Baltimore area. After recently reading in *The Baltimore Business Journal* that you are anticipating a significant increase in staffing by the end of this year to support your expanding R & D efforts in the development of an HTV vaccine, I felt compelled to contact you.

As you will see on my enclosed resume, I have worked at The Johns Hopkins University in a number of increasingly responsible research positions for over six years. In my current position as Research Technician for the Department of Histology in the School of Medicine, I have designed experiments for biochemical analysis, developed new histochemical protocols, and analyzed data using on-line computerized image analysis. My technical skills include assay development tissue culture, gel electrophoresis, and fluorescence microscopy. In addition, I received my master's in Biotechnology from the Johns Hopkins University in May.

At this point in my career, I am interested in applying my strong background in biochemical research to a Research Associate position for a growing biotechnology firm. I would welcome the opportunity to meet with you to discuss anticipated employment opportunities in this area and will call you the week of September 22nd to explore the possibility of an interview.

Sincerely,

Susan J. Davis

enclosure
Job Search Process
Correspondence
Sample Letter of Introduction

821 Stevens Avenue
Towson, MD 21286
(410) 583-6683

April 14, 2XXX

Sally Robbins
Director, Publicity and Publications Department
The Johns Hopkins University
Levering Hall, Room 316
3400 North Charles Street
Baltimore, MD 21218

Dear Ms. Robbins:

I have been very impressed with the quality of your publications and have heard “through the Hopkins’ grapevine” that your work is consistently cutting-edge, fresh, and well-received by your clients. It is because of your reputation and the experience you have in the design and publications field that I am writing to you.

In my current position as Graphic Designer for the Communications Department within the School of Hygiene and Public Health, I design and develop brochures, fact sheets, and report visuals using a variety of computer software, including QuarkExpress. While I enjoy my work, advancement opportunities within the department are limited and I would like to explore other opportunities within the university that will allow me increased responsibility, including direct contact with clients.

Before I begin my job search, I would like to learn more about the kinds of design and publicity opportunities at Hopkins that might be appropriate for me, given my background, qualifications, and desire for advancement. To this end, I am very interested in meeting with you for an informational interview.

I will call your office the week of April 21st to schedule a meeting time. I look forward to learning from your experience.

Yours truly,

Katherine Kelly
Sample Thank You Letter

1947 Grace Avenue
Abingdon, MD 20874

November 17, 2XXX

Henry R. Quinn
Human Resources Director
Davis Enterprises
2290 Cambridge Street
Belair, MD 21096

Dear Mr. Quinn:

Thank you for the opportunity to interview yesterday for the Sales Trainee position. I enjoyed meeting you and learning more about Davis Enterprises. You have a fine staff and a sophisticated approach to marketing.

Your organization appears to be growing in a direction which parallels my interests and career goals. The interview with you and your staff confirmed my initial positive impression of Davis Enterprises, and I want to reiterate my strong interest in working for you. My prior experience in operating office equipment plus my training in communication would enable me to progress steadily through your training program and become a productive member of your sales team.

Again, thank you for your consideration. If you need any additional information, please feel free to call.

Sincerely,

Nancy Gibbons
Sample Approach Letter—Referral

1099 Seventh Avenue
Bowie, Maryland 20807

December 10, 2XXX

Janet L. Cooper, Ph.D.
Director
Architectural Design Office
RT Engineering Associates
621 West Grand Avenue, Suite 303
Columbia, MD 21046

Dear Ms. Cooper:

John Sayres suggested that I write to you in regards to my interests in architectural drafting. He thought you would be a good person to give me some career information and advice.

I am interested in an architectural drafting position with a firm specializing in commercial construction. As a trained draftsman, I have six years of progressive experience in all facets of construction, from pouring concrete to developing plans for $14 million in commercial and residential construction. I am particularly interested in improving construction design and building operations of shopping complexes.

Mr. Sayres mentioned you as one of the leading experts in this growing field. Would it be possible for us to meet briefly? Over the next few months I will be conducting a job search. I am certain your counsel would assist me as I begin looking for new opportunities.

I will call your office next week to see if your schedule permits such a meeting.

Sincerely,

John Albert
Job Search Process
Correspondence

Sample Broadcast Letter

2640 Millbank Drive
Baltimore, MD 21217
410-555-xxxx

October 26, 2XXX

Mr. Emmanuel Shargel
Director of Sales and Marketing
Shepherd Pharmaceuticals, Inc.
1515 Scott Drive
Baltimore, MD 20971

Dear Mr. Shargel:

I am a driven individual with seven years of progressive sales and marketing experience in pharmaceuticals. Last year alone I generated $3.5 million in annual sales—a 25% increase over the previous year. I have set and am on track to achieve my current yearly goal of at least $4.5 million.

I am interested in taking on new challenges with a firm that values team performance and is interested in exploring new markets. As you can see from my enclosed resume, I have extensive sales and marketing experience. For the past five years, I’ve exceeded my annual sales goals.

If you have a need for someone who is self-motivated, confident, and productive, I would appreciate an opportunity to speak with you about my qualifications and how they could be used to meet or exceed Shepard Pharmaceuticals’ Inc. goals. I can be contacted during the day at 410-555-1232 and in the evening at 410-555-4343.

Sincerely,

Jack Parker

enclosure
2237 South Olney Road  
Westminster, MD 20847  

July 11, 2XXX

David Myers  
Vice President  
Fulton Engineering Corporation  
1254 Connecticut Avenue  
Washington, DC 20007

Dear Mr. Myers:

John Bird, the Director of Data Systems at Ottings Engineering Company, informed me that you are looking for someone to direct your new management information system. I have enclosed my resume for your consideration.

During the past 10 years, I have developed and supervised a variety of systems. I have worked at both the operational and managerial levels, and know how to develop appropriate systems for different types of organizations.

I would appreciate an opportunity to visit with you and examine your operations. Perhaps I could provide you with a needs assessment prior to an interview. I will call you next week to make arrangements for a visit.

I look forward to speaking with you next week.

Sincerely,

Gary S. Platt
9821 West Fulton Street  
Baltimore, MD 21213  

March 7, 2XXX  

Martin P. Davis  
713 Doreen Drive  
Baltimore, MD 21228  

Dear Martin:  

Thank you so much for putting me in contact with Jane Burton at Fordham Manufacturing Company. I spoke with her today about my interests in technical training. She was most gracious with her time and provided me with a great deal of useful information on job opportunities in the Baltimore-Washington metropolitan area. She even made some valuable suggestions for strengthening my resume and gave me a few names of individuals who might be interested in my qualifications.

I’ll send you a copy of my resume once I revise it. Please feel free to make any comments or suggestions as well as share it with others who might be interested in my background.

Again, thanks so much for putting me in contact with Jane Burton. She spoke very highly of you and your work with the United Fund.

Sincerely,  

Steven Zolbert
Job Search Process

Correspondence

Sample Thank You Letter– After an Information Interview

Daryl Haines
9910 Thompson Drive
Baltimore, MD 21218
410-555-7665

June 21, 2XXX

Jane Evans, Director
Evand Finance Corporation
2122 Forman Street
Baltimore, MD 21202

Dear Ms. Evans:

Thank you for meeting with me last week; your advice was most helpful in clarifying my questions on careers in finance. I am now reworking my resume and have included many of your thoughtful suggestions. I will send you a copy next week.

The information and suggestions you provided were invaluable. I will keep in contact and follow through on your suggestion to see Sarah Cook about opportunities with the Maryland Fidelity Finance Company.

Thank you again, for taking the time out of your busy schedule.

Sincerely,

Daryl Haines
Job Search Process
Correspondence
Sample Thank You Letter—Responding to Rejection

1947 Grace Avenue
Annapolis, MD 21117
301-555-1234

September 14, 2XXX

Sharon T. Avery
Vice President for Sales
Bentley Enterprises, Inc.
529 W. Sheridan Road, Suite 100
Washington, DC 20011

Dear Ms. Avery:

Thank you for giving me the opportunity to interview for the customer services representative position. I appreciate your consideration and interest in me. I learned a great deal from our meetings.

Although I am disappointed in not being selected for your current vacancy, I want you to know that I appreciated the courtesy and professionalism shown to me during the entire selection process. I enjoyed meeting you, John Roberts, and other members of your sales staff. My meetings confirmed that Bentley Enterprises would be an exciting place to work and build a career.

I want to reiterate my strong interest in working for you. Please keep me in mind should another position become available in the near future.

Again, thank you for the opportunity to interview. Best wishes to you and your staff.

Yours truly,

Gail S. Topper
1099 Columbia Way, Apt. 7B  
Columbia, Maryland 20146  

July 20, 2XXX

Mr. James T. Thomas  
Chief Engineer  
Allied Construction Company, Inc.  
1170 South Hills Highway  
Linthicum, Maryland 209114

Dear Mr. Thomas:

I am writing to inform you that I will be leaving Allied Construction Company on September 12th to accept another position.

As you know, I have developed an interest in architectural drafting which combines my drafting skills with my artistic interests. While I was vacationing in Houston recently, a relative approached me about an opening for someone with my background with a large architecture and engineering firm. I investigated the possibility and, consequently, received an offer. After careful consideration, I decided to accept the offer and relocate to Houston. I will be working with Brown Architectural Design, Inc.

I have thoroughly enjoyed working with you over the past two years and deeply appreciate your fine supervision and support. You have taught me a great deal about drafting and I want to thank you for providing me with the opportunity to work here. It has been a very positive experience for me both personally and professionally.

I wanted to give you more than the customary two weeks notice, so you would have time to find my replacement. I made the decision to relocate yesterday and decided to inform you immediately.

Best wishes.

Sincerely,

John Albert
The prospect of interviewing with an employer can be both exciting and anxiety producing; much will be riding on how you present yourself in this critical meeting. The following sections of Practicing Your Skills, Portfolios, References, and Job Offers and Salary Negotiation are designed to assist you in preparing for upcoming interviews and in securing and assessing job offers.
The interview is the time when all of your hard work, research, and preparation can really pay off. It is a critical time of learning and evaluation; the employer will be learning more about and evaluating you and you will be learning more about and evaluating the employer. This section will provide information on how to prepare for interviews, different types of interviews, typical stages in the interview process, and strategies for approaching various types of interview questions.

The purpose of an interview is to find out information about the job, while presenting yourself as positively as possible. Ideally, it is a predictable, two-way question and answer conversation in which both the employer and the interviewee are equal partners.

The interview allows you, the job seeker, the opportunity to make an oral presentation of your strengths, credentials, qualifications, accomplishments, and potential contributions to the company or organization with whom you are interviewing. The interview allows the employer to meet you, assess your strengths, credentials, and qualifications, and determine if you are the best candidate for the position. Because the interview is one of the most important aspects of your job search, your preparation should begin long before you enter the interviewer’s office.

In an interview setting, your presentation of yourself involves both your verbal and non-verbal behaviors. Appearance, self-expression, self-confidence, enthusiasm, company knowledge, and your ability to relate to the interviewer all create an impression. Prior preparation provides you with the edge to make a positive impression.
Interviewing Skills

Preparing for the Interview

Besides having the proper credentials, preparation is the key to success in the interview. Preparing for the job interview consists of gathering as much information as possible about yourself and the prospective employer.

Start by analyzing your strengths and weaknesses so you can communicate them in a positive, candid manner. Evaluate any problem areas in your background and be prepared to offer a strong case for these during the interview.

Have clearly defined career goals and plans; employers look for people who have done their career planning, know what they want, and where they are going. The interviewer will not guide you in your career planning or goal setting during the interview. He or she expects you to do prior self-assessment to determine how your academic preparation, previous work experiences, and other activities will meet the qualifications of the job.
Job Search Process

Position and Organization Research

Your research should be aimed towards answering the following questions:

- What are the responsibilities of the position?
- What skills are required?
- What is the approximate dollar worth of the position?
- What is the organizational structure of the department/division to which the person in the position will report?
- What product or services does it provide?
- Is it large or small?
- Is it for-profit or non-profit?
- Is it local, national, or international?
- What population does it serve?
- Who is the competition?
- How long has the organization been in existence?
- What industry is the organization in?
- What are trends in this industry?
- What is the future of the organization?
- Are any new initiatives planned?
- Have any new products or services been introduced recently?
Position and Organization Research

The answers to these questions may be obtained from people in the field, company literature, (e.g., annual reports, 10-K’s, etc.), trade journals, business magazines, and directories. Most university and public libraries have a variety of directories which provide invaluable company information, including financial data, information about stocks, names of key executives, addresses, and products or delivered services.

A listing of suggested sources for researching companies and organizations is included in the Resource section.

Based on information you have gathered about yourself, the position, and the organization, analyze and be able to communicate where you could fit into the organization and how you could contribute to its productivity and success.

Prepare answers to possible interview questions and prepare a list of well-researched questions to ask the interviewer. A list of sample questions is provided on pages 138-139. Practice answering interview questions with a friend or family member.

When scheduling the interview, obtain the name, title, and level of responsibility of each individual with whom you are to meet. Find out exactly how to get to the interview location and where you should park. Be prepared to arrive early and stay late.
What to Wear

Your appearance undoubtedly influences how you are perceived; many people equate how you look with what you can do. When dressing for an interview, consider the employer is assuming that this is the best you will ever look. By dressing appropriately, you will outwardly project your confidence, competence, and credibility.

Your total appearance should be professional and suitable to the job. Choose industry-appropriate clothing in a classic style. Do not wear clothing that is distracting or too trendy. As a general rule for office positions, men should wear a dark suit, white dress shirt, and conservative tie. Women should wear a dark suit, dress with jacket, or skirt and blouse. Shoes should be polished and clothes should be clean, pressed, and in good condition.

What to Bring

Take several copies of your resume and list of references with you; give them to the interviewer if requested; if you have developed a portfolio, you will bring that as well. Take a pad and pen along for any notes you may wish to make immediately after the interview. Taking notes during the interview may be distracting, so save note taking until after the meeting.
During the Interview

First impressions count. Greet the interviewer with a confident, natural smile and a firm handshake. Be aware of your body-language (non-verbal communication.) Do not fidget, smoke, chew gum, or slouch during the interview. Maintain appropriate eye contact. Convey sincerity, a dedication to achievement, confidence, and enthusiasm. These attributes are communicated through your words and actions.

You must also be sensitive to the interviewer’s non-verbal behavior. For example, if you are talking too much, you may be able to tell by the interviewer’s body language, behavior of yawning, or a change in eye contact. As a general guideline, remember the two minute rule – complete your response to an interview question within two minutes. If the employer wants additional information, he or she will ask you a follow-up question. This timeframe may be expanded beyond two minutes if the employer is encouraging you by giving you positive, non-verbal feedback of affirmative nodding, positive facial expressions, and/or smiling.

Listen carefully to what is said and answer questions as directly as you can. Take time to organize your thoughts before you speak. Ask for clarification of any questions you do not fully understand. When relating past experiences, emphasize your accomplishments, increased responsibility, and potential for solving the employer’s problems. Be concise when you are representing yourself; be prepared to give examples that demonstrate your skills. Do not volunteer negative information about yourself or about a former employment situation.

Let the employer be the first one to bring up salary, but be sure to research the salary range ahead of time and assess how much the job/experience is worth to you in the long run.
Let the employer be the first one to bring up salary, but be sure to research the salary range ahead of time and assess how much the job/experience is worth to you in the long run.

**After the Interview**

After each interview, it is helpful to reflect on what occurred. What did you feel good about? How might you improve your performance for future interviews? This type of analysis is intended to be constructive and helpful for the next time. Use the interview as a learning experience. Think about your performance and the ways you can improve for your next interview.

*You may wish to use the Post-Interview Debriefing Worksheet on page 164* to assess each interview experience.

As previously discussed in the job search correspondence section, write and send the employer a thank you note or letter within 24 hours of the interview. Use this letter as an opportunity to:

- Reemphasize your strongest qualifications.
- Restate your interest in the position.
- Provide supplemental information not previously given.
- Describe the good match between your qualifications and the job requirements.

Thank you letters are one of the most important yet least-used tools in a job search. They demonstrate your interest, assertiveness, and ability to follow through. *See sample thank you letters on pages 115-116.*

If you are not contacted by the interviewer within the time specified by the employer, call to follow up and restate your interest.
Job Search Process
Interviewing Skills

Types of Interviews

Interview formats vary, depending on the organization’s priorities and the interviewer’s style. It is important for you to be familiar with the various types of interviews. Knowing the different ways an interview may be structured will help you feel better prepared and more at ease during the experience. Some of the most common types of interviews are the screening, selection, and/or panel interviews.

Screening Interview.

A screening interview is meant to screen you “in” or “out” of the interviewing process; it can be conducted either over the phone or in person. The format of this type of interview may be very structured in terms of time. The interview is usually conducted by a person who is trained in interviewing techniques. He or she may use direct questions to obtain facts and a better understanding of your background, and will assess this information based on the needs and requirements of the position. You should know something about the organization and “sell” your qualifications in a positive and effective manner. Be prepared, professional, articulate, and confident; do your homework before you get to the interview.
Selection Interview

This is usually a one-on-one interview with the person who makes the hiring decision. The format may be indirect and open-ended, focusing on broad questions such as:

- Could you tell me about yourself?
- Why do you want to work for our organization?
- Where do you see yourself in five years?
- What do you feel are your strongest abilities and how do they relate to this position?
- Why do you feel you are a good candidate for this position?

The interviewer will evaluate your ability to describe your interest in the position, qualifications, and relevant skills. Your enthusiasm for the position, level of confidence, knowledge of yourself, familiarity with the organization, and general demeanor will also be assessed. Use the interview situation as an opportunity to sell yourself by highlighting your education, experience, skills, and accomplishments.
Panel Interview

Here you will be interviewed by more than one interviewer, usually individuals from several departments who have varying levels of responsibility. Questions directed to you may be rapidly paced because interviewers can prepare questions as you are answering a question asked by someone else. The questions may be more intense and cover a wider range of areas than in other types of interviews.

This type of interview can work to your advantage. More interviewers may be less subjective and may offer better odds at overcoming individual biases. The situation can also provide you with an opportunity to see how the staff interacts and works together. Don't forget to maintain eye contact and involve the entire panel in your presentation.

As you can see, interviews can take a variety of formats. Familiarize yourself with all of them so that you can develop realistic expectations concerning your role and responsibilities during the interview.
Regardless of the type of interview (s) you may experience, all interviews typically progress in three stages: establishing rapport, information exchange, and closing.

**Establishing Rapport.**

The purpose of this stage is to get acquainted and help you to feel more at ease. This stage includes the interviewer’s first impression and appraisal of you. A firm handshake, smile, and projection of confidence and enthusiasm will help you to create a favorable first impression.

The employer may begin with a general ice-breaking question, such as “Did you have any trouble finding us?” The interviewer may be more direct with a question like, “Why are you interested in working for our organization?” At this point, you should be prepared to talk about yourself. Take this question seriously because you will be making an important first impression.
Job Search Process

Interviewing Skills

Stages of Interview

Information Exchange

In this stage, both you and the employer have information to communicate and obtain from each other. The employer’s goals are to obtain enough information about you and your qualifications, analyze how well they match their needs, and evaluate your ability to communicate what you have to offer and how prepared you are for the interview. These goals are accomplished through a variety of questioning methods and observation. The employer will also be providing you with additional information on both the position and the organization.

Your goals during this stage are to demonstrate your motivation, capabilities, and interest; identify traits about yourself that are needed for the position; and communicate clearly why you are the best-qualified person. You will also have the opportunity to obtain enough specific information regarding the position, organization, environment, and people you meet in order to make an informed decision and determine if there is a match between you and the organization. Review the list of questions on page 68 for questions applicants can ask employers.

Closing

This is the time to pull all the loose ends together. The employer may ask you if you have any additional questions. The employer may also ask you a closing question such as, “Do you have anything else you’d like to say about yourself?” This kind of question provides you with the opportunity to summarize your strengths and reiterate your interest in the position. You can also confirm a time and method of follow-up—when and how you can expect to hear from the employer or when and how you should contact the employer. Having timeframes is helpful when you are interviewing and making decisions about several different positions within the same time period. Remember to thank the employer for his or her time and interest.
Job Search Process
Interviewing Skills

Interview Questions (Obtaining Information)

Employers may use a variety of approaches to obtain information needed to make a hiring decision. Methods could include standard, behavioral, and open-ended questioning techniques and/or a practical hands-on demonstration of your skills.

Standard Questions
Standard questions are the general and predictable questions used to find out more information about your skills, education, and experience. With preparation, standard questions are not difficult to answer. A list of standard questions can be found on page 134-135.

Behavioral Questions
Behavioral questions can raise the interview to an “advanced” level and can be much more difficult to prepare for. During a behavioral interview, employers ask questions that will require you to provide specific examples of past performance and behaviors in order to predict how you will act in a similar situation in the future. Since most people’s personalities generally don’t change over time without intentional hard work, employers bank on past behavior as an indicator of future behavior. You can recognize behavioral questions because they typically begin with “tell me about a time when…” or “describe a time…”, etc. A list of behavioral questions can be found on page 136-137.

Open-Ended Questions
Open-ended questions cannot be answered with a simple “yes” or “no response and are intentionally geared to obtain as much information from you as you are willing to tell. Open-ended questions can be either standard or behavioral in nature.

Hands-On Demonstration
A practical hands-on demonstration of a skill is used to evaluate your level of skill for a position-required area. For example, a typing test may be given to determine the rate of speed and number of errors for an administrative position.
There are strategies to use when responding to any type of question. First, it is important to think about why the question is being asked. What is the information they are really after? Once you determine why you are being asked the question, you can then begin to formulate your response. Think about answering the question the same way you developed material for your resume. Identify the challenge or skill you are being asked about, think about the action or the way you used the skill, and discuss the outcome or result of your action. Answer questions by providing specific accomplishments or examples to illustrate your points.

For the question, “Could you tell me about a time when you had too many things to do and you were required to prioritize your tasks?”, you could respond, “In my current position in the healthcare field, I often have competing priorities that require my immediate attention. My strategy for prioritizing tasks is to consider which has the greatest urgency and to re-evaluate priorities frequently. For example, a few months ago several patients were in the emergency room waiting to be seen by a physician, all had various types of non-emergency problems and had been waiting for a considerable period of time and were growing impatient. A severely injured patient was brought in and became my top priority; I immediately reshuffled the order in which patients would be seen, in order to address the life-threatening injuries. After the patient was stabilized, one of the other patients became irate. I stopped what I was doing, quickly addressed the patient’s concerns, and then went back to the original patient order.”

While it is difficult to anticipate and prepare a response to every interview question that could be asked, by preparing and practicing responses for standard questions, thinking about how your accomplishments are related to your skills, and by remaining calm, you will feel better prepared when responding to difficult questions.

For examples of responses to difficult questions, see page 142-146.
Job Search Process
Interviewing Skills

Standard Questions Employers May Ask

On the surface, standard questions do not seem very difficult to answer. However, don’t let the interview be the first time you think about or say your response out loud. By developing and practicing your responses to these questions in advance, you will be able to provide more polished, concise, and effective responses.

- Could you tell me about yourself?
- Why do you think you are qualified for the job? Why should I hire you?
- What are your greatest strengths?
- What do you feel is your most important accomplishment?
- What two or three accomplishments have given you the most satisfaction?
- Why did you choose this career field? What do you think it takes to be successful in this career field?
- How do you keep your job knowledge current with the ongoing changes in the industry?
- What are your greatest weaknesses?
- What are your major responsibilities in your current job?
- Where do you see yourself in five years?
Job Search Process
Interviewing Skills

Standard Questions Employers May Ask (cont’d)

- What attracted you to this organization?
- What do you know about this organization?
- What can you contribute to this organization?
- What do you think are the qualities of a good supervisor?
- How would you describe the ideal job for you?
- In what kind of work environment are you most comfortable?
- Give an example of a problem you faced at work and how you solved it.
- If I were to ask your supervisor and coworkers to describe you, what would they say?
- How do you organize and plan for long-term projects?
- Could you describe how you work with others?
- Aren’t you overqualified for this job?
- What are your salary expectations for this position?
Behavioral Questions Employers May Ask

It is impossible to anticipate every behavioral question that might be asked during an interview. By preparing responses to the following behavioral questions, you will gain practice at providing specific examples of your past performance and behaviors to illustrate to an employer how you will act in a similar situation in the future.

- Describe a situation when you were able to have a positive influence on the action of others.
- Describe a time when you had to be assertive in order to get a point across that was important to you.
- What have you done in the past to contribute toward a teamwork environment?
- Describe a recent unpopular decision you made and what the results were.
- Tell me about a time when you had too many things to do and you were required to prioritize your tasks. How did you decide what should get top priority?
- What do you do when your schedule is suddenly interrupted? Give an example.
- Give a specific example of a policy you conformed to with which you did not agree.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.
Job Search Process
Interviewing Skills

Behavioral Questions Employers May Ask (cont’d)

- Give me an example of a time when you set a goal and were able to meet or achieve it.
- Tell me about a time when you had to use your presentation skills to influence someone’s opinion.
- In a supervisory or leadership role, have you ever had to discipline an employee? What was the nature of the discipline? What steps did you take?
- Recall a time when you were assigned what you considered to be a complex project. Specifically, what steps did you take to prepare for and finish the project? Were you happy with the outcome?
- Describe a time when you were not very satisfied with your performance. What did you do about it?
- Describe a situation in which you had to adjust to a major change over which you had no control. How did you handle it?
- What is the most competitive work situation you have experienced? How did you handle it? What was the result?
- It is very important to build good relationships at work, but sometimes it doesn’t always work. If you can, tell me about a time when you were not able to build a successful relationship with a difficult person. Did it affect your work? If so, how?
- Some people consider themselves to be “big picture people” and others are “detail oriented”. Which are you? Give an example of a time when you displayed this.
Questions Applicants May Ask

- What are the day-to-day responsibilities of this position?
- What are the most important duties of the position?
- What characteristics would the ideal applicant for the job have?
- Who would be my supervisor?
- Would the person who fills this position be responsible for supervising other staff? If so, how many individuals and in what positions?
- Do you offer a formal training program?
- How much travel, if any, does this job require?
- What are the opportunities for advancement?
- What would be the typical career path for an employee entering your organization (department) in this position?
- What professional development opportunities (e.g., workshops, conferences, training) will be available to the person who fills this position?
- What are your plans for expansion (e.g., new products, services, branches)?
Questions Applicants May Ask (cont’d)

- How would you differentiate your company from your major competitors?
- What do you consider to be the major problems facing the industry today?
- Can I tell you anything else about my qualifications?
- When can I expect to hear from you?
- Could you describe your ideal candidate?
- What is the next step in the process?
- What are you not doing now that you would like to do in the future?
- How is this position funded?
- How often will I be evaluated and how will I know if I am doing a good job?
General Guidelines for Interviewing

- Make sure your appearance leaves nothing to be desired. Dress as if you already worked for your potential employer.

- Arrive at least 15 minutes early (but no earlier.)

- Bring two or three copies of your resume and a list of references, your portfolio, a list of job-related questions, and, if appropriate, leave behind samples of your work. Also, bring directions, contact names and telephone numbers, a pad of paper, and pens.

- Make allies of everyone you meet (e.g., receptionist, secretary.) Remember, your interview starts when you enter the building.

- Help the interviewer feel comfortable. He or she may be more terrified of the interview than you are.

- Make a good first impression. A firm handshake, a friendly smile and a polite greeting gets things off to a good start.

- Avoid nervous mannerisms like fidgeting and hair-twirling; do not smoke or chew gum.
Job Search Process
Interviewing Skills

General Guidelines for Interviewing (cont’d.)

- Know the correct spelling and pronunciation of your interviewer’s name.
- Be enthusiastic, self-confident, and interested.
- Listen to a question before answering. Keep answers brief, thorough, and to the point. Remember the two-minute rule.
- Never speak negatively of other employers or associates. It may come back to haunt you.
- Focus of the positive aspects of previous jobs.
- Introduce examples of your work experience, skills, and accomplishments into the conversation as appropriate.
- Relax. Be yourself.
- Follow up with a thank-you note or letter.
Job Search Process
Interviewing Skills

Examples of Responses to Tough Interview Questions

1) Could you tell me about yourself?

Prepare a brief two-minute summary highlighting your background with particular emphasis on your experience (work or volunteer), education (if relevant), skills and interest in this position. You can begin with a tidbit of personal information. If there is a question you are fearful of, a strategy is to incorporate the response to the difficult question within the response to this question. The following is a response to the “tell me about yourself” question for someone who is fearful of the question “why do you want to leave your position?”.

For example:

I am a native of Baltimore. I’ve always been a very organized person. When I graduated from high school, I decided I would like to get involved in some kind of business-related job. I started working at the Johns Hopkins Inn in the business office where I’ve been working for the past 8 years. I have had extensive experience working in the area of accounts payable and accounts receivable. I’ve also been involved in completing payroll and supply requisitions. I have taken 36 credits of business-related courses in college which have also helped me to develop a very good understanding of business procedures and accounting methods. I would now like to apply my strong business background to your position as a payroll specialist.
2) Why are you interested in this position?

Emphasize something positive about the position and the organization that you find interesting or meaningful. Be careful not to mention your own needs (For example: Do not say, “Because I need a job!”). Try to relate your interests, skills, and experience to what you could contribute to the organization.

For example:

*I am very interested in your banquet hostess position because of the consistently high ratings you have received in the City Pages conference facility reviews. I have very effective interpersonal skills and would like to put them to use in an organization like yours that values exceptional customer service.*
Job Search Process
Interviewing Skills

Examples of Responses to Tough Interview Questions

3) What are your greatest strengths?

Be prepared to highlight three to four key strengths that relate to the position. Include specific examples of how you have been successful using these strengths in your response. These can come from your experience, volunteer activities, or education and training. You may also want to mention two or three personal qualities that would make you an outstanding applicant.

For example:

*I believe my greatest strengths include my attention to detail, my ability to build positive relationships with staff and customers, and my ability to take control and effectively manage emergency situations. As an example, a few months ago while working in my current position as a security guard, I was monitoring the cameras for the upper parking lot. I noticed a staff member that had just left the building kept looking over her shoulder and began running towards her car. After viewing the lot with the camera, I was able to detect three suspicious youths who were chasing and quickly approaching the staff member. I contacted and advised another security guard in a patrol vehicle to move towards the front of the building; I then called the police to request assistance. Because of my attention to detail and quick reaction time, the police arrived quickly and the youths were deterred from their impending attack on the staff member. The police later apprehended the youths. The staff member and her family were so appreciative of my efforts they sent me flowers the next day.*
Examples of Responses to Tough Interview Questions

3) **What are your greatest strengths?** (response cont’d.)

*I believe my personal characteristics, my commitment to remaining current in the field, and the fact I have worked in personnel security for the past 14 years, have all contributed to my effectiveness and consistent success in this field.*

4) **What is your greatest weakness?**

When responding to this question, you do not have to choose your “greatest” weakness, it can be much lower on the list. Select an area that is not critical to performing the duties of the position and one that you have been working on to improve.

For example:

*An area I am working on relates to when I have supervised others. I find I become frustrated when I assign tasks to employees and they do not approach the tasks in the same way that I would. One way I have improved in this area is by allowing employees to approach the tasks in their own way, but building in enough time, so that if additional instructions are needed it, they can be provided. Or, if the task is not up to standard, there will still be enough time to take corrective action without compromising the quality of the product. This way I feel more comfortable delegating and my employees have an opportunity for continued development.*

Or,

*Even though I have not had a position where I was required to conduct presentations, I have always wanted to get better at public speaking. So one thing I did was I joined Toastmasters two years ago and now find that I actually enjoy giving impromptu remarks.*
Job Search Process
Interviewing Skills

Examples of Responses to Tough Interview Questions

5) What salary do you expect?

Be careful not to give a specific number here. Show your flexibility, especially if salary is not your most important factor for consideration.

For example:

*I'm flexible. What is the salary range that is being offered for this position?*

Or, if you are really pushed, give a range.

For example:

*I'm can be flexible, but for someone with my experience, skills, and educational qualifications, I would anticipate earning between $35,000 to $40,000 per year.*

6) Where do you see yourself in five years?

Generally, it's best to suggest how you might see yourself progressing with this organization, particularly if the job offers you the kind of promotion potential you are looking for.

For example:

*I would see myself learning all the requirements of your desk receptionist position and excelling in that in the first year. I believe I have excellent management potential. If a position were to open up as a reception staff manager, I would see that as a potential move for me within three to five years.*

Or,

If you are not sure if you want to stay with the organization long-term:

*I see myself continuing to gain experience and knowledge in the field. I would want to be happy and feel like I am continuing to make an important contribution.*
Interpersonal behaviors such as poor eye contact, becoming easily distracted, and excessive nervousness.

Inability to express oneself clearly—poor voice quality, diction, and grammar.

Not being prepared to answer questions about oneself, the position, or the organization.

Lack of career planning—no purpose or goals.

Lack of interest or enthusiasm.

Lack of courtesy and tact.

Failure to raise questions about the job and the organization.

Vague responses to questions.

Lack of sincere interest in the organization and lack of knowledge about its operation.

Negative responses about past employers.

Lack of confidence and poise.

Too much emphasis on salary and fringe benefits.
Salary negotiation is an area that many job seekers fear. Ask for too much and the employer may not make you an offer; ask for too little and you may be grossly underpaid. This section will provide you with information on when the topic of salary may come up and how to increase your comfort level with negotiating a realistic salary.
Salary discussion can come up at different points during the interview process, for various reasons. A general rule is to never bring up the issue of salary during the interview. Allow the employer to take the lead on salary discussion and negotiation. You can be sure salary won’t be forgotten or ignored.

The first time the issue of salary may come up is during the screening interview. If the employer likes your qualifications, they may want to verify if they can afford you. Employers do not want to waste time by talking to someone who is fabulous, only to find out they cannot afford to hire the person. If you are approached early in the process regarding salary, it is best to try to defer the issue until you have more specific information. However, if you are pressured to answer the question, respond by giving a salary range and say it will depend on the specific duties of the position.

Another time the issue of salary may arise is when you are seriously being considered for the position. At this point, you should have a good understanding of the scope of the position and be able to respond, again with a range.

During salary negotiations you may be asked about your past salary history. Employers will sometimes base what they will offer on what you were previously being paid. This could be a disadvantage if you were underpaid in your previous positions. You have several options:

- Ask the interviewer what hiring range is being offered for the position.
- Defer the discussion until you have more information about the position or indicate the salary is not as important to you as the position itself.
Job Search Process
Negotiating Job Offers

Discussing Salary (cont’d)

When the time comes to discuss salary, consider the entire compensation of what you earned in salary and benefits at your previous position, i.e. salary + car + other fringe benefits. This could put you at the top end of the employer’s hiring range.

Regardless of when the salary issue arises, your salary requirements should always be expressed as a range. This range should be based on research you have completed on the industry and employer for someone with your qualifications and level of experience. State the bottom of your range as the top of the employer’s range. For example, if you know the hiring range for a particular position is between $35,000 - $40,000, you could indicate your range as being between $40,000 - $45,000. You are still within the employer’s range. Remember, the salary you negotiate will be the basis for future raises. See the Resources section for information regarding salary and employer research.

Assessing a Job Offer

The first step in assessing an offer is to evaluate the job against your desired criteria. Evaluate the work environment, people you have met, duties and functions of the position, the potential for personal growth and promotion, and even the commute and parking. Look carefully at the conditions or requirements for the job that are different from what you were expecting.

The second step in the process is to assess the offer; review the conditions of both the salary and benefits package. The employer may not be able to offer you what you were making in your previous position, but your total compensation could be worth more, when you consider the fringe benefits such as employer contribution to retirement, stock options, health benefits, tuition assistance, vacation time, etc.
In negotiating, it is important to recognize that both you and the employer have concerns, priorities, and interests. Your goal will be to look for ways to identify options for mutual gains, instead of being locked into only one option. When possible, look for shared interests that can be jointly beneficial. For example, you may be able to negotiate that the money, or a portion of the money, the employer would have contributed to your health insurance benefits be added to your salary, if you do not require health insurance.

You might also consider accepting the offered salary, but ask if your salary can be renegotiated after an early review of your performance. You could say, “The salary you are offering is not quite at the level that I hoped, but I am very interested in working for this organization. I am so confident in my skills that I would like to request an early evaluation of my performance. Would it be possible to renegotiate my salary, say at the 90-day mark, if you agree that my performance has been exceptional?”

You lose negotiation power once you accept a salary, but at least the topic of renegotiation is on the table. It will not be unexpected when you raise the subject again, at the end of the agreed upon timeframe.

Never focus only on your needs. Focus on the requirements of the job and how your skills and expertise compliment those requirements. You may sometimes be able to play hardball and negotiate a higher salary, but this could also backfire on you. If you are not able to deliver the skills and work performance at a level that matches your newly negotiated salary, you may be terminated during the probationary period. In an ideal salary negotiation, both parties will walk away fundamentally satisfied with the arrangement.
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- Acknowledging Positive and Negative Aspects of Your Former Job
- Work Content, Specific Content, or Technical Skills
- Self-Management Skills
- Functional Skills
- Values Checklist
- Career Development Action Plan
- Achievement Stories
- Testing Your Objective
- Your Existing Network Contacts

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- Networking Contacts
- Job Search Contacts
- Post-Interview Debriefing Sheet
Acknowledging Positive and Negative Aspects of Your Former Job

No job or workplace is perfect; there are probably some aspects of your last job that you are glad to see go. At the same time, there are probably also some things that you will miss. Use the following prompts to help you to figure out both the positive and negative aspects of leaving your position, then take a few minutes to think about and acknowledge them.

<table>
<thead>
<tr>
<th>What I will miss</th>
<th>What I won’t miss</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks/Responsibilities</strong></td>
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<tr>
<td><strong>Utilization of Talents</strong></td>
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<tr>
<td><strong>People</strong></td>
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<tr>
<td><strong>Feelings</strong></td>
<td></td>
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<tr>
<td><strong>Values</strong></td>
<td></td>
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<tr>
<td><strong>Work Environment</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
</tbody>
</table>
Work content, specific content, or technical skills are rooted in learning and require the use of your memory. You may acquire them through education, reading, training, on-the-job learning or other life experiences. Examples include knowing how to use a spreadsheet software package, using statistical methods, and applying the psychology of human motivation.

What are the top three to five technical skills you would like to use in your next position?

1. ___________________________________________________________________
2. ___________________________________________________________________
3. ___________________________________________________________________
4. ___________________________________________________________________
5. ___________________________________________________________________

What are the top three to five technical skills you would like to develop in your next position or for a future career?

1. ___________________________________________________________________
2. ___________________________________________________________________
3. ___________________________________________________________________
4. ___________________________________________________________________
5. ___________________________________________________________________
Self-management skills are rooted in temperament and refer to your style of dealing with the world. You may acquire them in your early years among your family, peers, or school experiences, or later in life by intensive education. Examples include being active, being calm, and being imaginative.

To help you sharpen your focus on who you are, work through this checklist of personal characteristics. First, read each word and check the ones that describe you as you are now. Then, look back over the list and list below the five words that are most highly descriptive of you. To prepare for your next role or future career, place a “+” next to the top three to five self-management skills you wish to develop further.

___ academic  ___ discreet  ___ natural
___ active  ___ eager  ___ open-minded
___ accurate  ___ easygoing  ___ optimistic
___ adaptable  ___ efficient  ___ organized
___ adventurous  ___ emotional  ___ original
___ affectionate  ___ energetic  ___ outgoing
___ aggressive  ___ fair-minded  ___ patient
___ ambitious  ___ farsighted  ___ peaceable
___ artistic  ___ firm  ___ persevering
___ attractive  ___ flexible  ___ pleasant
___ broadminded  ___ friendly  ___ poised
___ calm  ___ generous  ___ polite
___ capable  ___ gentle  ___ practical
___ charming  ___ helpful  ___ progressive
___ cheerful  ___ honest  ___ quick
___ clear-thinking  ___ humorous  ___ quiet
___ clever  ___ idealistic  ___ rational
___ competent  ___ imaginative  ___ realistic
___ confident  ___ independent  ___ reflective
___ competitive  ___ industrious  ___ reliable
___ conscientious  ___ intelligent  ___ reserved
___ conservative  ___ inventive  ___ resourceful
___ considerate  ___ kind  ___ responsible
___ cooperative  ___ leisurely  ___ retiring
___ courageous  ___ light-hearted  ___ self-confident
___ curious  ___ logical  ___ self-controlled
___ diplomatic  ___ loyal  ___ sensible
___ deliberate  ___ mature  ___ sensitive
___ dignified  ___ modest  ___ serious

List your FIVE strongest self-management skills:

________________     __________________     __________________     __________________     __________________
Functional skills are those related to ideas, people, data, or things. To determine your strongest functional skills, review the list of skills below. Check all of the skills in which you feel you are competent. Then, list below the top five that you believe are your greatest strengths. Place an asterisk by the checked skills you enjoy using most. Put a “+” by the skills in which you would like to become more proficient.

<table>
<thead>
<tr>
<th>Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>___ abstracting</td>
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<tr>
<td>___ administrating</td>
</tr>
<tr>
<td>___ advising</td>
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<tr>
<td>___ analyzing</td>
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<td>___ anticipating</td>
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<td>___ arranging</td>
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<tr>
<td>___ assembling</td>
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<td>___ auditing</td>
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<td>___ budgeting</td>
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<td>___ classifying</td>
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<td>___ coaching</td>
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<td>___ collecting</td>
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<td>___ coordinating</td>
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<td>___ corresponding</td>
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<td>___ creating</td>
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<td>___ dealing with unknowns</td>
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<td>___ dealing with pressure</td>
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<td>___ delegating</td>
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<td>___ developing math models</td>
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<td>___ displaying</td>
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<td>___ distributing</td>
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<td>___ dramatizing</td>
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<td>___ editing</td>
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<td>___ enduring</td>
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<tr>
<td>___ entertaining</td>
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<tr>
<td>___ examining</td>
</tr>
<tr>
<td>___ exhibiting</td>
</tr>
<tr>
<td>___ explaining</td>
</tr>
</tbody>
</table>

List your FIVE strongest functional skills:

__________________________________________  ___________________________________  ___________________________________  ___________________________________  ___________________________________
Values Checklist

A value is a principle, standard, or quality considered worthwhile or desirable. Use this exercise to get a better idea of what is important to you. Are you aware of your values? Do you act on them? Do you make decisions based on them?

From the following list, check the ten values that are most important to you. Add your own values in the blank spaces provided. When you have identified ten, choose your five most important values.

| __accountability   | __diversity     | __justice    | __safety  |
| __achievement      | __efficiency    | __leadership| __security|
| __activity         | __environment/ecology | __learning/knowledge | __self-control |
| __advancement      | __equality      | __location   | __self-expression |
| __adventure        | __ethics        | __loyalty    | __self-respect|
| __advocacy         | __excellence    | __money      | __serenity  |
| __affection        | __excitement    | __order      | __service   |
| __appearance       | __expertise     | __organization| __sincerity|
| __assertiveness    | __fame          | __partner    | __society   |
| __arts             | __family        | __patriotism | __sophistication |
| __athletics        | __fast pace     | __performance at home | __spirituality |
| __authority        | __financial security | __performance in school | __stability |
| __autonomy         | __flexible      | __performance at work | __status/prestige |
| __balance          | __freedom       | __persistence| __structure |
| __belonging        | __friends       | __personality| __support   |
| __challenge        | __fun           | __play/fun   | __teamwork  |
| __change           | __growth        | __pleasure   | __tranquility |
| __commitment       | __harmony       | __power      | __travel    |
| __communication    | __health/fitness| __predictable| __trust     |
| __community        | __honesty       | __privacy    | __truth     |
| __compensation/salary | __humor/wit  | __public contact | __uniqueness |
| __competence       | __independence  | __quiet      | __variety   |
| __competition      | __individuality | __recognition| __wealth    |
| __cooperation      | __influence     | __recreation | __wisdom    |
| __country          | __inner peace   | __religion   | __work      |
| __creative         | __integrity     | __reputation |            |
| __cutting-edge     | __intellectual stimulation | __respect |            |
| __decisiveness     | __intelligence  | __responsibility |            |
| __democracy        | __interpersonal relations | __risk-taking |            |
| __detail-oriented  | __involvement   | __routine    |            |

List your TEN most important values here:

____________________________________________________________________________________
____________________________________________________________________________________

List your FIVE most important values here:

____________________________________________________________________________________
____________________________________________________________________________________

____________________________________________________________________________________
Career Development Action Plan

List your short- and long-range career development goals below. Beneath the goal(s), list the action steps you will take to reach the goal.

A short-range goal might be “To find another administrative job within the university.” The action steps might be: (1) draft a resume, (2) update my interviewing skills, and (3) role-play a mock interview.

A long-range goal might be “To find a career I really enjoy.” Action steps in this case might be: (1) take an interest test, (2) explore career options by talking to people in the field, and (3) investigate further education.

Short Range Goal(s)

To be completed by: ____________

1. __________________________________________________________________________

2. __________________________________________________________________________

Action Steps

1. __________________________________________________________________________

2. __________________________________________________________________________

3. __________________________________________________________________________

4. __________________________________________________________________________

Long Range Goal(s)

To be completed by: ____________

1. __________________________________________________________________________

2. __________________________________________________________________________

Action Steps

1. __________________________________________________________________________

2. __________________________________________________________________________

3. __________________________________________________________________________

4. __________________________________________________________________________

Career Management Program, Johns Hopkins University, April 2006
Achievement or success stories are a way to show a potential employer how you have conducted yourself in previous positions. These stories can often show concrete and intangible qualities about you that may be desirable to employers and can be used to develop entry statements for your resume.

To assist you in developing your success stories, review your work-content, self-management, and functional skill areas. List the skill areas that relate to your objective; describe how you successfully demonstrated this skill in the past. Where applicable, list what the challenge was, what action you took, and the result of that action.

Examples:
- Created, implemented, and maintain patient referral tracking system; identified and resolved problems that previously delayed patient treatment.
- Designed, wrote, and implemented new departmental business forms; increased workflow efficiency and customer satisfaction.
- Assisted in writing and securing three new grant proposals exceeding $5 million; all proposals accepted and fully funded.

Skill: _____________________
Successful experience or achievement (Challenge, Action, Result):

______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Skill: _____________________
Successful experience or achievement (Challenge, Action, Result):

______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Skill: _____________________
Successful experience or achievement (Challenge, Action, Result):

______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
Testing Your Objective

To test if your objective is realistic and to assist you in writing your qualifications summary, your personal traits, skills and credentials should be evaluated against the employer’s position requirements. To get a credible picture of the requirements for positions, you should gather information from the Occupational Outlook Handbook (http://www.bls.gov/OCO) and several classified ads or job announcements. By completing a worksheet for every position you are considering, your objective and qualifications summary can be targeted to each employer’s position requirements.

Mandatory employer requirements for experience, traits, skills and credentials:
1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________
5. ______________________________________

Your corresponding mandatory qualifications:
1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________
5. ______________________________________

Desired employer requirements for experience, traits, skills, and credentials:
1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________
5. ______________________________________

Your corresponding desired qualifications:
1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________
5. ______________________________________
Everyone has contacts. Life would be impossible without them. Your existing contact network may not contain decision makers in your career field, but a few, carefully selected people from your list will be useful as starting contacts on which to build your own Career Contact Network.

<table>
<thead>
<tr>
<th>Former employees</th>
<th>Past Associates</th>
<th>Professional Associations</th>
</tr>
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<tbody>
<tr>
<td>Friends/Relatives</td>
<td>Neighbors</td>
<td>Business Owners</td>
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<tr>
<td>Salespeople</td>
<td>Consultants</td>
<td>Bankers</td>
</tr>
<tr>
<td>Lawyers/Accountants</td>
<td>College Associates/Alumnae</td>
<td>Doctors/Dentists</td>
</tr>
<tr>
<td>Insurance/Real Estate</td>
<td>Clergy</td>
<td>Civic Leaders/Politicians</td>
</tr>
<tr>
<td>Club Members</td>
<td>Common Interest Associates</td>
<td>Met While Traveling</td>
</tr>
<tr>
<td>Date</td>
<td>Network Contact Information</td>
<td>E-mail, Phone, or Fax</td>
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</tbody>
</table>
Job Search Contacts

<table>
<thead>
<tr>
<th>Date of Contact</th>
<th>Employer Information</th>
<th>Method of Contact (Website, Phone, or Fax)</th>
<th>Position Title</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
Name of Organization: ____________________________________________________________

Position for Which You Interviewed: ____________________________________________

Name (s), Title (s), and Phone Number (s) of Interviewers:
________________________________________________________
________________________________________________________
________________________________________________________

Date of Interview: ____________________ Time of Interview: ____________________

What went well in the interview? What qualities or experiences were the interviewers impressed with? What kinds of questions did you answer well?

What were the rough spots in the interview? What questions were difficult to answer? Why? How would you respond to these questions in the future?

Any additional thoughts on the company and interview? Any questions that need to be answered at a later date?

Did you provide references? Yes _____ No _____

Did you call your references to let them know about the position for which you interviewed and the areas you would like them to concentrate on, if they are called?

Yes _____ No _____

Thank you letter sent? Yes _____ No _____ Date Sent: ________________
1. **Assessment**
   - Values
   - Skills
   - Interests
   - Personality
   - Experience
   - Accomplishments
   - Dreams

2. **Research**
   - Career Fields
   - Options
   - Jobs
   - Trends
   - Labor Market
   - Employers
   - Using
     - Information meetings
     - Internet
     - Internships
     - Volunteer Work

3. **Make Decisions and Set Goals**
   - Choose Focus
   - Commit
   - Create Tasks and Time Line/
     Job Search Action Plan

4. **Take Action**
   - Write Resume
   - Network
   - Target specific departments
   - Apply for Jobs
   - Interview
   - Assess Job Offers

5. **Readjust OR New Transition**
   - Assess and regroup?
   - Begin anew?
When faced with obtaining a new position, many people start by writing or updating their resumes. Unfortunately, this approach does not always produce the best results.

By following the Career Management Model, by following these steps, you will have a better understanding of both yourself and the job market:

- **Assessment**
  (Understanding your interests, skills, values and personality)

- **Research**
  (Exploring career or job opportunities)

- **Decision-making and Goal Setting**
  (Evaluating pros and cons of feasible options and creating goals with timelines)

- **Taking Action**
  (Writing /updating your resume, interviewing, evaluating/accepting a job offer or enrolling in a long-term career goal attainment on a yearly basis)
This section provides information about numerous local, community, and national resources available to assist individuals who are conducting a job search or who are interested in obtaining information about various career fields.
The internet is a helpful resource for both job seekers and employers. Employers use company websites to recruit, provide information about their company, services, or products. Employers may also use national job listing sites to post current openings or to recruit qualified candidates.

Job seekers can use the internet to obtain information on careers, training and educational programs that support career advancement, job openings, labor trends, employers, and unlimited career related resource information. The following resources are provided to assist you as you transition.

**Unemployment Insurance**

Unemployment insurance is an employer funded insurance program which provides benefits to persons who are unemployed through no fault of their own and who are ready, willing and able to work. The money for unemployment insurance benefits comes from revenue paid by employers.

The following contact information for local Maryland Department of Labor, Licensing, and Regulation (DLLR) Unemployment Insurance Centers will provide information on unemployment insurance benefits and filing an initial claim. Note that walk-in service has been discontinued.

**Main contact information:**

- [www.dllr.state.md.us/employment/unemployment.html](http://www.dllr.state.md.us/employment/unemployment.html)
- 800-827-4839
Resources

Local Community Resources

There are numerous local, community, and national resources available to assist individuals who are interested in conducting a job search or obtaining career information.

The following organizations frequently offer workshops on resume writing, interviewing, and federal resume assistance, and access to networking groups. In addition, they offer free access to telephones, copiers, fax machines, computers, Internet, and to counseling personnel and recruiting events. Many programs have funds available for training, to help you improve your skills. Other services may include assistance in writing and reproducing your resume.

The Professional Outplacement Assistance Center (POAC)

www.dllr.state.md.us/poac/
7161 Columbia Gateway Drive
Columbia, MD 21046
410-290-2600

The Professional Outplacement Assistance Center (POAC) is available to all residents of the State of Maryland and is an excellent resource for professionals looking for new jobs.

(See map on the following page)
Local Community Resources

The following list of resources is based on geographical area.

Click on the map to visit the Maryland One-Stop Career Centers Website
Resources
Based on geographical area

Anne Arundel County
Anne Arundel One-Stop Career Center
www.dllr.state.md.us/county/anne
7480 Baltimore Annapolis Blvd.
Glen Burnie, MD 21061
(410) 424-3240

Annapolis One-Stop Career Center
Community Resource Center
80 West Street, Ste. A
Annapolis, MD 21401
410-269-4427

One-Stop Career Center at Arundel Mills
AACC Sales & Service Training Center
Arundel Mills Mall
7000 Arundel Mills Circle
Hanover, MD 21076
410-799-9099

Baltimore City
Baltimore Works/AFL-CIO
One-Stop Career Center
2800 West Patapsco Avenue
Baltimore, Maryland 21230
410-767-2148
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Worksheets & Forms

Resources
Based on geographical area
(Baltimore City cont’d)

Mayor's Office of Employment Development
www.oedworks.com
417 Fayette Street, Suite 468
Baltimore, Maryland 21202
410-396-3009

Northwest One-Stop Career Center
Mondawmin Mall, Suite 302
2401 Liberty Heights Avenue
Baltimore, Maryland 21215
410-523-1060

Eastside One-Stop Career Center
3001 East Madison Street
Baltimore, Maryland 21205
410-396-9030

Baltimore Works One-Stop Career Center
1100 North Eutaw Street
Baltimore, Maryland 21201
410-767-2148
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Resources

Based on geographical area

Baltimore County

The Baltimore County Reemployment Assistance Center
Dulaney Center II
901 Dulaney Valley Road, Suite 100
Towson, Maryland 21204
410-887-4400

Carroll County

Business and Employment Resource Center
http://www.carr.org/berc
224 North Center Street, Room 205
Westminster, Maryland 21157
410-386-2820

Frederick County

Frederick County Business and Employment Center
http://www.dllr.state.md.us/county/fred
Frederick County Workforce Services
http://www.frederickworks.com
5340 Spectrum Drive, Suite A
Frederick, Maryland 21703
301-846-2255

Howard County

One-Stop Employment Resource Center
http://www.howardcountymaryland.gov/DOA/DOA_EmploymentTraining.htm
7161 Columbia Gateway, Suite D
Columbia, MD 21046
410-290-2620
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Resources

Based on geographical area
(Howard County cont’d)

Columbia Workforce Center
www.dllr.state.md.us/county/howard
Columbia Workforce Center
7161 Columbia Gateway Drive
Columbia, Maryland 21046
410-290-2600

Montgomery County

Workforce Investment Services

Montgomery Works - One-Stop Career Center
www.montgomeryworks.com
11002 Viers Mill Road, Suites 100, 408, 510
Wheaton, MD 20902
301-929-6880

Lakeforest Mall
701 Russell Avenue
Gaithersburg, MD 20877
(301) 519-8253

Caroline, Dorchester, Kent, Queen Anne, and Talbot Counties

Upper Shore Workforce Investment Board
www.uswib.org
P. O. Box 8
Wye Mills, Maryland 21679
410-822-1716
Resources
Based on geographical area

Cecil and Harford Counties
Susquehanna Workforce Network
www.swnetwork.org
410 Girard Street
Havre De Grace, Maryland 21078
410-939-4240 (Harford County)
410-642-6384 (Cecil County)
410-575-7248 (Baltimore Metro)

Prince George’s County
One Stop Career Center
http://www.dllr.state.md.us/county/pg/
1100 Mercantile Lane, Suite 100
Largo, Maryland 20774
301-618-8425

Somerset, Wicomico and Worchester Counties
One Stop Job Market
http://www.onestopjobmarket.org/
917 Mt. Hermon Road, Suite 1,
Salisbury, Maryland 21804
410-341-3835
410-341-6515

Saint Mary’s, Charles, Calvert Counties
Southern Maryland Works
175 Post Office Road
Waldorf, Maryland 20602
301-645-8712
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Largest Employers in Maryland (Listed by number of employees)

**Fort George G. Meade**

**University System of Maryland**
http://www.usmd.edu

**Johns Hopkins University**
https://hrnt.jhu.edu/jhujobs

**National Institutes of Health**
http://www.jobs.nih.gov/

**MedStar Health**
http://www.medstarhealth.org/pmbody.cfm?id=8

**Wal-Mart**
https://pcws.walmart.com/cws/seeker.html

**Andrews Air Force Base**
http://jobsearch.usajobs.gov/agency_search.asp

**Johns Hopkins Hospital and Health System**
http://www.hopkinsmedicine.org/jhhr/Jobs

**Giant Food**
www.giantpa.com/shareddev/sharedcontent/employment

**University of Maryland Medical System**
http://www.umms.org/careers/index.html

**Aberdeen Proving Ground**
http://acpol.army.mil/employment

**Social Security Administration**
http://jobsearch.usajobs.opm.gov/a9ssajob.asp
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

Northrop Grumman
http://careers.northropgrumman.com/ExternalHorizonsWeb/getQuery.do

Patuxent River Naval Air Station

Verizon
https://www22.verizon.com/about/careers/jobsearch

Lockheed Martin
http://www.lockheedmartinjobs.com

Safeway
http://www.safeway.com/IFL/Grocery/Careers#iframetop

Marriott International
http://www.marriott.com/careers/jobsearch.mi

Food and Drug Administration
http://www.fda.gov/jobs/default.htm

Home Depot
https://careers.homedepot.com/cg

Constellation Energy Group
www.constellation.com

Adventist Health Care
http://www.adventisthealthcare.com/AHC/careers

LifeBridge Health
http://www.lifejobs.org

United Parcel Service
https://ups.managehr.com/Home.htm

Genesis HealthCare
http://www.qhcjobs.apply2jobs.com
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

State, County and City Governments
Baltimore City Civil Service Commission

Baltimore County Government
http://www.co.ba.md.us/Agencies/humanresources/jobs/index.html
887-JOBS (5627)

Harford County Government
http://www.harfordcountymd.gov/human_resources
410-638-4473

Howard County Government
http://www.co.ho.md.us/DOA/hr_joblistings.asp
410-313-4460

Maryland State Government
http://www.maryland.gov/portal/server.pt?
800-705-3493
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

Hospitals

Bon Secours Hospital
http://bshsi.com
410-442-5511

Franklin Square Hospital Center
www.franklinsquare.org
410-682-8200

Good Samaritan Hospital
www.goodsam-md.org
410-532-4562

Greater Baltimore Medical Center
http://www.gbjm.org
443-849-3299/2208

Johns Hopkins Hospital
www.hopkinsmedicine.org/jhhr
410-955-6575

LifeBridge Hospital Center
www.lifejobs.org
410-521-5956
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

Hospitals (cont’d.)

Mercy Medical Center
www.mdmercy.com
866-332-9414

Sheppard Pratt Hospital
www.sheppardpratt.org
410-938-3300

Sinai Hospital
www.lifejobs.org

St. Agnes Hospital
www.stagnes.org
410-368-3350

St. Joseph Medical Center
www.sjmcmd.org
410-337-1285

Union Memorial
www.unionmemorial.org
410-554-6888

University of Maryland Medical System
www.umm.edu
410-328-5627
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

Schools, Colleges, and Universities

Maryland Public School - links to all 24 Maryland County School Systems
www.marylandpublicschools.org/MSDE/schoolsystems/System_Links_County.htm

Anne Arundel County Public Schools
www.aacps.org/

Baltimore City Public Schools
www.bcps.k12.md.us

Baltimore County Public Schools
www.bcps.org

Carroll Count Public Schools
www.carrollk12.org

Harford County Public Schools
www.hcps.org

Howard County Public Schools
www.hcpss.org/employment/

U.S. Community Colleges by State
www.utexas.edu/world/comcol/state/#MD

Anne Arundel County Community College
www.aacc.edu
Resources

Largest Employers in Maryland (Listed by number of employees) cont’d.

Schools, Colleges, and Universities (cont’d.)

Baltimore City Community College
www.bccc.edu/baltimoreccc/site/default.asp

Community College of Baltimore County
www.ccbcmd.edu

Carroll County Community College
www.carrollcc.edu

Harford Community College
www.harford.edu

Howard Community College
www.howardcc.edu
Resources
Largest Employers in Maryland (Listed by number of employees) cont’d.

Higher Education in Maryland – Links to Public and Private Universities and Colleges in Maryland
www.mhec.state.md.us/higherED/colleges_universities

Johns Hopkins University
https://hrnt.jhu.edu/jhujobs/

University System of Maryland
www.usmd.edu/institutions

Public Libraries
Access Maryland Public Libraries
http://directory.sailor.lib.md.us/pub_use/county_map.cfm

Placement Agencies
AdNet/Account Net, Inc.
9192 Red Branch Road, Suite 260
Columbia, Maryland 21045
410-730-9840
410-730-9849 fax
www.adnetaccountnet.com

Ajilon Finance
7 Saint Paul Street, Suite 1650
Baltimore, Maryland 21202
(410) 539-2615
(410) 539-2845
www.ajilonfinance.com/finance_home.asp
Resources
Placement Agencies (cont’d.)

Barrett Business Services
1220A East Joppa Road, Unit 101
Towson, Maryland 21286
410-583-7711
410-583-0018 fax
www.Barrettbusiness.com

CareersUSA
100 East Water Street
Baltimore, Maryland 21202
410-539-6000
410-539-6067 fax
www.Careersusa.com

Kelly Services, Inc.
1306 Concourse Drive, Suite 203
Linthicum, Maryland 21090
410-850-0028
410-850-0075 fax
www.Kellyservices.com

Manpower Professional
857 Elkridge Landing Road, Suite 110
Linthicum, Maryland 21090
410-691-1555
301-621-1056 fax
http://www.manpowerprofessional.com/procom/index.jsp
Resources
Placement Agencies (cont’d.)

Marge Fox Staffing
40 York Road, Suite 210
Baltimore, Maryland 21204
410-296-5044
410-339-7937 fax
www.Foxstaffing.com

Mary Kraft & Associates, Inc.
1447 York Road, Suite 506
Lutherville, Maryland 21093
410-296-0655/410-324-4350
410-494-9194 fax
www.marykraft.com

Mercer Staffing
1 North Charles Street, Suite 404
Baltimore, Maryland 21201
410-685-2550
410-625-6177 fax
www.Mercerstaffing.com

Office Team
500 East Pratt Street, 11th Floor
Baltimore, Maryland 21202
410-385-1860
410-659-6765 fax
www.Officeteam.com
Resources
Placement Agencies (cont’d.)

Pro Staff Personnel Services
36 South Charles Street, Suite 2310
Baltimore, Maryland 21201
410-539-6600
www.Prostaff.com

Spherion
120 East Baltimore Street, Suite 2220
Baltimore, Maryland 21202
410-752-8367
410-752-8369 fax
www.Spherion.com

Spherion
1407 York Road, Suite 303
Lutherville, Maryland 21093
410-494-1616
410-494-0617 fax
www.Spherion.com

Swift Staffing
2 West Rolling Crossroads, Suite 112
Catonsville, Maryland 21228
410-788-7011
410-788-7015 fax
www.Swiftstaffing.com
Resources
Search Engines

Indeed – Search engine specifically designed to search for jobs
www.indeed.com

Google
www.google.com

Alta Vista
www.altavista.com

HotBot
www.hotbot.com

Yahoo
www.yahoo.com
Resources

Getting Started

**Careers: Wall Street Journal Interactive Edition**
[www.careerjournal.com](http://www.careerjournal.com)
Select “Find a job.” Job listings by company, industry, job function, location; links to *Wall Street Journal* career columns, salary information, articles on job hunting and career management.

**Job Hunt**
[http://www.job-hunt.org](http://www.job-hunt.org)
Links to online job listings and job resources, resume banks, university career resource centers, classified ads, companies, job fairs, recruiting agencies.

**Career Exploration**
**America’s Career InfoNet**
[www.acinet.org/acinet](http://www.acinet.org/acinet)
Select “Occupation Information”, “Industry Information”, “State Profile and Labor Market Information” for occupation-specific wages, employment outlook, work tasks, education/training required for entry into a field; select “General Outlook” for information on fastest growing occupations, declining occupations, highest-paying occupations.

**UCAL Berkeley**
[http://www.uhs.berkeley.edu/students/careerlibrary/index.shtml](http://www.uhs.berkeley.edu/students/careerlibrary/index.shtml)
Information on a wide variety of career fields.

**Occupational Outlook Handbook**
[http://www.bls.gov/oco](http://www.bls.gov/oco)
Search by keyword, alphabetical index, or occupation cluster for information on careers, labor force and occupational and industry employment projections.
Resources

Job Listings

CareerBuilder.com
www.careerbuilder.com
Select “Find Jobs” to search over 300,000 job postings; select “Company Search” to find companies that are hiring; search for companies by name or state.

Career Magazine
www.careermag.com
Master search engine for six job search sites; search for vacancies by profession, job title, city, state, keyword, skill.

Career Onestop
www.jobbankinfo.org
Provides links to state job bank sites.

Monster Board
www.monster.com
One of the most widely-used sites; search over 800,000 US jobs by location, job category, keyword.

Directories and Resources

CityNet Bigbook
www.bigbook.com
Identify US businesses by category, city, state; information derived from over 5,000 Yellow Page directories.

Yahoo
www.hotjobs.yahoo.com
Search thousands of jobs and create a profile from your searches; provides career tools to improve resume writing, interviewing skills.
Resources
Directories and Resources (cont’d.)

Eisenhower Library Guide to Researching Companies
http://library.jhu.edu/researchhelp/business
Guides to selected print and electronic resources and databases to help users perform research on industries using resources in Eisenhower Library.

The Catapult
www.jobweb.org
Researching employers; identify sites for specific employer information; links to hundreds of business sites, including the American Stock Exchange, Fortune 500, Security & Exchange Commission, Wall Street Research Net; links to a searchable database of over 16,500 US school districts, state and federal government sites, nonprofit sites.

National Association of Women Business Owners
www.nawbo.org/
National Association of Women Business Owners, Baltimore Regional www.nawbomaryland.org/

The Riley Guide
www.rileyguide.com/research.html
Select “Targeting and Researching Employers” to link to business and nonprofit directories, business rankings, financial reports.

Weedles Guides
www.weddles.com/index.htm
Guides to resources for employment, personal development and career success.

Weedles Association Directory
www.weddles.com/associations/index.cfm
Listings and links to professional associations by occupational focus or Industry.
Resources

Employer Information

**Wetfeet**
[www.wetfeet.com](http://www.wetfeet.com)
Information on companies, careers and industries, industry salaries and city profiles; extensive resources on job search skills and job and internship postings.

**Johns Hopkins University**
[www.jhu.edu](http://www.jhu.edu)
Select “Schools and Centers”, then “Centers and Affiliates” to link to home pages of employers associated with the University; information on each organization's history, mission, services, personnel.

**Editor and Publisher Interactive**
[www.mediainfo.com](http://www.mediainfo.com)
Linked to [www.editorandpublisher.com/eandp/index.jsp](http://www.editorandpublisher.com/eandp/index.jsp)
Links to over 3,200 electronic newspapers around the world; select “Media Links”, then geographic location of interest, then region, then newspaper for local news on companies; some newspapers offer searchable databases of archived articles.

**Hoover's Online**
[www.hoovers.com/free](http://www.hoovers.com/free)
“Company capsules” on over 10,000 public and private companies worldwide; search by company name or keyword for a brief description of products and services offered, contact information, financial information, news.

**Thomas Register of American Manufacturers**
[www.thomasregister.com/index.html](http://www.thomasregister.com/index.html)
More than 170,000 US and Canadian manufacturers by company name or product/service; address, phone number, links, product information; requires registration for free membership.

**Wall Street Journal**
[www.wsj.com](http://www.wsj.com)
“One-stop shopping” for information on US companies trading stocks on NYSE, NASDAQ, AMEX, and OTC Bulletin Board; links to company home pages.
Resources
Employer Information (cont’d.)

**Thomas Register of American Manufacturers**
[www.thomasregister.com/index.html](http://www.thomasregister.com/index.html)
More than 170,000 US and Canadian manufacturers by company name or product/service; address, phone number, links, product information; requires registration for free membership.

**Wall Street Journal**
[www.wsj.com](http://www.wsj.com)
“One-stop shopping” for information on US companies trading stocks on NYSE, NASDAQ, AMEX, and OTC Bulletin Board; links to company home pages, company news, Yahoo’s company profiles; search by company name.

**Portfolios**
**Portfolio Library**
Information on constructing a portfolio.

**Ball State University**
[www.bsu.edu/students/careers/documents/portfolios.html](http://www.bsu.edu/students/careers/documents/portfolios.html)
Helpful tips.

**Colby-Sawyer College**
[www.colby-sawyer.edu/campus-life/career/search_prep/portfolios.html](http://www.colby-sawyer.edu/campus-life/career/search_prep/portfolios.html)
Information on what to include.

**Jobweb article: Getting a job can be as easy as learning how to show and tell**
Information on how to use your portfolio during a job interview.
Resources
Portfolios (cont’d.)

Pam Petty
www.pampetty.com/profportfolio.htm
Information on professional portfolio development; geared towards teaching, but has good information.

Quintessential Careers
www.quintcareers.com/job_search_portfolio.html
Article on using portfolios.

University of Victoria
www.stec.uvic.ca/tutorials/career-portfolio.html#def
Information and links to other sites.

Webgrrls International
Information on written and online portfolios.

General
American Society for Training and Development
www.astd.org
Provides resources for learning and performance professionals.

Academic 360
http://academic360.com/general/US.cfm
General listings for the US; links to the Chronicle of Higher Education, HigherEdJobs, American Association of Community Colleges, etc.

Maryland Workforce Exchange
www.careernet.state.md.us
Links to career development information, job fairs, labor market, job search information.
Resources

General (cont'd.)

Employment 911
www.employment911.com/jobs/job-search.aspx
Meta job search engine; search up to 100 job boards at one time.

Job-Hunt Org
www.job-hunt.org
Online Job Search Guide and Career Resource Center; comprehensive site for job search and career exploration.

Maryland Careers
www.marylandcareers.org
Comprehensive site; links to employers and information on job search and career exploration.

Maryland Public School System
www.marylandpublicschools.org/MSDE/schoolsystems/System_Links_County.htm
Links to all county school districts in Maryland.

Professional Outplacement Assistance Center (POAC)
http://www.dllr.state.md.us/poac/metalist
Maryland Department of Labor; links to employers and career resources.

Quintessential Careers
http://www.quintcareers.com
College, careers, job guide.

State and county local government positions
http://www.statelocalgov.net/state-md.cfm
Search by county and some cities.
Resources
General (cont'd.)

University System of Maryland
http://www.usmd.edu/usm/employment
Links to all 13 institutions in the USM.

US Community Colleges by State
http://www.utexas.edu/world/comcol/state/#MD
Links to community colleges.

US Newspaper List
www.usnpl.com/mdnews.php
Links to area and college newspapers, television and radio stations, etc. by state.

Government
The Human Resources Directorate (HRD)
http://hrd.whs.mil
Part of the Washington Headquarters Services, a Department of Defense Field activity. Employment information for DOD agencies in the National Capitol Region.

The Washington DC Job Source
www.dcjobsource.com/fed.html
Federal government jobs; links to individual agencies.

USA Jobs
www.usajobs.opm.gov
Official site for US government jobs.
Resources
Non-profit

Community Career Center
www.nonprofitjobs.org

Idealist Home - Non-profit Jobs Around the World
www.ideal.org
Information, searchable job listings.

Non-profit Oyster
www.nonprofitoyster.com
Resources, information, searchable job listings.

The NonProfit Times
www.nptjobs.com
Searchable non-profit jobs.

National Opportunity Knocks
www.opportunitynocs.org
Searchable source for nonprofit job opportunities.
Resources
Teaching—Alternative Certification Programs

Baltimore City Teaching Residency Program
www.baltimorecityteachingresidency.org

Howard County Public School System Resident Teacher Certificate Program
www.hcpss.org/employment/alternative_teacher.shtml

Prince George’s County Resident Teacher Program
www.residentteacherprogram.org

Maryland State Department of Education
www.marylandpublicschools.org/MSDE/programs/sped_rtc
Information on resident teacher certificate programs throughout Maryland.

National Center for Alternative Certification
www.teach-now.org/states/maryland/frmMarylandIndex.asp
Contact information for programs throughout Maryland.

Teach For America
www.teachforamerica.org
National corps of outstanding recent college graduates of all academic majors who commit two years to teach in urban and rural public schools.

Academia/Higher Education
Johns Hopkins University
http://jobs.jhu.edu

Chronicle of Higher Education Career Network
http://chronicle.com/jobs
Resources

Academia/Higher Education (cont’d.)

Job Listings in Academia
www.academic360.com
Meta-collection of Internet resources about academic jobs; links to faculty, staff, and administrative announcements; not restricted to teaching positions; search by institution, discipline, function.

Higher Ed Jobs
www.higheredjobs.com
One of the largest job databases; exclusively for college/university positions; has a recruitment tool.

Top Higher Education Jobs
http://www.tedjob.com

Business, Banking, Finance, Advertising, and Marketing Jobs

Career Bank
http://www.careerbank.com/

The Financial Job Marketplace
www.efinancialcareers.com/

Financial Job Network
http://www.fjn.com/jobs.asp

Jungle Business Group
www.mba Jungle.com

Jobs in the Money
www.financial-jobs.com/

Marketing Jobs
www.marketingjobs.com/
Resources
Business, Banking, Finance, Advertising, and Marketing Jobs (cont'd.)

National Banking Network
http://banking-financejobs.com/cndte/cMenu.cfm

Vault
www.vault.com

Environmental Jobs
Environmental Non-profit and Academic Jobs in Maryland
www.ejobs.org/states/mdnon.html

JobOpenings
www.jobopenings.net/jobs.php?industry=environmental

thingamajob
http://environmental.thingamajob.com/L-Us-Maryland-0.aspx

Environment Maryland
www.environmentmaryland.org/jobs

Sustainable Business
www.sustainablebusiness.com/jobs/

Environmental Career
www.environmentalcareer.info/jobseekers/searchresults2.asp

Go Jobs
Resources
Information Technology/ High Technology

Library and Information Technology Association
www.ala.org/ala/lita/litaresources/litajobsite/litajobsite.htm

The Tech Council of Maryland
www.mdhitech.org
More than 600 member companies representing more than 200,000 people; includes job listings.

Bio-link
www.bio-link.org/centersMD.htm
Maryland Biotechnology in Education and Industry; includes job listings and links to employer websites.

Greater Baltimore Technology Council
www.gbtechcouncil.org
Links and information on technology organizations throughout Maryland.

Bio Space
www.biospace.com
Biotech, clinical research, and pharmaceutical news and jobs.

Bio Find
www.biofind.com
Biotechnology industry information, events, jobs.

Biotechnology Industry Organization
www.bio.org
BIO Members and website links.

MD Bio
www.mdbio.org/index.php
Division of the Tech Council of Maryland
Resources
Health Care/Medical Service

MedSearch
http://healthcare.lycos.monster.com

MedZilla
www.medzilla.com
Biotechnology, Pharmaceutical, Healthcare, and Science environments.

Onward Healthcare
www.onwardhealthcare.com/maryland/maryland_jobs.aspx

RN Insider
http://rninsider.com

Science/Engineering
Advancing Science Serving Society
http://aaas.sciencecareers.org/js.php

EngineeringJobs.com
www.engineeringjobs.com

Institute of Electrical and Electronic Engineers (IEEE)
USA Job Listing Service
http://careers.ieee.org
Select “search job listings.”

Nature Jobs
http://www.nature.com/naturejobs/science

Science Magazine
http://recruit.sciencemag.org